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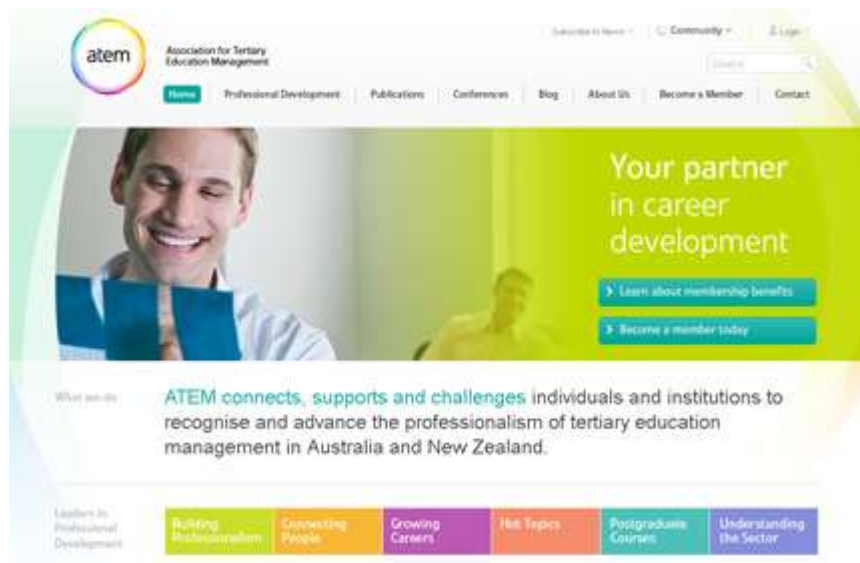
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ATEM's new look website

By Heather Davis



Following the development of a new corporate identity for ATEM in 2009, Evolution7 set about building a more compelling online presence that reflects ATEM's new identity. ATEM's new website is content-rich, eye-catching and dynamic. It has been built with both exceptional usability and inspiring design at its core.

A key goal in commissioning the new site was to raise the profile of ATEM's professional development programs. ATEM is, after all, a leading provider of leadership, management and administration programs for the Tertiary Education Sector in Australasia and our new website now communicates this presence.

The website communicates clearly what ATEM does:

ATEM connects, supports and challenges individuals and institutions to recognise and advance the professionalism of tertiary education management in Australia and New Zealand.

The website also communicates clearly that ATEM is leading providers of Professional Development for the sector. The information on Professional Development is divided into sections that focus on [Building Professionalism](#); [Connecting People](#); [Growing Careers](#); [Hot Topics](#); [Postgraduate Courses](#), and [Understanding the Sector](#).

The new website also has increased functionality and interactivity for members, and, in response to many requests, the forums are back, bigger and better than before!

We welcome your feedback on the new website, please drop us a line at info@atem.org.au.



Heather Davis
Editor ATEM Matters

Editorial

Welcome to ATEM Matters #39, the third issue for 2010.

This Christmas edition is full of information for you about what is happening now and what's planned in 2011 as well as some interesting articles and Employment Relations News.

We have the usual Regional Roundup where **Regional Chairs** report on a very busy 2010. The **News and Announcements** section is there to give you a snapshot about what's going on in the sector. Feel free to contribute your news or the news of your organisation to this section. It is great to see what I hope will continue to be a steady stream of news supplied directly from our members, thank you to all who have contributed. We also have our usual welcome to new members and a report on membership upgrades since 2006.

The **President's Report and Executive Director's Report** follow to keep you up to date with what has been happening at Council and for ATEM since our last newsletter.

There's a section on **Conference Reports** which reports on the progress of the 2011 TEMC as well as contributions from members about the **Educause** conference and the **Mind and Its Potential** conference which have recently taken place.

The articles selected for this issue will, I hope, provide some interesting reading for you over the break. We have our usual interview sourced from **Management Issues** in the UK, this time about what's happening in China. There is also an appealing article sourced from the **New Zealand Institute of Management** about the human side of CEO leadership, an article which aligns with my own research findings, and I trust will be of relevance to the tertiary education sector. We continue to bring you information about **Employment Relations** sourced from our very good friends at **Bell Gully** in New Zealand and **Freehills** in Australia.

As you will be aware, our Executive Director **Maree Conway**, is stepping down from this position at the end of 2010 and Maree comments on this in her report in this issue. I'd like to add to the President's thanks and appreciation given in his report. I have worked closely with Maree over the last 2 years after I was first appointed to Council, and before this Maree was known to me by reputation and as a strong advocate for ATEM within the wider tertiary education sector. I think I first actually met Maree at a Victorian Branch conference in 2004 and I recall that I remarked to her that 'she was much younger than I expected!' given her reputation, her long held activities like regular articles in the Campus Review during her Presidency and other efforts to make ATEM visible over many decades. Maree, it's been a pleasure working with you and learning from a master and I wish you every success with your consultancy business which you will now be concentrating on full time. I'm sure that your business interests and the work of ATEM will continue to intersect and so I see this move as not so much losing you, but as ATEM gaining from the wider and more varied work you will now be doing. Maree, for example, will again feature in ATEM's 2011 Leadership Masterclass taking a Futures session in this residential program to be held in Auckland in November (details of which will be on the website soon).

I'd also like to welcome Paul Abela to the position of Executive Director beginning in early 2011 and I'll be asking Paul to share some background information and his vision for ATEM in the next issue of ATEM Matters.

Best wishes to all our members for a very happy holiday season and a happy and productive 2011.

Heather Davis
Editor, ATEM Matters

AMEditor@atem.org.au



Stephen Weller
ATEM President

President's Report

Executive Director

Following the call for Expressions of Interest for the Executive Director the Selection Panel was provided with a pool of nine strong and well qualified expressions of interest, that in turn were short listed to four strong applicants interviewed on Thursday 9th December and referee reports canvassed.

I chaired the Selection Panel, which also included Heather Davis, Association Secretary and Jennifer Martin, Regional Chair NSW/ACT and after much deliberation due to the high calibre of interviewees, a recommendation was taken to Council at its December meeting where it was endorsed. I am pleased to announce the appointment of Mr Paul Abela as ATEM's new Executive Director. Paul will begin his appointment early in the New Year.

The appointment of the new Executive Director, and the increased time fraction at 0.8, will provide ATEM with the additional investment to continue to grow our activities. The expanded time fraction for this key role, the move to the regional structure within one association, the launch of the new website, and the release of the 2011 Professional development Program provide ATEM with a substantial foundation moving into 2011 and beyond.

Council took the opportunity to give Maree an appropriate send off and acknowledgement the evening before Council and I have commenced discussions with her about how we can continue our collaboration with her into the future. As I have said elsewhere Maree has been a driving force in ATEM over the last two decades and as an association we remain considerably indebted to her for the outstanding contributions she has made over two decades.

Professional Development Program

It was with considerable pleasure that I was able to launch the 2011 Professional Development Program on 26 November to our Corporate Members and the wider membership of ATEM. This realises Council's goal of a single integrated professional development program available in advance of the year the programs are to be offered. My considerable thanks are extended to the Secretariat, Regional Chairs and Committees and everyone else involved who has assisted ATEM to reach this major milestone.

The 2011 Professional Development Program features in excess of 150 programs across 50 different locations in Australia and New Zealand and demonstrates the key contribution that ATEM is making to the advancement of the professionalism of tertiary education management in Australia and New Zealand.

NSW/ACT Region Function

In advance of the December Council meeting to be held on campus at the University of Technology, Sydney the NSW/ACT Regional Committee and the Council hosted a Networking Function for Institutional Co-ordinators and Members. This function followed earlier successful events held in Auckland and Brisbane and will continue into next year with events in Adelaide and the Gold Coast.

The NSW/ACT Networking Function will also be a special occasion as the Chapman Family will be attending and the John Chapman Memorial Scholarship will be launched. As most ATEM members would know John 'Chappie' Chapman was an ATEM stalwart with a long and outstanding contribution to the NSW Branch and the NSW/ACT Regional Committee. John sadly lost his battle

with cancer in October but his legacy will be formally recognised with the John Chapman Memorial Scholarship.

The Convenor of the ATEM Ghosts has said that the Ghosts will underwrite a minimum of \$1,000 for this important memorial award. John Chapman was a founding member of the Ghosts and was held in the highest esteem by all of them.

Website

Since the launch of the new website there has been significant positive feedback received from Individual Members as well as Corporate Members on not only the look and feel of the site but also the enhanced functionality. More work remains to be done and Maree will continue to support us in this process as we ensure we have truly embraced the enhanced functionality that the upgrade has delivered to ATEM.

One of the key benefits, both in terms of time and money, is that many changes that we previously relied on external assistance for are now able to be undertaken within the Secretariat. Feedback on the website is very gladly received and I would encourage all ATEM members to encourage their colleagues in the sector who are not members to take advantage of the option to 'Subscribe to News' and keep up to date with professional development updates.

On behalf of Council, may I extend our warmest wishes for a very happy holiday season to you all and we hope that you will be able to have a restful break too.

Dr Stephen Weller

ATEM PRESIDENT

9 December 2010

stephen.weller@atem.org.au



Maree Conway
ATEM
Executive Director

Executive Director's Report

This will be my final report as Executive Director, as I officially finish with ATEM on 31 December 2010. I will be in the background until my replacement starts work, and will continue to work on the website content to get that finalised.

Those of you who know me know that I'm not one for big farewells, much preferring to slip out the door unnoticed - what I have got from being involved one way or another with ATEM since 1982 is more than enough reward for me.

I have been extraordinarily privileged to have been involved with ATEM for so long, and can only recommend that anyone get involved in some way whenever you can. Volunteers are the life blood of ATEM, and while we are all busy people, the rewards you get from working with this great group of dedicated and committed people in any role, big or small, will not only enhance your work but you will help to enhance the professionalism of what we do across the sector. Just do it!

But because I've been involved for so long, it's time for new blood, new thinking, new ideas. Besides, I was officially made an Emeritus Member at the TEMC this year, so I'm in ATEM for life! 😊

Back to the report...

Professional Development

Thanks to the efforts of Regional PD committees and the Secretariat, we have published our first consolidated PD program in November. This has been a goal for a couple of years, and I am very grateful to everyone who worked to shift our thinking and our processes about how we do PD to enable this to happen. I think if you go to the PD page on the ATEM site <http://www.atem.org.au/professional-development/c/all-programs> and download the program, you will be impressed. Feel free to circulate it far and wide.

We are uploading program details to the site and these should be available for registrations by the time ATEM Matters is published. Don't forget to log into the site (top right hand corner) to get your member discount for PD program registrations.

We ran **our first webinar program** this year – Leadership as Intervention – and will be working to expand our online offerings in coming months. A small working group of Council has been set up to look at what is possible for us to do, working with folks from the GradSchool at the University of Newcastle.

Website

We are working to continue to improve the quality of the content on our new site, so you will see minor changes to navigation and content over the next few weeks. Let me know if you have any suggestions/ideas about the site (maree.conway@atem.org.au).

We have set up a new partnerships page on the site <http://www.atem.org.au/about-us/partnerships-> to highlight some major strategic partnerships we have.

Forums: we have re-birthed the Member Forums on the new site – you can find them in the Community section – look at the top right hand corner of the screen or at <http://www.atem.org.au/forums/>. We have the following forums operational at the moment:

General Chat – to find out about all things ATEM

Professional Development – nominate topics for future programs, share ideas about and recommend courses – you get the idea

Policy Network – run by Mark Hatwell for the successful ATEM Policy Network

Student Administration and Services – a new forum for those folks involved in delivering student services

Student Experience Projects – run by Fran Walder for sharing info about these projects

ATEM Researchers – a brand new forum for ATEM members researching topics related to tertiary education management.

Institutional Coordinators – a new forum for ATEM’s institutional coordinators to connect and communicate.

It takes time for forums to really take off, so the next time you have a question about work, or want to know something, or need a name at another institution – log in to the forums and ask away.

Partnerships

We have agreed to offer a one year’s free ATEM membership to graduates of the **LH Martin Institute’s** Masters in Tertiary Education Management, and we are again jointly badging the Institute’s Moving into Management course <http://www.lhmartininstitute.edu.au/executive-education-programs/leadership-programs/31-moving-into-management-2011>.

Customer Service Benchmarking Australia are running their 2011 Benchmarking Program again, and expanding their suite of offerings for the sector. Have a look at their site if you haven’t yet, or want to see more about what they do.

