



# ATEM MATTERS

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April 2009

Edition 34

## The Bradley Review: A New Start for Policy and Funding?

PROFESSOR VIN MASSARO, ATEM HONORARY FELLOW

MANAGING DIRECTOR, MASSARO CONSULTING

PROFESSORIAL FELLOW, LH MARTIN INSTITUTE FOR HIGHER EDUCATION LEADERSHIP AND MANAGEMENT, UNIVERSITY OF MELBOURNE

This paper was first presented at the *Australian Financial Review* Higher Education Conference, Sydney, 9-10 April 2009.

The title of this paper was determined before the Bradley Report was published and before the full effect of the global financial crisis had become apparent, assuming that it now has. The question mark was included to allow for some flexibility, but in the light of the responses from the two responsible Ministers we can probably remove it.

hand demonstrate that the system had been falling behind its international peers and on the other consigning it to that position indefinitely.

So I have been encouraged by the more aspirational responses from the two responsible Ministers, consisting of a package of structural announcements that create the framework for

in these difficult times, has been well made in the Cutler and Bradley Reports, in OECD reports that underpinned Labor's policy in Opposition, and in the announcements by the two Ministers in recent days.

In broad terms, the new policy and funding framework will be built on the following principles:

- A student centred, demand-driven funding system, with no quotas on total or discipline places from 2012 - moving from a mass to a universal higher education system;
- Concentration of research activity and research teaching in those institutions that can demonstrate capacity;
- Improved completion rates;
- Improved performance indicators to justify funding;
- Higher participation rates to achieve a graduate (bachelor or higher) out-



For a short while it had a subtitle - Revolution to the Status Quo? - prompted by the comment in the Report that "...the recommendations in this report, if fully implemented, are likely to do no more than maintain the relative international performance and position of the Australian higher education sector".

I was struck by the fact that the Report could on the one

reforms and a coherent policy and funding regime. There is a pleasing emphasis on the centrality of higher education to national development.

The final responses are not due until the Budget, when we will also learn how successful the Ministers have been in persuading their colleagues to fund reform. The compelling public benefit argument for increased higher education funding, even

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**Tom Gregg**  
President

“I am greatly encouraged by the way in which the “new ATEM” has come together in its Regions and with its new structure. One of my main aims in the first term I had as President was to ensure that the important strategic and financial decisions of ATEM were always to be made by the Council of ATEM working together as a cohesive group and seeking consensus.”

## From the President

**I** am pleased to provide a President's Report for this edition of ATEM Matters.

Writing this Report was an odd sensation for me, knowing that it will be my last as President of ATEM. My three terms as President have been most rewarding for me personally, and I can now look back on ATEM as it was when I was elected, and reflect on how far we have all come together and how “redeveloped” ATEM has become.

I am greatly encouraged by the way in which the “new ATEM” has come together in its Regions and with its new structure. One of my main aims in the first term I had as President was to ensure that the important strategic and financial decisions of ATEM were always to be made by the Council of ATEM working together as a cohesive group and seeking consensus. The previous experiences I have had over many years involvement at Council level made me see that the previous way of working, where there was division, where the real decision-making was seen to be in the hands of the Executive, where Council meetings were viewed as the forum where members protected their own “territories”, and where decisions that were made were able to re-appear and be re-litigated, just was

not the way we needed to continue. To have changed the shape of that process, to have changed the Constitution to give that authority more clearly to Council, and to have the new structure of ATEM able to support the way forward, has been very satisfying.

The Secretariat has also been a source of great pride and satisfaction to me (and to ATEM Inc). Through my entire period, the members of that fine part of our organization have helped and guided me, given me a nudge when needed, and provided ATEM with a steadily increasing and professional base for what we want to do. To see it now being expanded ( Giles Pickford and Peter Scardoni with Maree Conway, and the inclusion of those who do the Secretariat's work in the Regions), has given it a great new focus. If you add to that the key role they will have in increasing the understanding between ATEM leadership and the leadership of our TEM partner, TEFMA, you must have great confidence in the effectiveness of the Secretariat in the future. My grateful thanks to all involved, and especially Giles and Peter for blazing the trail for us initially, under the leadership of two preceding Presidents - both Warwick Nicoll (from 1999) and then under

Maree Conway.

I will now step away from that active role, following the recent election. ATEM needs a fresh look and fresh energies to drive the final implementation of the reforms and to give impetus to the Association. It is exciting to think that is about to happen.

There are issues to consider and highlight now:

### 1. Universities Australia

We now have restored the links we had with the previous AVCC, through the new leadership of UA. I am very pleased that we have supported their first Conference, and that President-elect Stephen Weller can represent us all at the “gathering”.

In passing, we should also pause and think about our friend and former Emeritus Member, John Mullarvey, whose death occurred just as I was writing this Report. We were supported by John through his for his willing engagement with ATEM in his later years as Executive Director of the AVCC. Rest in peace, our friend.

### 2. LH Martin Institute.

We now have very strong partnership links with this important key body in our sectors. We have membership of their key groups, and a real partnership is emerging in the PD areas

## From the President cont...

where we both have a strong interest.

We also have our Journal now being produced and managed in partnership with the Institute; and ranked by the OECD as being in the top 20% of refereed journals internationally.

### 3. Professional Development.

Following the Needs Survey we commissioned, and the appointment of Maree Conway as our PD Coordinator, a start has been made in giving us a real professional “edge” as we develop an “association-wide” PD programme for ATEM. I view this as crucial, given that PD is our reason for being and has to be our major focus. What I hope to see in the next year, is the Regions being clear that this is an Association collaborative responsibility and not solely a regional one, and giving great emphasis to assisting Maree in getting the full programme in place and on the ATEM website.

### Finances.

We have made significant progress since we formed the FMAC as a subordinated sub-group of Council, and since we addressed what we all knew were the financial requirements of our single Association. I know that to move attitudes to the present view that “these are the re-

sources of the Association and we as Council members have to use them wisely for the good of all members” has been a struggle for some. However, there is a tremendous sense of “getting on with it” now and a sense that the Council is united as a single body for the advancement of a single professional Association.

### To Be Considered

We all know that the finances of ATEM are not a bottomless pit of resources, just because they are all in one place now. We also all know that we must carefully manage the resources for the good of ATEM, and not have unnecessary spending or policies and practices from the Branches of the past, that will impact negatively on the ability of you as a Council to support and develop ATEM as an Association. This will require two key things in my mind: strong leadership and a disciplined approach to the generation and management of ATEM’s resources; AND a recognition that ATEM must have a single set of policies and practices, thrashed out by Council, and which all regions sign-up to and follow, regardless of previous practices that may have grown up in times of either hardship or plenty in the Branches over the years.

I know that in time, with

the benefit of hindsight, Council will reconsider aspects of the reforms we have made, and look for improvements. I look forward to seeing that happen and seeing what may occur. We have to be certain and confident, that all the Regions we have in place now are going to be strong, vibrant and viable in the long-term, and that will need a review after the current structure has settled down again.

It was ironic that the only meeting of Council I ever missed was my last.

Kia Kaha

Regards, Tom

**Tom Gregg**

President

ATEM Inc (Australasia)



**Tom Gregg**  
President

“We all know that the finances of ATEM are not a bottomless pit of resources, just because they are all in one place now. We also all know that we must carefully manage the resources for the good of ATEM...”



**Linda McLain**  
ATEM Matters  
Co-Editor



**Heather Davis**  
ATEM Matters  
Co-Editor

“You have most likely been following the outcomes of the Bradley and Cutler report and here Professor Massaro dissects the recommendation s of the report and the new policy and funding framework.”

## From the Editors...

Welcome to ATEM Matters publication #34. This is the first edition for 2009 and it is full of information about changes and new directions in the tertiary education sector.

Thanks to members who have commented on the new look ATEM Matters so far. It is very heartening to receive positive feedback and we have also tried to address the age old formatting issue of ‘real estate’ vs ‘readability’ with the flow of articles in this edition. All except the feature article flows directly to the next page. Keep your suggestions coming; we listen at [ameditors@atem.org.au](mailto:ameditors@atem.org.au).

This year looks like the beginning of the Australian government’s renewed commitment to tertiary education. There were two major conferences on higher education in Australia during March. These were the Australian Financial Review Higher Education Conference held in Sydney and the Universities Australia Higher Education Conference held in Canberra. Both conferences heralded the beginning of a new era in the commitment to bringing Australia in line with other developing nations according to the OECD in the spending to higher education.

2009 also heralds a change in direction and structure and leadership of ATEM, your professional association for tertiary management. We have reports from our Regional Chairs and the Secretariat to keep you informed about what is happening around Australia and New Zealand. There is also an exciting new section about research and YOU. This edi-

tion also includes a book review, conference report and interviews.

*Australian Financial Review Higher Education Conference—Sydney—The Bradley and Cutler Reports dissected*

Our lead article in edition #34 is about the ground breaking results of the recommendations of the Bradley and Cutler report. Professor Vin Massaro discusses the major recommendation and what it will take to bring Australian tertiary education in line with other developed countries in the OECD.

You have most likely been following the outcomes of the Bradley and Cutler report and here Professor Massaro dissects the recommendations of the report and the new policy and funding framework. The final responses are not due until the Budget, so watch this space to see if there is follow through on the commitment.

This marks a new, exciting and challenging direction for tertiary education in Australia with a question of the implications across the Tasman to New Zealand.

### *Farewell from our President*

Tom Gregg, President of ATEM for three terms writes his last report. Tom has served tirelessly in his role to change ATEM into a professional organisation which is run by Council who represent you, the members. He has negotiated agreement among the states and territories and the Aotearoa branch to “come together” as one to form a professional base to better support your career development through ATEM.

The work that Tom led cannot be underestimated and although all of us on the Council had a part in this leadership, without his, we would not be looking forward to a redefined and re-positioned professional organisation. Well done, Tom!! And all the best to you.

*Universities Australia Higher Education Conference 2009—Canberra—with address from Hon Kim Carr, Minister for Innovation, Industry, Science and Research*

The conference themes ranged from the generic overview of higher education in Australia to, future academic workforce issues to universities and their role in transforming cities and regions.

Senator Carr addressed this conference and a full transcript of his speech is published here in ATEM Matters. Senator Carr spoke about what he is looking for and that is “a higher education system with the research capacity to solve our problems, expand our opportunities, and improve our lives.”

Senator Carr wants to see more collaboration between sectors and between universities to maximise potential and to deliver excellence. This is the end goal—the pursuit of excellence and to improve our standing from an under-performing knowledge nation which is where we currently sit according to OECD indices.

### *Continuous Improvement for You through your Change Management Team*

ATEM’s Change Management Team (CMT) has completed its work in supporting the

(Continued from page 4)

mission into the future of "connecting supporting, challenging individuals and institutions to recognise and advance the professionalism of tertiary education management in Australia and New Zealand".

The CMT reviewed the membership levels, criteria and fees and you will have an opportunity to vote on these recommendations in the upcoming AGM.

In addition, the CMT reviewed the operation and structure of the ATEM Secretariat to ensure that the right arrangements were in place to support the Association and its members and the PD activities that are offered in the regions.

To ensure these changes are supported, Maree Conway, ATEM's EO will be holding a Forum for the regional executive officers who provide their time, energy and commitment.

#### **Professional Development**

Work continues to establish the first Association-wide professional development program. All the regions have been involved and there is a great amount of good will involved by all. The significance of this endeavour cannot be underestimated and the outcome will be a more diverse professional development programme across the association that members can attend. In addition, there are now online registration and payment options which make it easier for all to participate in these programmes.

The PD programmes are structured around our strategic capability areas of growing

careers, building professionalism, connecting people and groups, and understanding the sector.

The partnership with LH Martin continues to develop with regular meetings and co-badging of programmes.