We will also be talking with **the Association of University Administrators** in the UK about the possibility of offering their successful Postgraduate Certificate in Professional Practice here in Australia. Lots of talking to be done, but this would be an exciting development for us – and you!

We are also continuing discussions with the Department of Education, Employment and Workplace Relations (**DEEWR**) about a mobility scheme (staff exchange) between DEEWR, ATEM and the LH Martin Institute.

A Final Thanks

I have made many close friends during my years at ATEM (too many to name here individually) and have enjoyed working with a huge number of people in regional and Association committees. But there are a few people who have defined my ATEM experience, so I’ve indulged myself with some final thanks here.

My then boss, **Phil Lipshut**, at Footscray College of TAFE, who suggested I join ATEM in 1982.

Ross Bishop, then on the Victorian Branch Committee, who welcomed me to the committee in 1987, even though I got onto the committee in his words in an audacious way - I just said I’d be interested in being involved, and there was a casual vacancy – motto, always speak up!☺

Jim MacLauchlan, former ATEM President, for pushing me to take on a more active role in ATEM in the mid-1990s. Best jump I’ve ever made!

The **ATEM 2000 group** which worked on new policy and strategy in the late 1990s – you guys were great to work with, and we did great work!

Tom Gregg, former ATEM President, for his continuing and never failing support of me over many years, including supporting my sometimes out there ideas about professionalising what we do in the face of some, well, rather vitriolic opposition.

Stephen Weller, with whom I worked at Victoria University, for his leadership of ATEM (long may you lead ATEM!), his wonderfully clear and concise way of operating, and for his friendship and support. Love your style!

Barb Stubbs, with whom I have had the absolute pleasure of working in her capacity as ATEM Admin Officer – never says can’t, never says that’s impossible, always gets it done with impeccable outcomes – big thanks, because you made my ATEM life so much simpler and you were a joy to work with, even though we fight over grammar and punctuation!

Giles Pickford and Peter Scardoni, both from moulds long broken, for always providing an ear to listen to me, and for your ability to make me feel good and valued no matter what was going on in the ATEM world. Thank you from the bottom of my heart.

So, that's it from me - enjoy ATEM and I'll see you at the next TEMC.

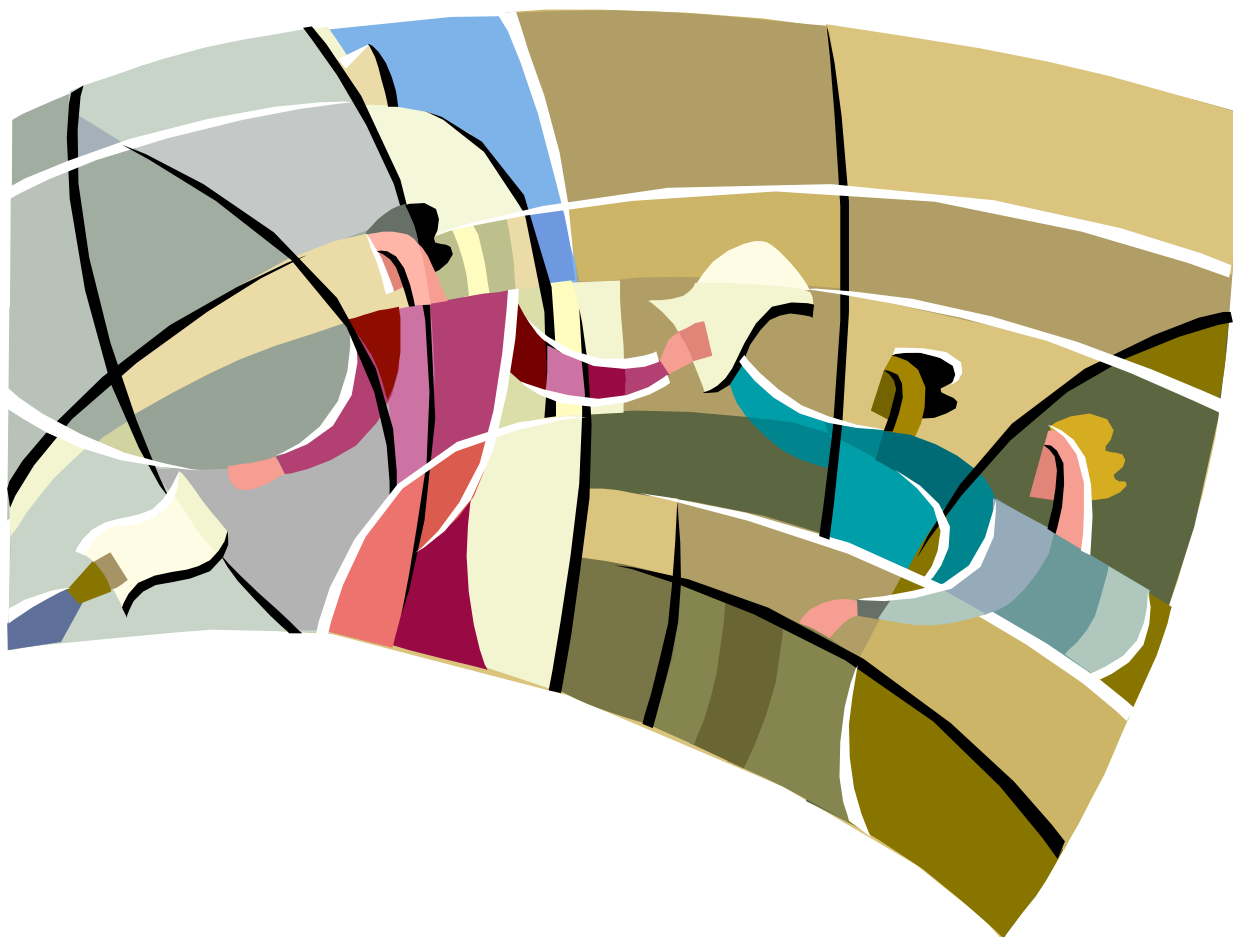
Cheers

Maree Conway

ATEM Executive Director

Email: maree.conway@atem.org.au (till 31 December 2010)

Email: maree.conway@thinkingfutures.net (2011 onwards)



Conference Reports

TEMC 2011



Planning for the 2011 Tertiary Education Management Conference is continuing well, with the committee meeting regularly.

Venue

TEMC 2011 will be held on the Gold Coast. The venue contracts and deposit have now been signed and paid.

Accommodation

Accommodation has now been secured at Jupiter's, Sofitel, Meriton, Mantra and Wave Resort. The range of accommodation offers hotel style, studio and apartment style rooms.

Speakers

The committee has confirmed a number of speakers and will have the final keynote speakers confirmed in early 2011. Current confirmed speakers include:

- Prof Terry Gale and Ms Mary Kelly – Social Justice
- Prof Peter Coaldrake – Panel
- Ms Jo Dane – Learning Spaces
- Ms Sara Carrigan – Motivational

Launch at TEMC 2010

The launch of TEMC 2011 went well in Melbourne. Delegates received the registration and call for papers information and sticky notes promoting the conference. The intent to donate speaker gifts to The Smith Family was also well received by delegates at TEMC10. There was also a good response to having the launch early in the conference rather than the last item on the conference schedule.

Sponsorship

Sponsorship and Exhibition sales are now open: we have a minimum target of \$200,000. At this stage we can report that we have received \$120,000 in sponsorship commitment.

Registrations

We currently have 50 registrations and email marketing began in late November. Delegates who register before the end of the year go into the draw to win their registration fees back. There will be one free registration for TEFMA and ATEM members up for grabs.

See <http://www.temc.org.au/registration>

Bruce McCallum
Chair, TEMC 2011 Organising Committee

Okay, a conference held opposite Disneyland sounds like a junket but this one worked us from 8am in the morning to 6pm at night, so days were busy. I did fit in a visit to Disneyland—what else does one do while waiting for a late night flight?

Educause is an association of people who work in information technology and those who use educational technology in their work. The web address is <http://www.educause.edu>.

In my **Thinking Futures** work, I find myself increasingly drawn to understanding the impact of new technologies on how we work in tertiary education and how learning can be delivered in the future. So what better place to be than in a group of around 6300 people who do educational technology every day talking about what's coming? The conference was also streamed live online to around 2,300 folks registering to attend that way.

I attended a preconference workshop on using Wordpress in education and was blown away by examples of students cocreating content and knowledge with their teachers. There is some stunning stuff happening out there at the edges of learning delivery which really is game changing.

The opening keynote was [Gary Hamel](#), and I have to say it was worth the 13 hour flight just to hear him speak. He reminded us very clearly that the future we are heading into will be nothing like today, and we need to get used to that - fast! The message that stuck - we need to remember not to invest ourselves emotionally in the present because that makes us less likely to be willing to change what we do, even in the face of overwhelming evidence that we must change or fail.

Then in the next keynote, with **Neil Gershenfeld** from the Centre for Bits and Atoms at MIT, I discovered **fablabs** and research on merging the digital and physical...wow! I knew about 3D printing and manufacturing but here were 8 year old girls in Ghana creating circuits that made physical things happen. I saw a scream bag where you can scream really loud into a black bag and it's silent. Later you can open the bag when you are outside and out comes the scream at full volume—very useful in meetings I think! While this is emerging technology, the fablab work demonstrates what is possible and what is coming.

A key message across most sessions I attended was that what we do today, our current business models, our current views about what education and learning is, and how we deliver it, will not be sufficient into the future. We need to redesign how we work and how we think about what matters? Is it about our emotional investment in our work (no) or about making sure we stay relevant in what we do (yes). Well, it's about both, but we have to learn to be resilient and adapt to change—old message but one that we need to pay attention to.

It's also about understanding changing expectations of students of the future and understanding that traditional resistance to changing how we work and deliver services just won't be good enough in the future. It's not what's in our heads that's important when it comes designing service delivery, it's what's in the heads of young people that we need to understand. There are big challenges here for each of us and for our institutions - are we structured to deliver the services of the future? Probably not.

So the key trends people were talking about?

- **Mobile computing and delivery via mobile phones and iPads**—lots of experimentation and trials occurring now. I saw apps in operation now that are delivering content to students and which allow them to self test their knowledge as they go.
- **Open content**—this one is still pretty much on the edges, but its impact will be huge - sharing content freely and openly on the web is with us and shows no signs of going away. People were talking about the ability to create your own textbooks from high quality open content, enriching the resources students have access to and broadening their perspectives

on a topic.

- **Ebooks and etexts** was a big topic. There were many iPads at the conference, including mine, and the idea that they are a game changer suddenly became real for me. I travelled only with iPad and a Bluetooth keyboard for use in the hotel room only; I'm typing this using the virtual keyboard. And so are many others. It may truly be the end of the laptop.
- A couple of sessions I attended was in a **flexible learning space**, with furniture designed by Herman Miller—a great example of the types of spaces that are being designed right now, that can be reconfigured to suit different teaching and learning styles. I tweeted while in was there that it was very cool, which dates me, but it was.
- I walked out of one session to see a picture of myself on one of the touch screens - it was a google map with me as an example of an international participant and where we are from—not sure I wanted to be on display like that but a good example of personalizing the educause experience for me. That trend—**personalizing the educational experience**—will also be increasingly expected by future students. Some new software was launched here which will allow you to collect information from students and then to stay in touch with them throughout their study to deliver recommendations about their course design just for them.

The exhibit hall was huge with 269 sponsors who were much more involved in the conference delivery—for example, blackboard provided a mobile site, CSCO provided free wireless. Okay, it was a technology conference but there are lessons to be learned for TEMC. Sponsorship is critical if ATEM is to deliver high quality conferences at a reasonable cost and messages from them throughout the conference is a small price to pay to let us deliver high quality conferences.

What do we do better at our own TEM conference?

- Food—yes a lot of people to feed all at once here, but that seemed to mean sacrificing quality in favour of speed. And we had lots of cookies for dessert, no fruit in sight. One lunch was enough for me not to go back. And what's wrong with plain milk? What's with their fascination with half and half? I had the same issue with the room service menu—no healthy meal options at all—the local Subway got a lot of business from me!

What's the same?

- the variable quality of concurrent sessions. Some were great, some not so good. Some characteristics of the great ones were they didn't read their paper; they talked about what was coming not what we do today; they used data well and didn't drown us in it; and, they were excited about what they were talking about. There were lots of good messages but they were often missed because of boring delivery—we owe it to ourselves and our listeners to learn how to present well.
- This applies to keynotes as well—the difference in audience engagement between the first two keynotes and the third was palpable. The difference—the first two didn't read and moved around the stage to take in all the audience and they used interactive PowerPoint displays to reinforce their messages. The third, a university president, read her speech and it was a speech, with no PowerPoint and people walked out throughout and the restlessness of the audience was audible. The message wasn't terribly new either, whereas with the first two, we learned new things, we left energized.

What we can learn?

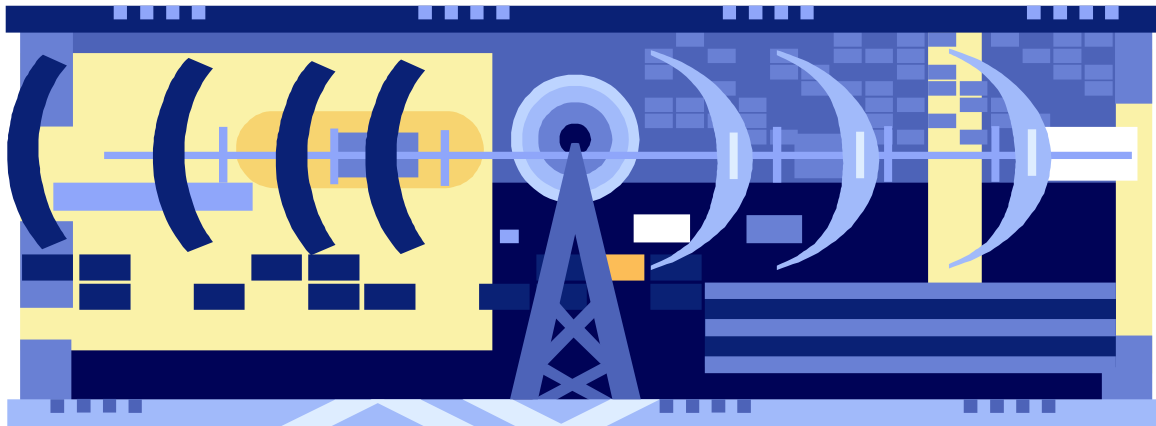
- There was a sense of coherence and consistency at the conference that seems to spread beyond years. This may be because the theme is the same from year to year—the best thinking in IT—and the logo is the same. There is no conference theme and no special conference logo, yet people know what they are attending and what will be talked about.

- There are many different presentation styles, including one—birds of a feather—where the topics were participant generated. It may be time to completely rethink how we structure the TEMC to allow more diversity of approach and content generation. That is, we focus more on content and connecting participants with the content than on theming and logos.
- Do we need to look at live streaming of keynotes for example, for people who can't attend face to face?

The biggest learning for me was that we need to focus our content on what's coming and how we need to prepare—that thinking space is exciting and innovative and generates a very different conversation than that generated by comparing what we do today.

Attending a conference outside my direct work area was well worth it, and I highly recommend it if you can manage it.

Maree Conway
Thinking Futures
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The mind and its potential conference took place on 18 & 19th November 2010 at the Sydney Convention & Exhibition Centre. Vajrayana Institute, the conference convenor, invited ‘world leaders in neuroscience and education..[to] show how we can harness the brain's plasticity to enhance our skills and change our "habits of mind" for lifelong learning.’

Considering that I didn't even know what ‘brain plasticity’ meant, I was skeptical about this. The Christian rock music which greeted me in the auditorium on the first day did little to calm my nerves that I was about to be lectured to by a bunch of self-confessed (and self-obsessed) Self-Help Gurus. Thankfully this turned out not to be the case and in this report I shall explain why.

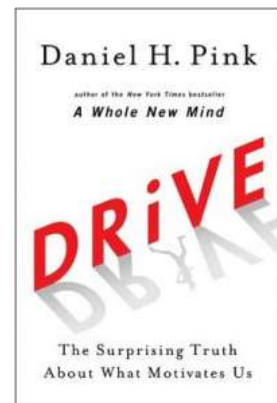
The conference was chaired by two lively, humorous and erudite females (Ruth Ostrow and Catherine Deveny) who whipped the conference pace up into a frenzy with breakneck introductions and slowed the proceedings down by offering intriguing plenaries on the speakers’ presentations. The two day conference was broken down into 8 key themes ranging from ‘your potential to learn’ to ‘your potential for resilience’. Each and every one of the 37 speakers delivered first class presentations; even Goldie Hawn who came to the conference by ‘video’ managed to enthuse to us her message about the need for the MindUp! Program, a curriculum which aims to alleviate ‘learning stress’ in school kids and ameliorate ‘mindful practices’ which have been designed with neuroplastic growth in mind. There goes that word again - neuroplastic. The conference delegates seemed to hum in choral meditation every time this word was uttered. Yet what does it actually mean?

It wasn't until **Professor Michael Merzenich** from the University of California presented on his field of expertise: integrative neurosciences and brain plasticity research, did the penny drop. The quality and simplicity of the professor's explanations helped me to understand not only what is meant by brain plasticity, but also how and why it is significant to everyone on this planet. Brain plasticity, simply put- is the brain's ability to change itself. This can and does occur at any age in our lives. The catchy neuroslogan, ‘neurons that fire together, wire together’ seems apt to help illustrate this point. The earth moved for me when the professor informed us that a decline in brain plasticity in older folk (the results of which are fondly referred to as ‘senior moments’) can actually be reversed. Reversed! The applications of this research are monumentally life enhancing; people suffering from dementia as well as people who have diseases such as Alzheimer's and Parkinson's are in for a treat. By applying the scientific breakthroughs to develop brain health training strategies and tools, medical practitioners can help patients to restore their cognitive abilities; not just by a little bit but potentially to rejuvenate the cortex to function like a ‘vigorous’ young adult. The Plasticity Research Revolution can, if we accept its’ findings, positively influence us all. For more information, please go to www.positscience.com/human-brain/brain-plasticity.

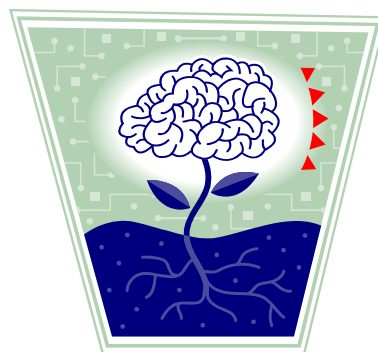
Back to **Goldie Hawn**, I reckon that if she had made it to the conference in person, she would have faced a formidable competitor in **Dr Toni Noble's** program called **BOUNCE BACK!** which is currently used by teachers and parents in Australia. This is good news because not only is Toni (and her co-author, Helen McGrath) leading experts in the field of Student Wellbeing but also because the program is designed to teach children, as early as possible, some of the personal skills related to resilience and coping with life's trial and tribulations. The program curriculum emphasises strategies which include optimism as the ‘velcro’ for constructing resilient behaviour and amplifying positive emotions in children. What suddenly dawned on me as Mrs. Noble showed us the BOUNCE BACK toy, which stands upright again after being flicked on its side, was that I too could do with some training in these skills. For example, Dr. Noble says that, ‘children and young people can be “encouraged” to be courageous by facilitating self-reflection on their courageous behaviour’. I wonder how many adults take the time to pause and contemplate their courageous behaviour, such as, buying a property, having a child and keeping track of one's superannuation

fund? Perhaps I would need to enroll in ACU's School of Educational Leadership, of which Mrs. Noble is Adjunct Professor, to get a glimpse of how reflecting on courageous behaviour can combine with optimism to develop resilient educational leaders. Phew! In the meantime I will use the Teacher's Guide to teach myself how to make a Bounce Backer toy; learning a new skill should at least help to keep my senior moments at bay.

Turning now to a bestselling author, **Daniel H. Pink**, famous for his book *A Whole New Mind: Why Right-Brainers Will Rule the Future*, and who was at the conference to launch what will presumably be another bestseller, *Drive: the Surprising Truth about What Motivates Us*. His work experience includes serving as chief speechwriter to ex-Vice President Al Gore, and not surprisingly, Mr. Pink had a way with words. One part of his presentation particularly amused me at the time and has lingered since; he told us that the concept of 'management is a technology from the 1850s' designed to get compliance from employees. According to Pink, the carrot and stick theory of motivation is completely out of step with 21st Century White Collar Workers. Seemingly, this cohort of employees wants to be treated like artists whereby they are given the freedom to commission their own work and perform in an unrestrained way. The author considers that these factors genuinely fuel employee engagement and motivation, and this therefore, is only part of the surprising truth about what really drives us.



Universities around the world have benefited from **Tal Ben-Shahar's** lectures, but none more so than Harvard where he taught the largest course called Positive Psychology and the third largest on The Psychology of Leadership. It seems that university students today are profoundly interested in these subjects; why else would these courses be so popular? I think I may have the answer, leastwise, I partially subscribe to Tal's point of view which is that our key to learning is learning to cope with failure. Tal advocates that, 'learn to fail, fail to learn' is actually what makes us successful in life. He illustrates this by telling us about one of the world's most prolific inventors, Thomas Edison, who between 1881 and 1931 listed 1,093 patents and is quoted as saying 'I am not discouraged, because every wrong attempt discarded is another step forward.' This message must be extremely appealing to university students; particularly when primary and secondary school education indoctrinates the pursuit of success and the rejection of failure for its pupils. Could there really be personal benefits and growth to be gained by giving (in Ben-Shahar's words) 'ourselves the permission to be human'? From my personal experience working as a Study Skills Advisor at Macquarie University, I have met a lot of students who can't cope with the idea of failure, let alone the reality of failure. Should I advise these students to take a leaf out of Ben-Shahar's book, *The Pursuit of Perfect: How to Stop Chasing Perfection and Start Living a Richer, Happier Life?* Personally, I think I should.



News and Announcements

Membership Upgrades

Congratulations to the following ATEM Member who has been recognised for her contribution and commitment to tertiary education and the profession.

Associate Fellow: Donna Burnett, Bass

Giles Pickford has kindly compiled a full list of membership upgrades granted since they were introduced in 2006.

Here are the Fellows and Associate Fellows of ATEM.

FELLOWS

Boddy, Clive
Cole, Margie
Crevald, Andrew
Debowski, Shelda
Draber, Phil
Ferguson, Ginny
Fulljames, Terry
Gan, Audrey
Gillette, Katy
Gregg, Tom
Halls, Michael J
Heywood, Tony
Hodge, Toni
Hughes, Alison
Jacob, Samantha
Knox, Bruce
Lietzow, Eva
Long, Jeff
Mahney, Greg
McCluskey, Ken
McLain McKellar, Linda
McMaster, Maddy
Miller, Jo
Nathan, Judith
Pryzibilla, John
Pryzibilla, Liz
Reid, Maureen

Russell, Cassandra
Schulz, Lucy
Sharma, Raj
Smith, Kevin
Speechley, Bob
Szekeres, Judy
Tupu, Jenni
Vicary, Adrian
Voyce, Neil
Walker, Anne
Wallace, Ion
Wisneski, Bobbie
Wohlmuther, Sue
Wood, Julie

ASSOCIATE FELLOWS

Aspinall, Graham
Bedford, Prue
Bleakley, Wayne
Bridger, Alison
Brown, Philip
Brown, Tony
Buchan, Ross
Burnett, Donna
Dansey, June
Davis, Heather
Diamond, Karin

Editors' Note: Members please note that at its meeting on 11 March 2009, ATEM Council removed the waiting time required for membership at the higher levels.

The waiting times were previously one year of membership for Associate Fellow and two years for Fellow. Immediate access to these post nominal levels are now available to those who meet the criteria and apply.

Elliott, Deborah
Govindasamy, Prabha
Haisman, Nicky
Hall, Bob
Hocking, Philip
Koureas, Myrophora
Manahan, Anthony
Markham, Brenda
McCallum, Bruce
McLean, Andrew
Noble, David
O'Reilly, Jan
Pepper, Chris
Pickford, Giles
Prasad, Gita
Rodrigues, Joan
Rubin, Tanya
Vicary, Adrian
Warnes, Julie
Wheatland, Leisa
Whisker, David
Wright, Caleb
Yellowlees, Naomi

Have you considered upgrading your membership to Associate Fellow or Fellow?

Here are the criteria:

- Associate Fellow status is awarded to members who possess a degree and/or equivalent professional career knowledge, skills and experience in tertiary education management. To become an Associate Fellow, you must have at least three years experience in tertiary education management and have held a management or leadership position for a minimum of two years.
 - Associate Fellows must complete a minimum of thirty (30) hours of continuing professional development (CPD) each year, and can use the post nominal ATEMAF.