#### **Tertiary Education Management Conference**

The flagship event of the year, our annual international TEM conference will be held in Darwin 13-16 September and will be a co-sponsored again by the ATEM and the TEFMA. The call for papers closes on 15 April so be quick to get your abstract in. Registration opened on 23 March.

Already there are a number of well-known keynote speakers. Take a look at the article on page 15 for more information.

#### **Spotlight on Members' Research for 2009**

This is a new theme for ATEM Matters and is in response to members' interest in knowing about and sharing areas of research. For ATEM's purposes, research is defined as any activity that investigates a subject of professional interest to tertiary education managers. This information in ATEM Matters will be supported soon with an updated 'research' page on the ATEM website. We invite you to participate and contribute so members can connect with researchers and research topics of interest. You are invited to contribute by completing the proforma on page 50 and the information will be used to update the 'research' page on the ATEM website and also in upcoming editions of ATEM Matters.

#### **Book Review, ER issues and an interview with Roger Martin on Integrative Thinking**

Want to see how education, and the creative workforce connect? Take a look at the review of *The Element: how finding your passion changes everything* by Sir Ken Robinson.

Want to see what the current issues are in Employee Relations? Take a look at pages 38 and 39, you'll never look at Occupational Health and Safety Laws in the same way. And, likewise, be careful about sending junk email or spam; it might cost you a lot of money.

Roger Martin talks about integrative thinking in successful leaders and finds that just because they may have been told there are only two models that exist to do things, successful leaders reject this and create new models. Gain some insight on how this happens.

#### **Membership News**

There are many new members to welcome and a membership upgrade to celebrate. We welcome all new members and hope that you find your association with ATEM rewarding and beneficial to advancing your career.

It's always hard to say good-bye to respected colleagues and in this publication we are sadly and respectfully saying good-bye to several of our highly respected friends and colleagues who have died recently.

We hope you find this edition of ATEM Matters enjoyable and professionally beneficial. Let us know what you think?

**Linda McLain**

Co-Editor & Councillor



“For ATEM’s purposes, research is defined as any activity that investigates a subject of professional interest to tertiary education managers.”



“The conference provided a forum for the sector to discuss the policy agenda for higher education in Australia and internationally, and focus on important issues for higher education in the national interest.”

## Universities Australia Higher Education Conference 2009

MARCH 4–6, 2009

The inaugural Universities Australia Higher Education Conference was held at the Hotel Realm in Canberra in March. The conference provided a forum for the sector to discuss the policy agenda for higher education in Australia and internationally, and focus on important issues for higher education in the national interest.

### Conference Themes

- Higher Education in Australia: Beyond the Reviews
- National Innovation Systems in a Global Context
- Learning and Teaching
- International Education: developments and trends
- Students and Social Inclusion
- Future Academic Workforce Issues
- Business - University Intersections
- Building Collaboration for Workforce Needs
- Universities: transforming cities and regions

## Transcript of presentation by Hon Kim Carr, Minister for Innovation, Industry, Science and Research—5 April 2009

There is a trinity of curses attributed on dubious authority to the Chinese:

- May you live in interesting times.
- May you come to the attention of those in authority.
- May you find what you are looking for.

In my case, it's two down, one to go.

- Do the interesting times we are living in date from December 2006, when the first American sub-prime mortgage lender filed for bankruptcy?
- Do they date from September 2008, when the collapse of Lehman Brothers transformed a trans-Atlantic financial crisis into a crisis for real economies around the world?
- Do they date from 1979 or 1980, when the election of Margaret Thatcher and Ronald Reagan invested neo-liberalism with executive power?

These are questions for tomorrow's historians.

My concern as a policy maker is less with when the current crisis began, than with how successfully we get through it. Yesterday's national accounts revealed that the Australian economy contracted half a per cent in the December quarter. This is a very sobering result, but it also con-

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## Have you recently attended a conference or meeting?

Perhaps you would like to share your thoughts? If so please send your report to the Editors for publishing in future editions of ATEM Matters.

Email us at [ameditors@atem.org.au](mailto:ameditors@atem.org.au).

## UA HE Conference 2009—Senator Kim Carr cont...

(Continued from page 6)

firms that ours is one of the strongest economies in the developed world. Every country in the G7 did worse in the December quarter. So did the Euro zone. So did other countries in our own region, including Singapore, South Korea and Taiwan.

Australia faces this crisis with several advantages, including a government willing to do whatever it takes to shield the nation from its worst effects.

Labor is a social democratic party, and we believe the state has a legitimate and indispensable role to play in guiding the economy, building social and economic infrastructure, and redistributing wealth. Until recently, these ideas were unfashionable. Even now, they have their enemies. But most people in most places have come round to the social democratic view of the state – at least temporarily.

They are no longer willing to believe that the market can right all wrongs.

Emeritus Professor Eric Hobsbawm says the global financial crisis is “the dramatic equivalent of the collapse of the Soviet Union: we now know that an era has ended”. (BBC, Today, 20 October 2008).

Dr Hobsbawm is a master historian, and one of my favourites. At 91, he has seen and read more history than I ever will. It was his memoir – *Interesting Times: A Twentieth-Century Life* – that got me thinking about Chinese curses. Nevertheless, I think he may be overstating the case.

The era of unchallenged neo-liberal orthodoxy is certainly over, but it would be unwise to declare social democracy triumphant and history at an end – that’s the mistake the neo-liberals made. What I believe we will see is a much more vigorous and inclusive debate about how we want to live, how we want our society to work, and how we want our future to look. A debate not just about procedures, but about values. All of our public institutions, including universities, will be shaped by this debate – just as they’ve been shaped by the free market ideas that have prevailed over the past three decades.

Which brings us back to the third curse – “May you find what you are looking for.” If anyone out there has fired this one at me, I’m afraid it hasn’t quite worked yet. What I’m looking for is a higher education system with the research capacity to solve our problems, expand our opportunities, and improve our lives.