- Fellow status is awarded to members who have been working in tertiary education administration and management for at least eight years, and in a senior role demonstrating strategic management and leadership for a minimum of two years. Leadership and service to the tertiary education community over at least five years must also be demonstrated. The award of ATEM Fellow recognises members who have pursued their professional development and helped to improve professional practice. The award of Fellow represents the culmination of a sustained period of commitment to the profession and reflects the superior level of achievement in both professional practice and professional development of the member.
 - Fellows must complete a minimum of thirty (30) hours of continuing professional development (CPD) each year, and can use the post nominal ATEMF.

For more information and application details, please see <http://www.atem.org.au/become-a-member/membership-upgrades>.



New Members

ATEM welcomes 64 new members who have joined since July 2010.

International

Corinne Karuppan

Aotearoa Region

Margaret Beattie

Leanne Bint

Charlotte Botha

Alan Cadwallader

Shelley Catlin

Abi Davies

Kay Giles

Karen Mather

Claire Philipson

Tracy Pilet

Bass Region

Aileen Alexander

Rachael Alexander

Salli Bruce

Diana Carter

Bronwyn Coutts

Tess Demediuk

Michael Elliott

Bekarra English

Sharon Fitzgerald

Anna Foundling

Leisa Franklin

Kailesh Gunesh

Deborah Hewitt

Jay Illesinghe

Graham Kidd

Johanna Lamborn

Susan Lloyd-Angol

Eileen McCarthy

Lorraine Mills

Irina Momirovski

Brenda Noone

Terri Roche

Jane Stewart

Central Region

Margaret Beare

Kimberly Burdett

Sarah Collyer-Braham

Ursula Franck

Caitriona Murtagh

Katy Ramsden

NSW/ACT Region

Teraesa Ashworth

Clive Baldock

Kylie Colvin

Carolyn Fairhurst

Andrew Heath

Michael Heffernan

Jane Macintosh

Mairtin Mag Uidhir

Sandra Norris

Simone Purdon

Rhian Webb

Pepi Weinrauch

Tagrid Yassine

SE Qld/Northern Rivers Region

Peter Barnard

Sue Craig

Greg Hill

Peter Wickins

Jennifer

Worthington

Tropical Region

Lesley Clark

Susan Praed

Colette Wasson

Western Region

Louise Batchelor

Wayne Betts

Debra Rosser

Membership Notes

ATEM's Patron Professor Ian Chubb named Australian Capital Territory's Australian of the Year

On November 24th the ABC reported that Professor Ian Chubb has been named ACT Australian of the Year for his lifetime contribution to the tertiary sector.

Professor Chubb says the highlight of his career has been his time as vice-chancellor of the ANU.

"It's in many respects a great institution, with some great people, doing great things for Australia and Australia's place in the world," he said. "If you get a chance to be part of that, and if you get a chance to play a leadership role in that, then you're pretty lucky really."



Vale John Chapman

John Chapman was remembered by his wife Shirley and family, and friends and colleagues at a reception put on by the NSW/ACT Region for the ATEM Council. The reception was held at the Aerial Function Centre UTS on Thursday 9 December. Valedictory speeches were made by the following friends.

- Previous ATEM President Jim McLauchlan who had worked closely with John for 25 years in the early formation days of ATEM, and even more so during his Presidency from 1996-98 when John had been ATEM's first paid member of the Secretariat
- Giles Pickford who had worked closely with John from his appointment to the ATEM Secretariat in 1999
- NSW/ACT Regional Chair Jenny Martin who had been loyally supported by John for the duration of her Presidency until he passed away in October while his colleagues were attending 2010 TEMC.

John Chapman AM, OAM, ASM graduated with Honours from the Royal Military College, Duntroon, in 1948. From 1974 to 1993 he was Business Manager at Sancta Sophia College within the University of Sydney. In this role John became very familiar with the Higher Education Sector and he was throughout an avid supporter of ATEM and its precursor AITEA for a period of more than twenty five years.

John has been a member of the old New South Wales Branch Committee, now the NSW/ACT Region, since 1984 and has served as Treasurer and Membership Secretary since 1998. This represents an incredible commitment.

John was the first Executive Officer of the ATEM Council from 1996 to 1998 during the period of the reforms that resulted in the change of name and incorporation of ATEM. Prior to that, he was a member of the AITEA Council from 1988 to 1995.

He has been instrumental in successfully maintaining ATEM's membership through a number of initiatives, including the recruitment of the largest group of Institutional Coordinators in ATEM. He has been a huge support to the various Presidents of the old NSW Branch in innumerable ways, and he has been instrumental in assisting to turn the Branch Finances around from near collapse in 1999 to a very healthy position for the new NSW/ACT Region in 2008.

The ATEM Secretariat has placed on record its appreciation of John's meticulous work in the financial management area and in fixing glitches that others had overlooked. In 2004 he was given the ATEM Meritorious Service Award, ATEM's highest award for service, and in 2008 he was officially honoured with the ATEM President's Award.

John is a founding member of the Emeritus Chapter of ATEM, also known as the ATEM Ghosts. Giles Pickford, Convenor of Ghosts, announced at the reception that the Ghosts would create a John Chapman

Memorial Conference Grant for use by a member of the NSW/ACT Region to attend the 2011 TEMC in Surfers' Paradise. He stated that \$1,000 had already been raised.

John Chapman was an ATEM Warrior. We will never forget him.

Giles Pickford
ATEM Secretariat

Nomination for UNSW Staff Excellence Award

In 2010 the AdminNet committee at UNSW (established in 2003) was nominated for a UNSW staff excellence award. AdminNet has achieved excellence in sharing resources and disseminating knowledge and skills to the administrative and professional staff community of UNSW. This has been achieved through successful and regular information sessions, end of year functions with attendance of 100-200 staff and the establishment of a successful staff email explode list where information is shared and where over 500 staff are now subscribed. ATEM Institutional Coordinator funding has been used to hold AdminNet committee organised events promoting ATEM, celebrating Administrative professional week and bringing external guest speakers to UNSW.

Members of the network include Helen O'Shea - Chair (School of Optometry), Jennifer (Till) Martin – Deputy Chair (Division of Research) , Mathi Natarajan – Secretary (Financial Services), Anne Ayres (School of Chemistry) , Tatjana Kroll (Student Development), Iona Reid (Faculty of Science), Veronika Roth (Nura Gili), Lynette McIntyre (Faculty of Medicine) , Linda Coggiola (Division of Research), Liz Zhang (Financial Services) , Rajinder Cullinan (Faculty of Law), May Park (School of Electrical Engineering and Telecommunications), Abbey Murray (UNSW Library), Barbara Messerle (Patron, Head of School School of Chemistry), supported by Adrienne Harris (Organisation and Staff Development Services).

The network breaks down isolation and 'silos' by connecting staff across UNSW on all campuses. This benefits the University by helping create a more informed and supported workforce. UNSW AdminNet is now recognised as a valuable and useful resource as demonstrated by the testimonials from senior managers, UNSW staff and external connections received for the nomination.

Now a more mature network, community engagement has extended beyond UNSW to engagement with other Universities administrative network groups. UNSW AdminNet served as a model for the University of Wollongong establishing a similar network. Conference and seminar presentations by Tatjana Kroll from the committee have sparked further interest to establish similar networks at the University of Technology, Sydney and the University of Western Sydney.

Further details on AdminNet can be found on the network's website www.adminnet.unsw.edu.au or contact the committee's Deputy Chair (and Chair, ATEM NSW/ACT Region) Jennifer Martin on Jennifer.martin@atem.org.au.



Photo: Members of the AdminNet Committee from left to right: Helen O'Shea, Adrienne Harris, Barbara Messerle, Lynette McIntyre, Anne Ayres, Mathis Natarajan, Tatjana Kroll, Jennifer (Till) Martin

Chamonix Terblanche, ATEM Student Member, elected to two positions at Curtin in 2011



Congratulations to **Ms Chamonix Terblanche** a PhD candidate at Curtin University and a student member of ATEM for being elected as a member of Curtin University's Council and as Vice President of Curtin's Postgraduate Student Association.

Keep up the great work Chamonix and we look forward to hearing about your research too.

Carmel O'Regan completes L H Martin Institute's of Tertiary Education Management

Carmel has written in to let us know that she has recently completed the Master of Tertiary Education Management (MTEM) through the LH Martin Institute and the University of Melbourne. Here is her report...

The program was fascinating and very rewarding and gave a unique opportunity to marry theory and practical information and skills to benefit and assist me in my current role. The range of visiting lecturers, national and international, gave invaluable insights to the current issues in tertiary education today. I would recommend the MTEM highly to anyone interested in further study.

I was fortunate enough to be awarded the ATEM Maurie Blank Scholarship Study grant this year and was delighted to receive such recognition for my current study. While the money was very helpful in contributing to the fees, what was more important to me was that my peers supported what I was doing and what I was trying to achieve and that gave me further determination to successfully complete my study while juggling a full time job and family commitments.

Maurie was the founder of the Australasian Institute of Tertiary Education Administrators (now ATEM) and was also the first Registrar of the Caulfield Institute of Technology (now Monash Caulfield). What was also lovely was that one of my classmates in the MTEM, Jan Stevenson who is the Program Manager in the School of Business and Hospitality at Victoria University, is the daughter of Maurie Blank. This connection made receiving the grant very special.

Thank you to ATEM for this opportunity and support.

Carmel O'Regan
Deputy Academic Registrar
Student Administration
University of Newcastle

Jobs in Higher Education

If you want a new job go to the second most visited page on the ATEM website—the [jobs](#) listings. There are currently 15 job listings on the site including the position of Registrar at the University of Waikato, a Quality Manager at Swinburne and a General Manager at Bond. Don't forget that all Corporate Members of ATEM can advertise here free of charge. All they need to do is go to this address and post their advertisements: <http://www.atem.org.au/community/job-vacancies/list-a-job-vacancy>.

ATEM Forums

As you will see from Maree Conway's report and from the lead article in this issue of ATEM Matters, the Forums have returned and are a feature of ATEM's new look website. You can find the list of forums currently in operation at www.atem.org.au/forums. From my experience, it is best to be logged in to the ATEM website, then click on the Forum link at the top of the page, but you can also log in directly from the Forum page. Most are open to the public, but some, like the IC Forum is a working space in support of our institutional co-ordinators and therefore by invitation only.

If you can't find a forum of interest to you, please think about starting up one. All you need to do is send a request to info@atem.org.au detailing the proposed name of the forum, a brief description and indicate what sort of access you'd prefer.

I've just started up the **ATEM Researchers Forum** and it was quite easy to do. The Researchers Forum welcomes members who have an interest in researching topics about the tertiary education sector. It will have a rotating moderator/discussant each for an 8 week stint. Volunteers are called to fill this position during 2011. Special thanks to Tony Brown from Curtin University who has agreed to take the reins from February to 1 April and until then I will be the go-to person.

ATEM	TOPICS	POSTS	LAST POST
General Chat <small>General discussion relating to ATEM that doesn't fit in any other category.</small>	2	0	by mconway G Mon Nov 01, 2010 3:36 pm
Professional Development	0	0	No posts
Policy Network	2	3	by Hannek M G Mon Nov 15, 2010 11:38 am
Student Administration & Services	0	0	No posts
Student Experience Projects	1	3	by frances.munoz G Mon Oct 18, 2010 1:34 pm
Institutional Coordinators <small>Private forum for institutional coordinators.</small>	0	0	No posts
ATEM Researchers <small>Moderator: Dayish</small>	4	0	by Dayish G Mon Dec 13, 2010 2:00 pm

Heather Davis
ATEM Association Secretary
heather.davis@atem.org.au

Regional Roundup



Kate Rawlings
Regional Chair

Aotearoa Region

Tenā Koutou,

Writing this regional update for December enables me to reflect on my first year as the Aotearoa Regional Chair. What a pleasure and a privilege it has been for me to work with Terry Fulljames, Christa George, Jenni Tupu, Ann Kilgour, Deanna Riach, Neil Voyce and Jennie Calder-Smith as Regional Committee members this year. It was sad to farewell Christa from the group and her endeavours for ATEM are very much appreciated. She has had her shoes filled very admirably by Jonathon Hagger who is making his mark on the group as a

“Generation Xer”. I would also like to welcome Barbara May on to the committee as well. As a veteran ATEM member she has much to contribute.

The PD programme this year has been used to explore options for greater presence in 2011. Many of the Aotearoa regional members were able to attend the TEMC in Melbourne.