Don’t get me wrong—We have no shortage of outstanding researchers. We have world-leading research capacity in many fields. We are definitely part of the way there. But we still have a long journey ahead of us. It is a journey we have to make.

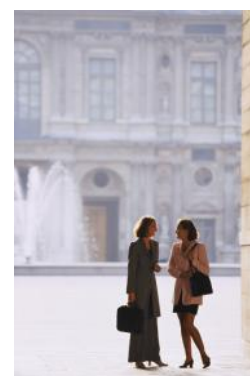
The cohesion of our society, the health of our democracy, the strength of our economy, the vitality of our culture, the preservation of our environment, and the happiness of our people all depend on it.

### ANNOUNCEMENTS

Creating a university system that is equal to Australia’s needs and equal to the world’s best will require both cultural change and structural reform. Julia Gillard gave us a foretaste of what that means at this conference yesterday. Before I touch on the announcements she made, let me clear up one point. Some have assumed that the new national regulatory agency Julia mentioned will be responsible for negotiating compacts. This is incorrect. There has been no change from the approach we outlined before the last election.

Each university will negotiate a compact with the government defining its particular mission and describing how it will meet the government’s public policy objectives. Our aim is to increase autonomy and diversity – not to increase red tape. Compacts will be a tool for building partnerships between universities and governments – a tool for achieving our common goals.

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“Emeritus Professor Eric Hobsbawm says the global financial crisis is “the dramatic equivalent of the collapse of the Soviet Union: we now know that an era has ended”. (BBC, Today, 20 October 2008).”



“The question is, how? Thanks to Professor Denise Bradley, Dr Terry Cutler and their colleagues, we have plenty of ideas to work with. The House of Representatives Standing Committee on Industry, Science and Innovation has added a few of its own in a valuable report on research training and the research workforce.”

## UA HE Conference 2009—Senator Kim Carr cont...

(Continued from page 7)

In addition to announcing the regulatory agency, Julia also set a new target for undergraduate completions and outlined a new funding model based on student demand. Each of these measures has a parallel on the research side:

- Just as the regulator will guarantee institutional standards and performance, so Excellence in Research for Australia – better known as ERA – will guarantee research standards and performance.
- Just as funds for teaching will be allocated on the basis of student demand, so funding for research must be based on demonstrated excellence and clear priorities that take into account national needs, individual curiosity, institutional capabilities, and the resources available.
- And just as we have pledged to increase participation at the undergraduate level, so we are determined to increase our research effort.

### IDEAS

The question is, how? Thanks to Professor Denise Bradley, Dr Terry Cutler and their colleagues, we have plenty of ideas to work with. The House of Representatives Standing Committee on Industry, Science and Innovation has added a few of its own in a valuable report on research training and the research workforce.

Most of you will be familiar with these ideas, so I don't propose to canvass all of them here. What really interest me are the points on which they converge. These are clearly core issues for universities and for the innovation system more generally. **Cutler, Bradley and the House committee all say that we need to build Australia's human capital, and they make complementary recommendations on how to go about it.** This is the single most important thing we can do to boost our research and innovation effort, and to accelerate our economic and social development.

All three say the full costs of research must be addressed. And all three say the term and value of Australian Postgraduate Awards should be increased. Professor Bradley and the House committee also argue:

- for an increase in the number of Research Training Scheme places to meet future demand
- and for measures to get more international students doing research degrees in Australia.

Similarly, Professor Bradley and Dr Cutler agree we must direct research and research training funds to higher education institutions that, in Professor Bradley's words, “have appropriately qualified ... researchers and the capability to achieve an acceptable return on public investment” (Rec. 40).

Naturally, there are also differences. Can we resource universities to do research in every one of their teaching fields, as Professor Bradley suggests? Or should we resource them to offer higher degrees only in fields where they do outstanding research, as Dr Cutler proposes?

Yet even here there is common ground.

Both questions assume—correctly in my view—that institutions can't train researchers in a given field if they don't do research in that field themselves—and do it well. Individual recommendations to one side, Professor Bradley, Dr Cutler and the House committee are in fundamental agreement on one point.

They all agree that things have got to change.

### TRACK RECORD

(Continued on page 9)

## UA HE Conference 2009—Senator Kim Carr cont...

(Continued from page 8)

The government shares this view, and we are already pursuing a vigorous reform agenda. We have invested in new and improved university infrastructure through:

- the Better Universities Renewal Fund
- the Teaching and Learning Capital Fund for Higher Education
- and the Education Investment Fund.

Our total investment to date is \$1.58 billion, with more to come as we fast track round two of the EIF. We have also expanded opportunities for researchers by introducing Future Fellowships, Australian Laureate Fellowships, and a new Australian Research Fellowship for Indigenous researchers.

We have promoted international engagement through the Australian Research Council, CSIRO, and the learned academies.

We have increased support for students, with:

- more Commonwealth Scholarships
- more Australian Postgraduate Awards
- HECS remissions and refunds for undergraduates studying in priority areas
- and the \$950 Training and Learning Bonus that forms part of the government's Nation Building and Jobs Plan.

### STRATEGIC DIRECTIONS

This is a great start, but there is much more to be done. The budget will be extremely tight, but that shouldn't stop us rethinking what we want from this sector and how we can strengthen and renew it.

The government's response to the Cutler and Bradley reviews will detail a new approach to research funding, and measures to strengthen the contribution universities make to the national innovation system. That contribution is already significant.

Universities do a quarter of Australia's total research, including 84 per cent of our pure basic research and 82 per cent of our research in the humanities, arts and social sciences. They prepare people for active citizenship and productive employment, and they train the research workforce. They provide the intellectual fuel that drives the innovation system, ultimately making us more productive and more competitive. How do we build on this foundation?

### RESEARCH FUNDING

For a start, I believe we need to look at the adequacy and design of research funding in the higher education sector. The current model does not address the real costs of research, does not encourage collaboration, and does not equip us to meet emerging needs.

Research funding must be strategically targeted and sustainable.

It must help us build critical mass and maximise returns on our investment – not least by concentrating resources on the things we are best at – as institutions, and as a nation.

Research workforce

Second, I believe we need to expand and replenish the research workforce.

Australia only eight Australian workers in every thousand has a PhD. In the United States, it's eleven per thousand; in Germany, it's twenty; and in Switzerland, it's twenty-eight. We are above the OECD average for researchers per thousand people in the workforce, but well behind the world's best—including the Scandinavians, the United States, Japan, South Korea and New Zealand in the OECD, as well as non-OECD countries such as Singapore and Taiwan.

(Continued on page 10)



“For a start, I believe we need to look at the adequacy and design of research funding in the higher education sector. The current model does not address the real costs of research, does not encourage collaboration, and does not equip us to meet emerging needs.”



“Our third priority must be to improve connections between different parts of the innovation system. Australia ranks last in the OECD for research collaboration between universities and industry. Our goal is to turn that around.”

## UA HE Conference 2009—Senator Kim Carr cont...

(Continued from page 9)

This research skill shortage is a problem for the economy as a whole, but the challenge is especially acute for this sector, with its ageing workforce. Professor Graeme Hugo from the University of Adelaide tells us 40 per cent of the academic workforce is aged over fifty, and that “universities are likely to lose between a fifth and a third of their staff in the next decade or so”. (Hugo, 2008)

We clearly need to give more young people the preparation and support they need to train as researchers. This will mean continuing to invest in school and undergraduate education to enlarge the pool of students qualified to pursue research careers. It will mean continuing to monitor the incentives we offer our best and brightest to undertake postgraduate research.

### COLLABORATION BETWEEN SECTORS

Our third priority must be to improve connections between different parts of the innovation system. Australia ranks last in the OECD for research collaboration between universities and industry. Our goal is to turn that around.

The Enterprise Connect network of manufacturing and innovation centres we launched last year is a very important step in this direction. Several centres are located in university precincts and all are building relationships with universities and other research organisations.

**It is my pleasure to launch the latest Enterprise Connect program here today.**

Researchers in Business will support the placement of researchers from universities and public research organisations in small and medium-sized Australian firms, where they will help to develop new ideas with commercial potential. This is a \$10 million program, and it will meet up to half of each researcher’s salary costs, up to a maximum of \$50,000.

*Researchers in Business* is an election promise, but it is especially timely in the current climate. It will boost both employment and business success through innovation. We expect it to revolutionise the operations of the firms involved, but it will also be a great opportunity for researchers to add unique value in a business setting. Universities and research organisations will receive a letter inviting them to take part in the next few days. It will be Enterprise Connect’s job to marry researchers to businesses and administer the program, but it will rely heavily on intelligence from you.

### COLLABORATION BETWEEN UNIVERSITIES

We also need to increase collaboration within the higher education sector itself. This doesn’t just mean sharing more equipment and facilities. It will also mean allowing staff and students more mobility. It will mean building concentrations of activity and resources.

We should be mature enough to recognise that not everyone can be great at everything. All researchers should have access to the best infrastructure and the best minds in their field, regardless of where they are based.

The hubs-and-spokes model I have championed for some years is one way we can democratise access to resources and put those resources to optimal use. It is not about entrenching elite universities. It is about promoting elite research – and for that I make no apology.

### EXCELLENCE

Which brings us to what I believe should be our highest priority of all, and that is the pursuit of excellence. It isn’t enough just to increase the quantity of research we produce – we also need to increase the quality. And it isn’t enough to just go around telling ourselves how good we are – we need to measure ourselves objectively against the world’s best. We must submit to the discipline of international competition. We must be accountable. That’s why ERA is so important, and why I want to see it fully operational sooner rather than later.

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## UA HE Conference 2009—Senator Kim Carr cont...

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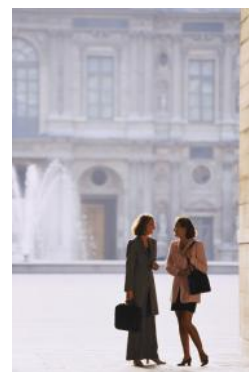
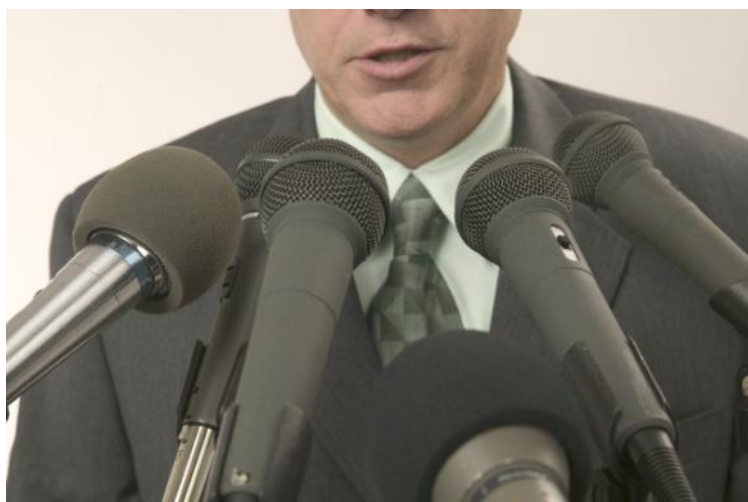
### THE FUTURE

The government will respond to the Cutler and Bradley reviews as part of the budget process. That response will be our base camp, but we will still have a long climb to the summit. Our ultimate goal is a university research system that can mobilise innovation in every department of Australian life.

A system that can solve the problems that will still be with us long after the crash of 2008 has passed into history – not just the modern problems of climate change and energy security, but the perennial problems of disease and want.

A system that can make this country fairer, richer, greener, smarter and safer.

That's what I'm looking for, and I sincerely hope I'm cursed to find it.



“Our ultimate goal is a university research system that can mobilise innovation in every dept of Australian life. A system that can solve the problems that will still be with us long after the crash of 2008 has passed into history .”

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### Have you recently attended a conference or meeting?