The Regional Committee has spent time this year developing a vision for the PD programme including incorporating the ATEM wide PD activities as well as developing a much broader programme for 2011. It is expected that the programme for 2011 will provide the opportunity to showcase ATEM and increase membership.

The regional conference for 2011 will be held in May at Christchurch and we hope to refocus it as a more interactive symposium to be different to but compliment TEMC.

Finally may I take this opportunity to wish ATEM members a happy and safe Christmas.

Meri Kirihimete

Kate Rawlings
Regional Chair, Aotearoa
kate.rawlings@atem.org.au



Joanne Austin
Regional Chair

Bass Region

We are coming to the end of another very busy year for Bass and as things start to wind down for most people, we are still busy getting our 2011 PD organised.

The introduction of the Online PD Booklet has meant an early start to the PD onslaught. Members can now see what’s coming up in 2011 and as a result we are already opening up registrations for our March programs. Once again we have the ‘tried and true’ PD programs, such as Minute Taking (which constantly astounds me that we run 3-4 per year since the year 2000! However, obviously there is a need), and we will also have some new programs. In addition in 2011 we will be providing a number of grants to the Tertiary Education Management Conference at the Gold Coast, so check the website to see what’s around the corner.

Our third and final breakfast for 2010 was held on Wednesday 24th November and it was a huge success. We were packed to the rafters with our biggest numbers for quite some time. Our guest speaker, Prof Jane Den Hollander, was very well received with a very relevant presentation on what is happening in the sector and our entertaining Christmas Trio kept the morning flowing with much laughter and Christmas spirit!! In Tasmania, two lunches were held – one in Launceston and one in Hobart – again very well received and enjoyed by all who attended.

In addition to the usual work undertaken as regards PD programs and scholarships it was an extremely busy second half of the year for the Bass Region, as Melbourne played host to the TEMC 2010 – and a number of the Bass Region Committee were involved in the conference organising committee. The conference was a huge success thanks to the terrific hard work put in by the conference organising committee (both ATEM and TEFMA) with a wonderful choices of venues in and around Melbourne, and a fantastic selection of activities to show off our much loved city, as well of course as some great keynotes and concurrent sessions.

I would like to take this opportunity to thank the members of ATEM for your continued support, as well as the Bass Region Committee for the work they put in over the past year. Have a wonderful Christmas, enjoy the break and we will see you in 2011.

Joanne Austin

Regional Chair, Bass

joanne.austin@atem.org.au



Judy Szekeres
Regional Chair

Central Region

It's been a successful year for the Central Region this year, with a varied program, covering Marketing for those of us who know nothing about it, Professional staff contributions to student outcomes, Process Mapping, and extension of our highly successful HEO5-HEO7 Career Development program and finishing the year with an interesting insight into the workings of the Melbourne Model and Private Pathway colleges.

The Process Mapping session was a mix of theoretical, case study and hands on and was presented by local staff who are involved in process work at UniSA and the University of Adelaide. The case studies were extremely well received and it is a format we may well try again. The attendance at the Alternative HE Models was not as good as we had hoped, but it was fascinating to hear the inside story on the shift that Melbourne University has made in terms of its curriculum and organisation. Equally interesting was a view into the other end of the HE spectrum, with insider views of the two biggest private providers – Kaplan and Navitas. Throughout the year we have had good, although not record attendance, at activities. However, we have had record membership numbers at one point in the year.

The committee has lost a few members over the year – I'd like to thank Nicole Beaumont for her contribution over the last few years, and we lost Jess Raeburn for a period, but are very glad to see her back. It has been great to get equal input from the University of Adelaide to UniSA, with the addition of Nick Ketley to the committee – now we would just love to see the same level of commitment from Flinders. Greg Wright, the sole ongoing committee member from Flinders, has to be commended for his continued contribution to ATEM over the years, and the Central Region couldn't operate without the continued contribution of Carol Sutherland, Louise Seaman, Julie Browne, Rex Jones, Lesley Grady, Kim Davidson and Lucy Schulz. We are also very grateful to the team at DVE Solutions who have run all of our events so efficiently this year, and who keep us connected to the Secretariat and all that is going on across ATEM.

We look forward to an exciting year in 2011, with an interesting program and the ramping up of preparations for the 2012 TEM Conference in Adelaide. Watch this space.

New South Wales/Australian Capital Territory Region



Jennifer Martin
Regional Chair

Farewell to Chappie

The committee lost its longest serving member, John Chapman in October on the night of the TEMC 2010 conference dinner. Words do not do justice to everything Chappie has done for ATEM and the NSW / ACT Region in particular.

Chappie was remembered and honoured at the NSW/ACT Region members function on the 9th December where many members of his family attended as a tribute and you can read more about John in a tribute to him written by Giles Pickford in the "Membership News" section of this edition of ATEM Matters. The John Chapman Memorial scholarship will be incorporated in the ATEM suite of grants and awards in 2011.

Professional Development

In total, 280 people have attended ATEM professional development sessions run by the region in 2010. Practical administrative and management skills have again proved popular. The region ran our first IT session, based on a request from a member, on Budgeting and Forecasting in Excel. The session was popular and filled up with a waiting list. It will be repeated in 2011.

Sessions have been run for the period from July to the end of November 2010 on the following topics: Advanced Process Mapping, Managing Effective Workplace Relationships, Budgeting and Forecasting in Excel, Minute Taking / Committee Support, So you want to be a Business Analyst?, Dealing with Difficult People Situations and Understanding HESA.

The Regional Conference was held on Friday 23rd July. 56 registrations were received and speakers included Dr Michael Spence, VC, University of Sydney; Prof Geoff Scott, PVC Quality, University of Western Sydney, Committee member Susan Hudson, Melissa Williams, Director Indigenous Employment and Engagement, UWS and Assoc Prof Sally Varnham (UTS) and Patty Kamvounias from University of Sydney.

Membership and ICs

Institutional Coordinators are encouraged to apply for funding from the region committee to hold events on their campuses. \$1000 is available to each coordinator to use for members and promotional events.

In 2010, eight IC events have been held in the region with the aid of this funding. These were a brainstorming and networking session at the ANU in April, Office Professionals / Administrative Professionals Day functions at the University of Newcastle and the University of New South Wales in April, a networking session with HR speakers on the importance of developing tertiary education administrators and managers careers in June at the University of Sydney, another UNSW event on the importance of career paths for professional staff in tertiary education with guest speaker Maree Conway in September, a TEMC conference themed event at UWS, a staff development function at CSU in November and a membership recruitment event at the University of Canberra in December.

Community Engagement–Region Grants

Reports from previous grants recipients have been collated. Testimonials from our grant recipients will be used to promote opportunities for region grants in 2011 – we encourage everyone to apply to help fund their career development!

Region Awards

Deputy Chair (Membership and Institutional Coordinators) Peter Maywald, from the University of Wollongong, was honoured with a Certificate of Appreciation at the ATEM breakfast at TEMC2010 for his work inspiring and mentoring institutional coordinators throughout the region. NSW/ACT region member Carmel O'Regan, from the University of Newcastle, received the Maurie Blank Study Scholarship for study with the LH Martin Institute.

Our 2011 professional development sessions are now online! You can register early at: <http://www.atem.org.au/professional-development/c/all-programs>.

Any suggestions for further NSW/ACT region professional development sessions and other opportunities we could be developing are always welcome. Please contact me at jennifer.martin@atem.org.au with any suggestions on PD opportunities the region could offer that are not available at your organisations.

Jennifer Martin

Regional Chair, NSW/ACT

jennifer.martin@atem.org.au

SE Queensland / Northern Rivers Region



Carl Rallings
Regional Chair

Looking back on 2010, we've had an excellent year in the region in terms of our professional development program. We offered a number of varied courses over the year with a large number of registrations. The 2011 professional development program will commence in April with thirteen courses being offered throughout the year, details have been published on the ATEM website.

Administrative support for the year was provided by Griffith University and my thanks go to Kim Belford who provided great assistance and support. Let me also congratulate and thank John Swinton, Liz Ruinard and Bruce McCallum for the excellent work they have done as the other regional committee members. I would also like to wish John a speedy recovery from a recent illness that will keep him out of action until the new year.

2011 will be an exciting year for our region. In August the region will be hosting the 2011 Tertiary Education Management Conference on the Gold Coast with the theme "Riding the Waves". Bruce McCallum is the organising chair. He brings a wealth of experience to this role having organised a number of Queensland state conferences in the past. The Committee has confirmed a number of speakers for the conference. Delegates who register for the conference before the end of the year go into the draw to win their registration for free.

The regional committee will be appointing a new Regional Executive Officer early in the new year to help support the work of the region. I would also like to see more members join the regional committee. If you're interested, then please contact me on 0408 668508 or at carl.rallings@usq.edu.au.

Best wishes to all members for the coming year.

Carl Rallings

Regional Chair, SE Qld/NR

carl.rallings@atem.org.au



Anna-Marie Williams
Regional Chair

Tropical Region

As the year draws to a close, I can honestly say that although it has been a bit of a whirlwind since taking up the Chair for the Tropical Region, I have enjoyed the challenge. Given my work commitments, I was somewhat hesitant in joining Council however I am so pleased to have become a Committee member. I am genuinely committed to ensuring the Region has the capability of offering the high standard of Professional Development courses that ATEM is renowned for.

The region covers such a large geographical area and our tertiary institutions are so spread out that I believe it is of the greatest importance to ensure our professional staff are provided with the same opportunities that are found in more populated areas. More importantly, staff are able to develop and maintain their knowledge base and skills in line with current trends which is of course mutually beneficial to our tertiary institutions.

The release of the 2011 Professional Development Program is very exciting. Not only has the program been released in time for substantial forward planning by our ATEM members and colleagues, I believe there is much to offer our colleagues in the Tropic Region. This is the first time we have had such a variety of programs in our region including the Flagship Programs of Middle Managers and Expanding Your Influence and I trust you will take advantage of these offerings.

I have been busy making arrangements for the Student Services Conference which will be held in Cairns at the Hilton Hotel 10th and 11th May. We have secured a fabulous venue with great room rates and views; the staff are helpful and friendly and the surrounds are contemporary and elegant with a relaxed atmosphere. The welcome cocktail function will be held on 9th May at the JCU Cairns campus with the opportunity for a tour of our very attractive campus. This is the first time the Conference has been held outside of a capital city so I am delighted to have the event in my home town and encourage you all to consider bringing your family and friends and extend your stay. Cairns and the Tropical Region offer a great deal of tourism opportunities with a range of activities to suit all tastes and ages. I look forward to seeing you there!

I would like to take this opportunity to thank our IC's for their efforts in promoting and hosting our PD programs – Christine Bird at JCU and Di Skewes at CDU. I would like to extend my warm wishes and appreciation to Nerine Williams. Nerine was the former IC for CQU and her friendliness and devotion to ATEM over the years was highly commendable. Nerine will be missed and I wish her and her family all the very the best for the future in Western Australia.

I would especially like to acknowledge the efforts of Barb Stubbs in her capacity as Executive Officer. Barb has offered invaluable support and friendship over the years I have known her and particularly since my election to Council. Her mix of business acumen, corporate knowledge and great sense of humour has lightened my load and I thoroughly enjoy our interactions.

I look forward to continuing to work to promote ATEM within the region and ensuring that your Professional Development needs are met for the future. The very best of wishes for the festive season to you and your families. Warmest regards Anna-Marie

Anna-Marie Williams
Regional Chair, Tropical



tropical@atem.org.au



Ken McCluskey
Regional Chair

Western Region

Another year is almost over and it has been a very successful one for the Western Region. As a committee we set four broad objectives for the year. They were; consolidate and increase our membership; recruit more members to our committee; enhance ATEM's profile in the sector; and provide a high quality professional development program. All of our objectives have been exceeded. Our membership has increased considerably (the most growth in all ATEM's regions). Anecdotal evidence suggests that more people in the sector are aware of our brand and offerings. And of course, our professional development program has been hugely successful.

We kicked off the year with an analysis of the impact on the sector of the Gray v UWA case in the city offices of Freehills overlooking the beautiful Swan River. Freehills has been a long term partner of the Western Region and sponsored the seminar. Many thanks to Freehills and their solicitors who presented.

The Western Region conference was held in July. 80 people attended the conference whose theme was the very topical issue of 'Protecting Brand Australia' Our presenters included the Lord Mayor of Perth; the Executive Director of the Australian Qualifications Framework Council; the Executive Director of Austrade; and the VC of UWA together with the DVCs International from the other three WA universities.