Perhaps you would like to share your thoughts? If so please send your report to the Editors for publishing in future editions of ATEM Matters.

Email us at [ameditors@atem.org.au](mailto:ameditors@atem.org.au).





**Stephen Weller**  
ATEM Vice President

“The forthcoming AGM will allow members to consider the proposed changes to fee levels and membership criteria with an opportunity to answer questions more widely through the Online Q&A AGM Forum.”

## ATEM Change Management Team Report

### Stephen Weller

**The March ATEM Council saw resolution of two key issues that had been under consideration by the Change Management Team of the Council. The resolution of these two key issues provides further commitment to the advancement of a single Association with a clear focus on supporting our mission into the future, namely:**

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

The first of the change management issues was the move to review membership levels, criteria and fees with a view to ensuring ATEM was achieving the appropriate balance between the benefits of membership and the opportunities of professional development as well as the responsibilities of operating an international association at the same time as ensuring active and engaged regions. This review has inevitably resulted in increases to membership fees across the board but given the fee level has not risen for five years the increases across this period are seen by Council as both appropriate and responsible.

The forthcoming AGM will allow members to consider the proposed changes to fee levels and membership criteria with an opportunity to answer questions more widely through the Online Q&A AGM Forum. The issue of Corporate Membership continues to be considered by the Council with good progress made on clarifying the benefits and opportunities of this important category of membership and will be finalised by the Council at the July meeting.

The second of the change management issues was the operation and structure of the ATEM Secretariat with a view to ensure we had in place arrangements that would support our Association and in turn support the members and professional development activities offered at the regional level. Council has endorsed a proposal to see all administrative and professional support brought under the operation of the Council allowing Regional Committees to focus on their core responsibility – namely professional development. At the same time a new structure that aligns the responsibilities of the Council and the Secretariat was endorsed.

With the move to centralise membership income and responsibilities to the Association, and the constitutional support to in turn operate as a single Association, such changes might be seen to be relatively mild, but the Council has been conscious of the move from relatively independent branches/regions to a more focussed single Association model for future operation and was mindful of the need to be cautious and considered in respect of administrative and professional support. The strong and unanimous support of this new structure by the Regional Chairs must in turn be acknowledged.

*(Continued on page 13)*

## ATEM Change Management Team Report cont...

*(Continued from page 12)*

Our Executive Officer Maree Conway will shortly be hosting a Secretariat Forum for those individuals who provide their time, energy and commitment in allowing our Association to operate as well as we do. At the same time this forum will ensure we are spending our resources as effectively as we can and operating with the required fiscal responsibility. Our Association has drawn down on our reserves for the last few years to support our renewed commitment to the sector but we must now ensure that we are delivering a balanced budget.

The only remaining issue of the Change Management Team that remains to be considered by Council is our future branding and communications directions and these will be considered by the July Council meeting. The need to ensure a contemporary approach to branding and communications will be balanced against our long history as a professional association and the need for responsible financial management. Needless to say we are continuing our move into a more tech-savvy and Web 2.0 environment as can be seen by the move to online registration and payment for professional development as well as the planned move to introduce fortnightly payroll deduction for membership.

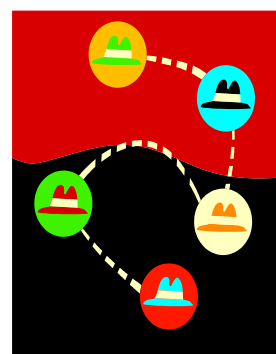
I wish to thank my colleagues in the CMT Group and the wider Council and Secretariat for their engagement, debate and support of these important changes that we trust will position our Association well into the future. I would like to particularly acknowledge the vision and direction of our retiring (and longest serving President) Tom Gregg for his vision and passion in advocating and championing these vital reforms for our shared future.

**Stephen Weller**

Vice-President and Chair, CMT Group

24 April 2009

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“Our Association has drawn down on our reserves for the last few years to support our renewed commitment to the sector but we must now ensure that we are delivering a balanced budget.”



**Maree Conway**  
ATEM, EO

“All PD programs are now structured into our new strategic areas: growing careers, building professionalism, connecting people and groups, and understanding the sector.”



## Report on Professional Development Activity

### Maree Conway

These last few months have been focused on setting up the first Association-wide PD program - in the sense of a single program that we can use to promote ourselves within the sector as a provider of high quality, cost-effective and outcomes oriented PD.

We are not quite there yet, but thank you to the folks in regions who have been helping me get the program finalised. We hope to have a PDF version of the program available electronically in the next few weeks.

We have set up an online registration and payment site at: <http://atem.wildapricot.org>. Head there now, and check out the range of programs ATEM offers to the sector.

This is an interim site until we can work out a few issues with the set-up on the main ATEM site. You can either go to the main ATEM site to check programs - as you have always done - and there will be a link there to the online registration site, or you can go straight to the Wild Apricot site to register and pay via PayPal. If you need to pay offline, you can download a registration form/tax invoice there and use that to get your registration processed.

All PD programs are now structured into our new strategic areas: growing careers, building professionalism, connecting people and groups, and understanding the sector. We also have 'hot topics' and a 'leading thinkers' series is also under development. For more information about our strategic areas, you can download ATEM's new strategy statement from the ATEM home page: <http://www.atem.edu.au>.

And remember, that you can attend PD programs anywhere, not just in your region. So, if you are going to be on business somewhere and there's a program on offer, please feel free to register.

### REGIONAL SUPPORT FOR PD PROGRAMS

We are also working to ensure that we can offer appropriate levels of support for PD programs in each region. You can read more about the Council deliberations around this topic in other reports in this newsletter, but our aim is to provide a consistent level of service across the Association. Those people who currently provide this support will be meeting shortly to work out exactly how we can operate effectively.

### PARTNERSHIP WITH LH MARTIN INSTITUTE FOR HIGHER EDUCATION LEADERSHIP AND MANAGEMENT

Our partnership with LH Martin is developing very positively. We have set up a regular meeting schedule, and have agreed to co-badge a number of our programs. The Leadership Masterclass was the first of our jointly offered programs, with the System Induction programs and Moving into Management. You can find out more about L H Martin programs at: [http://www.mihelm.unimelb.edu.au/executive\\_educ/index.html](http://www.mihelm.unimelb.edu.au/executive_educ/index.html).

**Maree Conway**

PD Coordinator

Email: [profdevelopment@atem.org.au](mailto:profdevelopment@atem.org.au)

## 2009 TERTIARY EDUCATION MANAGEMENT CONFERENCE

Jo Miller

Preparation for TEMC 2009 is progressing successfully under the guidance of Renee Brown at Leishman Associates. Representatives of the Organising Committee are participating willingly and cooperatively to achieve the most practical results for a rewarding conference.

The Annual Tertiary Education Management Conference of the Association for Tertiary Education Management Incorporated (ATEM) and the Tertiary Education Facilities Management Association Incorporated (TEFMA), (previously the Australasian Association of Higher Education Facilities Officers (AAPPA) is the flagship activity each year. It is the opportunity for TEFMA and ATEM to bring its members together for a significant period of professional development, for ATEM/TEFMA to co-host and listen to significant figures in tertiary management and administration as plenary speakers, and to network with like organisations and clients through formal links and sponsorship arrangements.

The Organising Committee and the Conference Managers endeavour to host a conference that offers a stimulating professional development opportunity foremost and a unique and different conference experience in Darwin.

### CALL FOR PRESENTERS/PAPERS:

The call for papers/presenters opened in March and to date we have had 20 papers submitted and 34 authors register. A reminder will be sent out by the end of this week encouraging more delegates to submit an abstract. At this stage abstracts close on the 15<sup>th</sup> April. This time frame may be extended depending on abstract numbers.

### REGISTRATION:

Registration opened on Monday 23<sup>rd</sup> April 2009. Registration is via online or hardcopy. There is an increase in registration fees for this conference with the exception of the member/early bird rate. This decision was made after extensive consideration and debate.

### VENUE:

The [Darwin Convention Centre](#) provides an ideal venue and location. The conference is spread over three floors with the plenary accessible from two floors and the trade exhibition located on the ground floor. Movement of delegates will not be an issue as there are stairways, elevators and escalators.

### KEYNOTE SPEAKERS:

His Honour the NT Administrator, Mr Tom Pauling AO QC is scheduled to open the conference and the following Keynote speakers have been confirmed:

- Ted Egan - motivational speaker
- Tania Major - motivational speaker
- Dr David Woodhouse - sector leader
- Professor Geoff Scott - sector leader
- Professor Jeannie Herbert - Vice-Chancellor, Batchelor Institute of Indigenous Tertiary Education
- Professor Barney Glover - Vice-Chancellor, Charles Darwin University

### WEBSITE:

The website is being updated on a regular basis and there have been several new expressions of interest for the conference via the online facility.



“The call for papers/presenters opened in March and to date we have had 20 papers submitted and 34 authors register. A reminder will be sent out by the end of this week encouraging more delegates to submit an abstract. At this stage abstracts close on the 15<sup>th</sup> April. This time frame may be extended depending on abstract numbers.”

(Continued on page 16)



“The conference dinner is being held at the Sailing Club with the theme being “Crocodile Rock”. Delegates will be encouraged to dress up rock and roll style with a hint of Darwin.”

## 2009 TERTIARY EDUCATION MANAGEMENT CONFERENCE cont...

(Continued from page 15)

### ASSOCIATION BREAKFASTS:

Due to the location of the Convention Centre, both association breakfasts will take place at the centre to allow for a smooth and on time start to the conference day.

### SPONSORSHIP AND EXHIBITION:

Sponsorship and Exhibition sales are going well with a total of \$156,050 secured to date. There are also more companies interested in sponsorship or trade exhibition opportunities. With many regulars still to confirm and interest being shown from several new companies. Follow up calls are continuing and through the efforts of Leishman Associates and members of the Organising Committee the sponsorship target of \$140,000 has been exceeded.

### CONFERENCE DINNER:

Most people, when they look back over previous years' conference, identify and remember them most fondly by the conference dinner. Despite all the good and worthwhile discussions, speeches and presentations, the social activities remain the defining moment and so particular attention to the social experiences.

The conference dinner is being held at the Sailing Club with the theme being “Crocodile Rock”. Delegates will be encouraged to dress up rock and roll style with a hint of Darwin

**“Do you remember when rock was young..... This years Crocodile Rock theme is the perfect chance to unleash your inner rock star. So style those mullets, polish the leather pants and get ready to rock in Crocodile Country”**

A bus service will run from all hotels to the Sailing club, with arrival in time for delegates to appreciate the sunset.

*Jo Miller*

TEMC09 Convenor



## Spotlight on Members' Research for 2009...

**D**ue to the maturing of interests of the Association and its members, coupled with our own fascination with HE research, the Editors have decided to feature research undertaken by members in the ATEM Matters publications this year.

The work and working conditions of ATEM members has not traditionally 'troubled the scorers' as Judy Szekeres documented so eloquently in her article "The invisible workers"<sup>1</sup> in 2004. Have things changed since then we wondered, are we still as invisible or are we becoming less so as ATEM members become increasingly interested in research and professional praxis?

Therefore, we invite YOU to contribute, so the Association and its members can connect with researchers and research topics of interest... Are you conducting research or undertaking a research degree—PhD, professional doctorate or MA? Have you recently completed a work based research project or a research degree? If so, please complete the form on page 50 of this edition of ATEM Matters and send it to the ATEM Secretariat.



**Heather Davis**  
ATEM Matters  
Co-Editor

"The work and working conditions of ATEM members has not traditionally 'troubled the scorers' as Judy Szekeres documented so eloquently in her article "the invisible workers" in 2004."



The first ATEM researcher to be featured this year is Darlene Sebalj. Darlene recently had a refereed journal article "The profile of university research services staff"<sup>2</sup> published in the Australian Universities' Review co-authored with her supervisor, Prof Allyson Holbrook. Darlene also presented on her research at the 2006 TEMC.