We ended our 2010 professional development program the way we started—overlooking the Swan River this time at the Mounts Bay Sailing Club. A seminar/networking/end of year celebration was held at the club in late November. The seminar was titled 'I'm a professional dammit' and Susan Hudson presented her research findings from an ATEM funded project.

The Western Region has a very exciting and interesting professional development program for 2011. For details please go to the ATEM website. I would like to take this opportunity to thank the Western Region committee for the work they have done for ATEM this year. Thank you Naomi, Nicole, Jenny, Lucienne, Scott, Phil and Kerry for your commitment and enthusiasm. A special thanks to Murray Wackett our Executive Officer who ensures our region is run efficiently. I would also like to thank Freehills and the Curtin Graduate School of Business for their sponsorship

It's been a great year for the Western Region and I am sure 2011 will be even better. Get on board now!!!!

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Map of the ATEM Regions





The following items of particular interest have been extracted from the minutes of the Council meeting held on 10 December 2010.

Generational Change

Council discussed RC Jenny Martin's report on Generational Change, noting the following recommendations:

Recommendation 1: That the 'subscribe to newsletter' option on the ATEM website ask for demographic data including age range.

Recommendation 4: That demographic information including age range is collected when participants register for PD programs, and when they complete the evaluations. Trends in which programs are popular for Gen Y are to be analysed regularly at Council as part of PD program statistics discussions.

Recommendation 5: That the member's survey to be conducted by Maddy McMaster in 2011 include demographic questions including age range.

Recommendation 6: That the online membership form is revised to include asking for demographic details including age range for members that join from 2011 onwards.

Council approved the above four recommendations which were all related to the collection of demographic data and agreed that they be conflated into one statement.

Recommendation 2: That Gen Y ATEM members, when these are identified, are surveyed to discover what they expect from the ATEM website (possibly with the assistance of Fuji Xerox)

Approved by Council

Recommendation 3: That a working group of Council is formed involving members of all generations including Generation Y to continually enhance ATEMs web resources.

Council members and members of the ATEM Secretariat will be asked to join the ATEM Web Site Monitoring Group if they are interested.

Recommendation 7: That the student members are contacted to find out what studies/research they are undertaking and their age. They could form a Gen Y reference group and/or be approached to be on Council working parties for projects related to their study/research areas.

Council suspected that most of the current Student Members are mature age students. Regions are encouraged to seek out younger staff members who are enrolled for degrees and suggest that they join ATEM at the 50% student discount rate.

Recommendation 8: That a campaign to recruit student members in particular be a specific part of the overall membership campaign being coordinated by Carl Rallings.

Approved by Council

ATEM's Carbon Footprint

Council discussed the report prepared by Maree Conway on reducing ATEM's carbon footprint. The following actions were approved.

- undertake a carbon audit or calculate carbon emissions using an online carbon calculator to establish a baseline to measure reductions against. TEFMA gathers such data for each Tertiary Institution in Australia and New Zealand.
- Continue the action taken by the organising committee of TEMC 2010 to not have conference satchels or paper brochures, but rather use of electronic formats like MP3 player and apps to be made available for iPhones and iPads etc.
- Encourage Council members to bring laptops to meetings to read papers rather than print them off (and to use battery power until charging is necessary).
- Open an account with an online meeting provider to provide a way for meetings to be held online (this is different to a teleconference – online meeting providers have functionality to present and collaborate online). Secretariat meetings, planning workshops and committee meetings could be held this way.
- Provide resources on reducing ATEM’s carbon footprint as part of induction packages.
- Consider the need to develop an environmental strategy in collaboration with members and stakeholders. This strategy would be incorporated into ATEM’s strategic plan.

President's Report

The President’s Report was discussed. His congratulatory comments on the PD Program’s release before the start of the New Year were noted. It was agreed that this achievement was one of the highlights of 2010 and would not have been possible without the active cooperation of all Regions. The President highlighted the other major achievement as being the transformation of the ATEM web site. It was an expensive step forward, but it will result in many future savings as the web site can now be updated by the Secretariat.

Finally the President reported that the call for expressions of interest in the new position of Executive Director had generated in nine expressions of interest. The President, Association Secretary and the RC NSW/ACT had formed the Selection Panel which had met the day before Council and interviewed the four short-listed candidates. He recommended to Council the appointment of Mr Paul Abela, Deputy Registrar of Campion College, who has an impressive record of achievement in marketing, student recruitment, international outreach, TAFE administration, faculty administration and adult education. Paul will be employed by ATEM on a two year contract and will be based in Sydney. Work needs to be undertaken by the Treasurer/Secretariat on Paul’s employment details and office accommodation.

Finance

The updated Treasurer’s report was tabled as it raised issues in cash flow. It had also not been possible to complete the 2011 budget until the day before the meeting because of delays in the submission of some regional budgets.

The Budget for 2011 had been balanced by removing the sum of \$40,000 for special projects which had been agreed to previously by Council. During the meeting it was agreed that this amount should be reinstated and that prior commitments of Council must be included in the formulation of the budget. There was discussion about the estimates for Membership Subscriptions and the estimates of PD income for some regions. The Treasurer would prepare a revised budget and circulate in the coming week.

Council resolved to:

- *Note the Treasurer’s Report for the period 1 January to 30 September 2010*
- *Adopt the Consolidated Balance Sheet as at 30 September 2010*
- *Adopt the Profit and Loss statement for the period 1 January to 30 September 2010*
- *Note that a revised budget for the calendar year 2011 will be circulated for endorsement.*
- *Request some additional columns in the Budget which compare the budget against 2010 totals*

Proposed ATEM KPI Framework

The Executive Director's Report on the proposed KPI Framework as applied to the five Strategic Priority Areas was discussed. It was agreed that the number of KPIs should be reduced to a more manageable level, actual targets should be allocated to KPIs and that the KPI information should be gathered from statistics already collected where possible. The membership survey needs to be included as one of the measuring tools for member satisfaction.

With these provisos the report was adopted.

Leadership Development Framework – a research project

Linda McLain McKellar's Report was discussed. The following actions were noted:

- *The ATEM Council and the L H Martin Institute would be part of the Pilot Survey.*
- *The President will review and sign the contract with UWS.*
- *The project leader should seek out the sector leaders who would support the project.*

Professional Development

A verbal report on professional development was given by Maree Conway. The focus over the last few weeks has been to publish the 2011 PD Program on the web for the first time ever in the year before the new program begins. She reported that E7 are now capable of uploading additions and changes to the program straight onto the web, which will make the Program a living document. She reported that the evaluation analysis for the overall 2010 Program showed that member satisfaction had ranged between 2.9 to 4.1 out of 5. It was agreed to aim for a satisfaction rate averaging 4.0 in future KPIs.

Membership Recruitment

A report from VP Carl Rallings was discussed. Council noted the appointment of Madeleine Love of *The Next Project* to advise Council on a membership recruitment strategy and undertake market research, benchmarking and strategy advice to ensure that ATEM's membership recruitment drive is efficient and sustainable. It was resolved to approve the consultancy fee of \$15,750 plus a maximum 10% of expenses.

Quarterly Report on Membership Statistics

Council discussed Neil Voyce's Report on membership statistics. The President congratulated the Western Region (18.07%) and the Tropical Region (7.69%) for making the best advances in membership numbers. Questions were asked about the non-financial member numbers which were an increase from 113 in 2009 to 176 in 2010. It was agreed that Maree Conway would send the e-mail addresses of the non-financial members to the President so that he could encourage them to renew. A strategy to contact non-financial members quarterly would be pursued.

Corporate Membership

Peter Scardon's analysis of the Corporate Membership renewals was discussed. It was also agreed that the Treasurer should introduce a standard schedule governing the sending out of renewals in February with follow up by Regional Executive Officers in May and a Presidential follow up in mid year. It was also agreed that all Corporate Memberships move to become valid from January to December which means moving the membership renewals from anniversary of joining for existing members and a pro-rata rate, if necessary, for new Corporate Members joining in 2011.

Partnerships

Maree Conway's report on partnerships was discussed. The relationship with the L H Martin Institute and Universities Australia are seen as central. The work with the Martin Institute on *Moving into Management* was going well, as was the offer of free ATEM membership for one year to the Institute's graduating Master of Tertiary Education Management class each year. Finally discussions are being held with the Association of

University Administrators (UK & Ireland) in bringing the Postgraduate Certificate in Management to Australasia where the course content is expected to be offered on-line.

RC Kate Rawlings reported verbally on possible partnership in New Zealand where she had been focussing on creating collaborative relationships with in-house Staff Development Units and Organisational Development Units in tertiary institutions. The Aotearoa Region also works well with Universities New Zealand, the Tertiary Education Commission and the Ministry of Education.

ATEM Foundation Quarterly Report

Council resolved to note VP Tony Heywood's report on the ATEM Foundation which continues to exceed the ASX benchmarks.

The Emeritus Chapter

Council noted that the old Charter which set up the Emeritus Chapter of Council had become out of date. It did not include the decision that Council had made in 2008 that the Convenor of Ghosts was to be a contested position and a Council appointment, and the Regions were still called Branches. It was agreed that the Charter be updated, re-badged as a Policy Document, and reviewed every three years starting in 2010.

The new policy was approved.

The TEM Conferences – Report of the Joint Steering Committee

Tony Heywood report on the Joint Steering Committee meeting held on 2 October and a second one held the day before the Council meeting. The following issues were discussed.

- The 2012 TEMC in Adelaide (12-16 September) had booked its main venues and decided on a theme *The Right Blend: Innovation and Transformation*
- The 2013 TEMC in Hobart had been booked into the Hotel Grand Chancellor for 15-18 September.
- The 2014 TEMC in Perth had narrowed down to a choice between either the Perth Convention Centre or the Burswood Casino. The dates are still undecided.
- The dates for the 2015 TEMC will be decided in 2013 when the University Academic Calendar at the University of Wollongong is set.
- The Local Organising Committees needs to have a recommended structure. This is on the Agenda for the next meeting of the Joint Steering Committee.
- TEFMA has recommended that the free conference registrations be available to LOC members and should be allocated by the Conference Chair. This recommendation was approved.
- The TEMC evaluation survey was skewed as it did not have a smooth gradation between 'excellent' and 'poor' and no option of neutral. It was agreed that this must be changed.
- There was a view that the Conference Dinner ought to be an optional cost and not built into the overall fee, but when put to the vote this did not win support. There was also debate about whether it should be held earlier in the Conference, but it was agreed that it should continue to be held on the Wednesday.
- The proposals for assessing non-refereed abstracts were approved.
- Continuation of the three prizes for Best Paper, Best Poster and Best First Time Presenter was approved and agreement that sponsors should be sought.
- The Joint Steering Committee was asked to devise ways of getting a broader focus incorporated into the program. The audience is not just Australian university staff, but also includes New Zealand, private providers, and institutions from the range of tertiary offerings. It should be suggested in the briefing for speakers, and also considered in the selection of Keynote Speakers. This needs to be added to the Conference Manual.

- Council noted Leishman’s report on the TEMC 2010 attendance statistics and congratulated the Melbourne LOC on a job well done.

International Conferences

Council resolved that ATEM members be asked to submit expressions of interest in attending the 2011 Association of Caribbean Heads of Educational Administration in Jamaica, and that RC Jenny Martin be the ATEM Delegate to the AFR Conference in Sydney.

Affiliate	ATEM delegate	Affiliate’s Delegate to TEMC 2011
Association of University Administrators: 18-20 April, 2011 Nottingham	Carroll Graham (NSW/ACT)	
Association of Collegiate Registrars and Admissions Officers: March 13-16, 2011 Seattle	Maddy McMaster (Bass)	
Association of Caribbean Heads of Educational Administration: 8-10 July 2011, Jamaica	tba	
<i>Australian Financial Review</i> Conference: 28-29 June, Sydney	Jennifer Martin (NSW/ACT)	
Universities Australia Conference: 2-4 March 2011, Canberra	Stephen Weller (Tropical)	

Institutional Coordinators’ Portal

A report from Terry Fulljames and Maddy McMaster was discussed.

Council noted that there is already a section of the website allocated to ICs with a single password access. As per the recommendation from the working group that set up the IC welcome pack, the IC portal will be open to ICs, Regional Chairs and General Councillors. This also means we will need to set up some protocols around posting to the forum.

Council debated whether members should have wider viewing access. Some hold the opinion that viewing access should be available to all members in order to maintain openness and transparency of the website for all members. This approach was supported in general but it was agreed that a private space for ICs was recommended unless all agreed to open up the space to all members.

The General Councillors will also seek a “volunteer” from the ICs group to be the “community manager” of the discussion forum as per the recommendation from the IC working party.

ATEM will need to take a staged process to provide all the access and attributes that were originally in the scope proposed by the original working group. Such things are links to various documents which shouldn’t be difficult. The more complicated concept proposed is that of a “get report” button but it was agreed that this ‘button’ would in fact be a link to the REOs who would supply the report when requested.

Council resolved that we proceed to get the IC webpage up and running by the end of February 2011. This will hopefully give the General Councillors time to get the discussion forum protocols prepared and find a volunteer to manage it for the first year and then move to a rotational basis. Once this is done the welcome letters, which have been approved by Council, will be able to be sent to all ICs via their Regional Chair as proposed by the IC working group. With regard to the “get report” button Council preferred that this capability be available to Regional Executive Officers only.

Report from Evolution 7

Council noted a report from Evolution 7 on visitation rates to the various parts of the web site. The most popular pages are Professional Development section, the TEM conference page, the Job Vacancies section. The latter is something that needs to be drawn to the attention of the institutions that are Corporate Members who are not using the Job Vacancies page even though it is free for them and reaches both sides of the Tasman.

Online Courses

Council noted a report from Terry Fulljames and Maddy McMaster on the proposal to present some PD content online. It was noted that preliminary work shows that the provision of such courses have large upfront costs and in one University that has tried it the costs were prohibitive. The item was deferred for further work to be done.

2011 Meeting Schedule

Council has approved the following schedule of meetings next year.

Date	Meeting	Time	Place
Fri 29 April 2011	Council	9.30 am	Adelaide*
Tue 31 May 2011	ATEM AGM	All day & night	By e-mail
14-17 August 2011	TEMC 2011	Gold Coast	Don't miss it!
Sun 14 August 2011	Council	9.30 am	Gold Coast
Tue 16 August 2011	Awards Breakfast & Members' Forum ATEM Ghosts' Lunch	8.00 am 8.15 am 1.00 pm	Gold Coast Gold Coast Gold Coast
Fri 9 December 2011	Council	9.30 am	Sydney

Farewell to Maree Conway

The President Stephen Weller, RC Joanne Austin of the Bass Region, and Giles Pickford of the ATEM Secretariat all spoke in glowing terms of the significant contribution that Maree had made to the progress of ATEM, first as our historian in 1994, then as the leader of the ATEM 2000 Group in 1997, then as President in 2002 and finally as ATEM's first Executive Director from 2008 to December 2010. Gifts were presented from New Zealand by the RC Aotearoa and promised by the Convenor of Ghosts who had carelessly left the gift from Australia at home.

Maree responded and pointed out that, although there had been some dark days, she had always been supported by friends both strong and true and that they also deserved much of the credit.

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Articles

Leadership: Caring CEOs of the future

By Brenda Ward



Reprinted with kind permission of the author and the New Zealand Institute of Management. This article first appeared in [NZ Management: The Leaders' Magazine](#) in August 2010.

The new business world is becoming so fast and complex, the job description of a leader has had to change. We asked the experts what you need to succeed.

Tomorrow's leaders will schedule daily meditation sessions, ask only 'powerful' questions, tell lots of stories, and make decisions in split seconds.

They won't be rock star leaders, like Richard Branson, because we've fallen out of love with the charismatic leader. Instead say hello to a manager who is reflective, ethical, transparent, authentic and a trusted adviser to his team.

Martyn Newman, an Australian business consultant and author of the international bestseller, *Emotional Capitalists—The New Leaders*, says two things have precipitated the dramatic changes we're seeing in the skills senior leaders need. First, during the global financial crisis, managers fell back into conservative ways of behaving and the safe patterns that they knew, Newman says. But that's bad for business and bad for teams, he says. Secondly, a new generation with new values is hitting the workforce, and they don't respect leaders who are domineering and aren't necessarily swayed by charisma, says Newman. "They haven't known the hardship of the previous generation. Rather than saving for a rainy day, they are looking for experiences and different levels of satisfaction.

"They are likely to take a gap year, whether the job remains open for them or not. Not for them, the certainties of nine to five. With greater flexibility and uncertainty in the job market, people leave a job more often than they used to and they want to get a set of skills that will help them in different roles."

They're also looking for a new kind of boss to role model, someone who is ethical and transparent in all their dealings. That means it's time to rethink leadership skills for a new world, says Newman. HR consultant Jane McCann, director and chair of Wellington-based Thought Partners agrees. She shadows many leaders in organisations around New Zealand and has observed that the CEOs best equipped for the new world of business and most respected by their teams have different qualities to the bosses of the past.

"The qualities that people are looking for now are authenticity and someone they can trust. They have a great admiration for leaders with these attributes."

Being braver

Newman says a focus on funding cuts has taken leaders away from their primary role: to lead. "Developing a cartel of high-performing leaders is the way to create efficiencies, rather than making funding cuts. Efficiencies come when you give people the confidence to dance in business," he says. Instead of playing it safe, managers should be braver, says Newman. "Take risks. Do it with a fundamental confidence in people, then act as a resource for your people." He says by its nature, management is "about control".

"It's very difficult for managers to give up that control. However, they have to see their role less about

control and more about fostering people's talent and being a resource – saying, 'This is the vision, how can you contribute? You go off and try that and I'll be there as a trusted adviser.'" Great leaders inspire vision and confidence, he says, and he suggests that managers look back to the most influential managers in their own lives for inspiration.

"Fundamentally, leadership is about a relationship. The people who've had an effect on your life are probably not the most intelligent or the most gifted, but they had a relationship with you; they had a set of values that rang true and resonated. They modelled a way to be a human being, so you said: 'That's like me, and I want to be more like you'."

Some managers are mired in old styles of management that do them no good in today's business world, says Newman. "Everything we thought we knew about how we motivate people down through human history, we were dead wrong about," he says.

"We used to think it was about 'sticks' or 'carrots'. 'Sticks' were holding people up to public ridicule. The business community looked at this model and emulated it for a while. We were driving performance through fear."

Then, for a while, a business model of 'carrots' became popular. "Enlightened leaders said if we pay people obscene amounts of money, they will perform. But then we discovered that there is a certain threshold beyond which money will not make a difference."

Today business psychologists realise that leaders who tap into people's aspirations are the most successful, says Newman, and 40 percent of New Zealanders identify that skill as the single most important quality leaders can have.

Newman says there are three approaches to leading successfully. "You need to recognise how to tap into people's aspirations and create compelling visions, helping team members to realise their dreams. You need to understand the need to belong, and how relationships pull teams together to create remarkable things. Finally, you need to tap into emotions and move beyond financial aspects to the emotional assets."

Storytelling

Storytelling is a big part of the new leadership style, says Newman. He says stories you have to tell your staff are: where they're going; where 'we' are going – the organisational story; and your own personal story.

Sharing your own story is one aspect some leaders find hard to accept, because in management theory it used to be frowned upon to share socially with staff. Not any more, says Newman. "Leaders who remain remote short-change organisations – it's the personal story that brings to life what the organisation is. The skill of self-disclosure gives people access to an aspect of your life. Leadership is about character, competence, a track record, then connection, an emotional connection: does this person meet me as a human being?"

McCann says one trend she is seeing is a big increase in soul and spirituality in business. "Many people now in our leadership programmes would do a short meditation course. We teach people about stress resilience. It can be a big issue if you come from a testy meeting and you have to suddenly change your state from agitated to calm."

McCann says as a leader's job becomes more complex, leaders are being expected to get different outcomes than in the past. "It's not about the detail, it's about the outcome we are going for – a good organisational outcome, a good corporate outcome, an outcome that's good for unions, plus good societal outcomes."

Take Cadbury, she says, where a brand was damaged by an ethical controversy over palm oil. "It only takes one or two examples to affect your image."

McCann says two of the companies she works with have trialled bringing their team members into high-level discussions. "They sit around the table on the understanding that they can't disclose what's said around the table."

When leaders can discuss high-level, large-scale changes with frontline staff there, this is building trust and transparency. “With the speed of social media networking these little examples of trust get magnified – but so does one little example of distrust.”

Both Newman and McCann talk about mirror neurons in the brain that fire automatically when you see a behaviour, making you want to copy it, much as a baby will poke its tongue out at you when it sees you do it. “Mirror neurons are the single greatest drivers of behaviour,” says Newman. “They reflect what you see.”

Says McCann: “Mirror neurons mean that people want to role model the leadership at the top. People don’t want rock star leaders who won’t walk the talk. They want ethical, authentic, reflective leaders, a leader they can look to as a role model.”

She says leaders need to rethink the language they use. When they talk to staff, they shouldn’t say: “How are you?” They should say things like: “Tell me about what’s important about your work.” She calls these “powerful questions”, which result in better exchanges, which make people feel comfortable talking about their work.

It’s all about people

Dr Roy Stager Jacques, an American who is currently associate professor at Massey University’s Department of Management, says he’s observed that Kiwi business culture has not yet realised the importance of recognising people are not machines.

“It is a formalised culture in which attention is given to strategy, plans and procedures. It is as though managers only need to understand what they want to do, not the how. While attention to people is undervalued in the United States, the notion that management is about influencing people has been important for about 100 years.”

He says since the first decades of the 20th century, and their assembly line environments, managers have known that employees who did their best, as opposed to those who did what they had to, made a significant difference to business success and profitability.

“Yet, every day I encounter an experience that shows a complete lack of awareness of this fact.” The manager of the future is going to have to recognise that people are guided by feelings most of the time, is going to have to see business as a network of relationships and is going to have to manage using a language in which words like trust, commitment, respect and caring are central, says Stager Jacques.

Ultimately, says Newman, you want people who wouldn’t work anywhere else, because they want to work for you. “The new skills managers need in business are to be nimble, responsive and adaptable. Managers most likely to succeed are those who have earned the trust of people who work across the business.”

Martyn Newman’s book *Emotional Capitalists–The New Leaders* is published by John Wiley. RRP: \$47.99. Jane McCann presented at the HRINZ conference in Wellington on September 2, 2010.



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15 October 2010 | By Stuart Cranier



Prof Linda Yueh, currently a visiting professor at London Business School, is a media commentator and contributor to Bloomberg TV News. She is a fellow in economics at Oxford University where she serves as the Director of the China Growth Centre and has spent time as an international corporate lawyer practicing in New York, Beijing and Hong Kong.

Her latest book, [The Economy of China](#) (Edward Elgar Publishing) was released in May 2010. Stuart Crainer discusses her current research into the developments that have been taking place in China and the pace and impact of what is happening there.

Q What motivated you to write your latest book?

The Economy of China is basically the story of China and its economic development since 1979, a period in which China became a hallmark in the global economy. Its impressive economic growth propelled it from being one of the poorest countries in the world to becoming its second largest economy, and it did this through an informal transition from a centrally planned to a more market-oriented economy.

My goal was to explain Chinese economic growth by emphasising just how important the role of institutional reform was in its transformation, which meant providing an overview of all the main sectors of the economy and examining each sector by looking at institutional changes, policies and directives from the early stages of the reforms to the challenges of the present day.

Q You speak of 'institutional reform'. Was that done formally or informally?

Because so many of the institutional changes were rather informal, the Chinese were able to incentivise agricultural output without privatising land, for instance. It wasn't the kind of institutional transformation that you saw in other economies in transition, where privatisation and liberalisation were the norm. Instead, in China the change was gradual.

Basically though, when you look at the reforms still needed if China is to grow into a sustainable major economy, more formal institutional changes will be needed. In other words, while you can incentivise farmers to produce output by giving them returns from their labour, if you want to establish domestic demand and prevent the volatility associated with global exports, you need to make reforms in interest rates, create a social welfare system and allow capital account outflows. And these measures are, by definition, much more formal.

Q Is it surprising that the starting point for China's transformation was informal?

This is what surprises quite a lot of people because there is a perception that policy and great management are required for the kind of success that China has had, and these factors are definitely part of that success.

I think, however, that what China demonstrates is that if a government sets a permissive regime, a lot of market-driven entrepreneurial activity actually starts from the grassroots. China allowed the market segment to develop, and that was enough to inspire entrepreneurs to begin to develop new industries and create new markets.

Probably one of the more surprising things was the extent to which this informal institutional arrangement gave way to increasingly formal institutional reforms. In the last decade, for example (and for the first time), both a property law, which is an explicit market supporting institution that defines and protects private property rights, and a contract law for individuals were put in place.

Q Are you saying that turning to Western-type rules was necessary for China to move forward?

Yes, exactly, because one common perception was that there wasn't a rule of law in China so therefore you couldn't have a sustainable market. And while what developed was not a perfect rule of law, quite a lot of the formal institutional protections were extended by the 2000s.

For example, private firms could become limited liability partnerships, and private firms could list on the stock exchange. The proof is in the pudding: those changes have supported productivity growth in China in the past decade that was even higher than what it was in previous decades. In fact, industrial output averaged about 23 per cent in the last decade (per annum, in real terms), but it was only half that in the 1980s and 1990s when Chinese growth already was robust.

Q Can these rates of growth continue? And, if so, for how long?

I think China is facing many challenges. It has to move toward a market much more clearly defined by formal, legal and regulatory institutional structures because it is such an important, globally integrated economy. And, if it's able to do that, then it has the potential of transforming itself from what it is currently, which is a lower middle-income country, to an upper-middle-income country over the next decade or so.

At the same time, it is important to be aware that once an economy hits this middle-income threshold, its growth rate slows because the initial catch-up phase ends. For instance, if you want productivity to increase (which has to sustain the next stage of growth), you have to protect innovation, and that implies much better intellectual property rights protection.

Q In other words, they need to build the institutions of capitalism more rigorously?

Yes, absolutely. I think they have to pay more attention to what we in the West take for granted as supporting the market in advanced economies — transparent regulation, effective rule of law, efficient dispute resolution and security of transactions.

This is not an uncommon step for developing countries. It's just that China had institutions dominated by the state, just like the former Soviet Union had; and those institutions had to be gradually dismantled while at the same time China had to incentivise the usual development processes as well.

Comparisons of China are regularly made to India and Russia, two other large countries experiencing enormous change. Are these comparisons worthwhile?

When it comes to Russia, the comparison to the replacement of communism by capitalism is interesting because when communism fell in Russia in 1989, it was quickly replaced by the privatisation of all state-owned industries. The change in China, as I mentioned earlier, was an informal, slow process — and it began a decade earlier.

The similarity to India lies mainly in the fact that they're both such big countries — over one billion people; but it is important to keep in mind that there are many differences between the two. The main one is that China has had to gradually dismantle state-owned enterprises, which is very different than the challenges that India faced when it began its upward path after gaining independence from Great Britain.

Q How would you describe the Indian economy then?

The Indian economy has seemingly turned a corner, which can be dated to a move towards embracing greater global integration. For example, it joined the World Trade Organisation when it formed in 1995, which enabled it to integrate its services sector and that has helped to diversify the Indian economy. As a result, Indian growth, at the moment, is approaching Chinese rates, growing 8.8 per cent in the second quarter, which is substantially higher than the 6 per cent it grew at over the previous 15 years or so.

But whether or not that's sustainable depends a great deal on its ability to continue diversification — that is, can India sustain a bigger industrial sector and a more diversified services sector which create jobs?

To do that, India will require some very difficult reforms involving boosting human capital, such as improving the educational system. Thus, while India has tremendous potential, it also faces the enormous challenge of industrialising sufficiently to create employment.

The key point is that India still hasn't developed a reasonably skilled, large labour force the way China has; and without that, it's hard to industrialise. While industry is a relatively small share of GDP relative to services and agriculture, a country needs to create a wider base of jobs. If a country doesn't create jobs, people have no incentive to go and acquire education in order to get a job. It's quite a chicken and egg problem.

Q How much time do you spend in China and is it just for research?

I visit quite often; for example, I was there in January 2010 working on giving advice on the country's 12th Five Year Plan, and I was there the following May and June for conferences debating how China can rebalance its economy.

Q So you advise the government?

Not directly, but it was perhaps the first international seminar the Chinese government's top policy body had ever held on the Five Year Plans, and they invited three international experts to give them advice on the 12th Five Year Plan. I was one of them.

Q How do you assess China's future?

I'm optimistic, but cautious. That's because I see a number of significant downside risks. After all, so much of Chinese growth has occurred within this very complicated context of state ownership with quite a lot of restrictions on the free market — restrictions on everything from its banking system to managing the business cycles to the ability to meet the expectations of foreign investors.

All these factors give me some cause for concern. So, I see China's underlying fundamental growth potential to be very positive, but I also see the number of challenges that it faces as it tries to lift average incomes significantly above \$3,000 per capita, which is what it is at the moment.



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Clean Development Mechanism: Opportunities in international carbon markets

Josh Sgro, Andrew Clark & Nikki Carroll | 20 September 2010

- Australian companies may use the CDM to help meet future domestic emission reduction targets.
- Companies can invest in CDM projects in developing nations and participate in international carbon markets.
- The current European demand for CERs is an added incentive to engage with the CDM.
- Case studies show the kinds of opportunities CDM projects can present.

Summary

The Clean Development Mechanism (CDM) presents opportunities for Australian companies to participate in international carbon markets, even in the absence of the Carbon Pollution Reduction Scheme (CPRS). There is a potential link between the CDM and the CPRS in its current proposed form¹ that may allow Australian companies to invest in CDM projects in developing nations in order to meet their future domestic emission reduction targets in a flexible and cost effective way.

The current European demand for carbon emission reduction credits creates an added incentive for Australian project developers, financial institutions and technology owners to engage in the business of generating, buying, selling and funding emission reductions under the CDM.

A number of Australian companies are already active in the CDM market and we provide some case studies as examples of the kinds of opportunities that companies may explore.

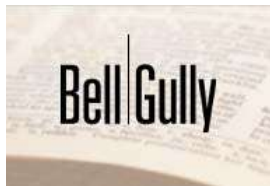
The Clean Development Mechanism

The CDM is one of three flexible mechanisms established under the Kyoto Protocol (Kyoto) that developed nations may use to help meet their agreed greenhouse gas emission targets. It provides the opportunity for developed nations to undertake emission reduction projects in developing nations, to earn certified emission reduction (CERs) credits. Each CER is tradeable and equivalent to a one tonne reduction of CO₂.

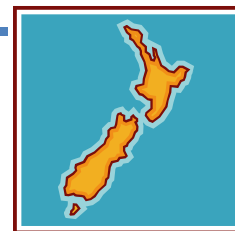
Before a project can commence generating CERs, it must be registered with the CDM Executive Board (CDM EB), the body based in Geneva that supervises the CDM. The project owner must also obtain a letter of approval from the Designated National Authority (DNA) of the country in which the project is to be carried out. The thorough (and public) registration process is designed to ensure that all CERs generated are real, measurable and verifiable, and additional to any that would have occurred without the project.

Although Kyoto binds only nation-states, the private sector has been the dominant buyer of CERs in the project-based market. This is because many domestic emissions trading schemes targeting private sector emitters allow CERs to be recognised under the domestic scheme. This will most likely be the case in Australia if a scheme such as the CPRS in its current proposed form is introduced.³ In addition, CERs and derivative products are now actively traded on commodity markets (such as the European Climate Exchange⁴ and Nord Pool ASA⁵) by banks, utilities and investors wishing to include carbon assets in their energy-related product portfolios.

For the full article see <http://www.freehills.com/6640.aspx>



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Inner thoughts in a public forum: Pros and cons of social networking

Nikki Van der Sluis, Solicitor | Friday 15 October 2010

Increasingly, it appears disgruntled employees are turning to social networking sites to display their displeasure. However, derogatory website comments about an employer or co-worker, even if posted outside work, can have serious consequences for the employment relationship.

Disparaging comments on Facebook can destroy trust and confidence

Last month, the Australian national workplace relations tribunal, Fair Work Australia, considered whether the dismissal of a hairdresser for making disparaging comments about her employer on Facebook (among other things) was justified (*Fitzgerald v Smith T/A Escape Hair Design*).

Fitzgerald wrote "Xmas bonus along side a job warning, followed by no holiday pay!!! Whoooooo! The Hairdressing Industry rocks man!! AWSOME!!!"

The Tribunal Commissioner found that the comments were foolish, but not a valid reason for dismissal. This was because the comments did not identify the salon and therefore could not adversely affect the business. Further, they remained online for only two weeks, and viewing of the page during that time was limited to the employee's Facebook "friends".

Importantly, the Commissioner found that in certain circumstances generic online comments (without naming an employer or colleague) could adversely affect an employer's trust and confidence in a scribe employee, and on that basis constitute valid grounds for dismissal. In the above case, however, no breakdown in trust and confidence was found, because the employer had waited at least a month after discovering the comments before acting on them.

While the Australian decision is not binding on New Zealand courts, it applies principles that are equally applicable here.

Social networking in New Zealand

In two cases earlier this year, the NZ Employment Relations Authority considered the effects of inappropriate social networking by employees on the employment relationship.

In July, the Authority found that abusive comments made by an employee on a co-worker's Facebook page following a dispute at work were "clearly inappropriate" and serious (*Adams v Wellington Free Ambulance Service Inc*). The fact that the Facebook attacks were posted hours after the working shift ended demonstrated that Adams chose to continue the work related dispute in what she believed to be a private forum. This, together with the strong and abusive language used, compounded the seriousness of the matter.

The Authority opined that an employer was entitled (and obliged if workers' health and safety was at stake) to investigate problems between co-workers occurring outside of work, especially if the genesis of the problems was the workplace.

While Adams' dismissal was unjustified because the Ambulance Service relied on additional information which was not put to her, the Authority refused to reinstate her because of the serious nature of the Facebook exchange.

In a second case, the Authority declined a post worker's preliminary application for interim reinstatement following his dismissal for inappropriate social networking (*Hohaia v New Zealand Post Limited*). Hohaia operated two publicly accessible Facebook blog sites, "PostieLad" and "PostieLand", for over 6 months. The sites contained scathing comments about NZ Post and some of its customers, and denigrated and humiliated a work colleague. Hohaia claimed that he did not know that his entries could be read by the public.

The Authority found that the nature of the Facebook statements suggested a significant loss by Hohaia of respect, trust and confidence in his employer. This could seriously hinder his ability to undergo reinstatement sincerely and fully, and therefore reinstatement pending the substantive hearing was not practicable. The matter did not progress to a full hearing, as the parties reached an agreement out of court.

Tips for employers

Social networking policy

Prudent employers will want to review/introduce workplace policies to set appropriate standards for employees' use of social networking sites and the internet generally. Policy should address social media use both during and outside work hours. Further, it is critical to clearly define the parameters of permitted use at work (if any), including when, for how long and for what purpose. Express prohibitions should apply in relation to posting online, either at work or otherwise:

- Any derogatory comments about the company, co-workers or customers;
- Any personal information about co-workers without their written consent;
- Any confidential information belonging to the business.
- Employees should also be restricted from making disparaging comments online about any third parties during work hours or work related social networking.
- Best practice involves reinforcing an applicable social media policy with awareness training to promote employees' understanding of the issues, including the public nature of various social networking sites and the possible consequences of posting information online.
- Where business contacts information is made publicly available through social media (such as LinkedIn), it may no longer be capable of protection as confidential information. Employers may want to consider introducing express obligations regarding the use and return of such information, and restrictive covenants in appropriate cases.

Business opportunities and recruitment

Some businesses actively use blogs, Facebook, YouTube and other websites for marketing, business opportunities and/or recruitment.

It is critical to provide training for employees on standards and procedures required for permitted use, and define information that may (and may not) be disclosed. Further, it is prudent to periodically monitor and review employees' use of social media at work on an ongoing basis.

Some employers use social media to tap into the wealth of personal information available online as part of recruitment processes and/or disciplinary investigations.

Care should be exercised in such practices. Rejection of a job candidate on any prohibited ground, including religious belief, family status, age or sexual orientation, runs a real risk of a successful discrimination claim. In addition, depending on the extent to which online personal information is publicly available, privacy principles and associated statutory obligations may apply in relation to any collection, use or disclosure of such information.

Disciplinary action for inappropriate social networking

On discovering alleged abuse of social networking by an employee, the employer will want to act promptly so as not to be perceived to be condoning the employee's behaviour.

As part of the investigation process, consideration should be given to whether offending comments are publicly available, and whether they are damaging to the business, its reputation or the employment relationship and specifically the mutual term of trust and confidence.

Where an employer can demonstrate that either the business or the employment relationship has suffered tangible damage, there may be justification for dismissal subject to any mitigating factors.

Source: <http://www.bellgully.com/resources/resource.02659.asp>





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