1. **Name of researcher:** Darlene Sebalj
2. **Title of Research:** The Profile, Role and Contribution of University Research Services Staff and their Perspectives on Managing Change in Australian Universities.
3. **Year research completed (or expected to be completed):** 2009
4. **Details of Study:**
  - a) **Program of Study:** PhD Education
  - b) **Year study commenced:** 2005
  - c) **Institution:** The University of Newcastle
  - d) **Supervisor:** Professor Allyson Holbrook, Director SORTI (Centre for the Study of Research Training and Impact)
  - e) **Scholarship:** Yes, Australian Postgraduate Award (APA) recipient

5. **Field of Study:** Research Management & Administration

6. **Contacts:** [darlene.sebalj@studentmail.newcastle.edu.au](mailto:darlene.sebalj@studentmail.newcastle.edu.au), [url](#)

7. **Abstract (150 words):** This foundational research aimed to develop a picture of the profile, role and contribution of research services managers and administrators within Australian universities. The contextual backdrop to the study was the lead up to the then planned 2008 implementation of the Australian Research Quality Framework (RQF). Undertaking the study at that time provided the opportunity to capture how staff prepare for, and respond to, significant policy change events.

It is hoped that this evidence-based research highlights a particular subset of the work of university administrators, thereby, encouraging the long overdue recognition of this group as a profession in their own right and, more importantly, to increase their visibility as partners to academics in the business of higher education. Such work will advance our understanding of the professional contribution by research administrators to university research and by extension, to Australia's global competitiveness.

<sup>1</sup> Szekeres, J. (2004). The invisible workers. *Journal of Higher Education Policy and Management*, 26(1), pp. 7 - 22.

<sup>2</sup> Sebalj, D. & Holbrook, A. 2009 The Profile of University Research Services Staff. *Australian Universities' Review*, 51(1), pp. 30 - 38.





“It would seem to me that we need to design a system that allows customisation for individuals *where they are in their life and career journey* rather than trying to fit them into a standardised, albeit, excellent system.”

## 2009 AFR Higher Education Conference

CONFERENCE REPORT BY MAREE CONWAY

The Higher Education conference market is now crowded, with apparent choice about which conference to attend. The conferences all cluster around March/April, so that choice is constrained somewhat by institutional budgets - you can't attend them all. ATEM has endorsed the Australian Financial Review conference from its establishment, and will maintain that endorsement. The 2009 AFR Higher Education Conference was held on 8 and 9 March in Sydney.

One usually goes to conferences for two main reasons - to keep up with the times, and maybe to learn something new, and to network. The AFR Conference provided opportunities for networking, but I'm afraid I don't think I heard anything I didn't already know. The overwhelming sense I got from the conference was of talking heads, all of whom I'd see and heard before, saying much the same thing they have said before. This is not to suggest that this type of conference isn't worth it, but AFR should do a re-think of its format and programming for next year's conference.

The conference opened with Ministers Carr and Gillard making announcements about research funding and equity targets. We then heard from Denise Bradley, on some of the thinking of the Higher Education review panel. Her most critical comment for me was that an excellent education system allows everyone to reach their full potential, but I wonderer how we would do this? It would seem to me that we need to design a system that allows customisation for individuals *where they are in their life and career journey* rather than trying to fit them into a standardised, albeit, excellent system. Of course, customisation brings with it a whole other set of issues that needs to be discussed at another conference.

We heard about the Education Investment Fund, infrastructure and capital investment and I kept thinking about why we are putting so much money into buildings when much of what is happening beyond the sector tells us that online education will be a critical element of learning into the future. Where is the government Electronic Education Investment Fund? The view now is that we need both e-learning and buildings for effective learning, but we heard more about buildings at this conference. The next sessions covered international education, regional institutions and research funding - and that was day one.

Discussion of global positioning and rankings opened day two. Nothing much new here, and I keep wondering why we can't find another way of measuring the quality of universities across the globe? In some ways, ranking are the easy way out since developing an alternative system would not be straightforward. So we keep using rankings to underpin arguments about the structure and funding of our higher education sector, rather than finding more meaningful indicators that tell us whether our graduates are competitive in the global marketplace, whether Australia is contributing as a nation to the global brain, and whether we as a society are working to ensure a sustainable future, rather than a comfortable present.

We were reminded about the need to invest in research to ensure we raise our aggregate level of intelligence (no arguments there), and lowering the cost of knowledge use to users (no argument there), and about how, now, presence on the web is ultimately what it is all about in terms of communicating capacity in the knowledge era. Again, no argument there, but surely university research isn't the only way to improve our collective intelligence and our global position as a nation? Where university research fits in terms of Australia's broader innovation system was touched on by Minister Carr in the first address, and I would have liked to explore this a little further, since that provides some context for the statements we heard about the centrality of university research to global performance of Australia's higher education system.

We then heard about new structures for universities but these were structures based on what is happening now, rather than what we will need in the future. Even the suggestion that we need to introduce polytechnics in Australia is not terribly new, since we probably have the beginnings of them now within the VET sector. Finally, almost one and a half days into the conference, we heard about giving the student voice equal time, and this from the private sector! The need to be student centred and give primacy to scholarship as well as research were highlighted in an attempt to broaden out the discussion a little. I could see some people shifting uncomfortably in their seats during this presentation, and some

(Continued on page 19)

## Conference report cont...

(Continued from page 18)

of the questions reflected their inability to be open to new ways of seeing what's right in front of you. Competition from the private sector isn't going away, and dismissing it as a poor cousin or an upstart implies a blinkered view of the world. It would seem that the mindset around public/private and higher education/VET, and which is 'best', is still quite solidly entrenched for some.

A presentation on how Moody's establishes the credit ratings for universities rated as a highlight for me - it was something new, and it identified the range of ways they seek to understand both the sector and universities in order to give them a credit rating. In the grand scheme of things, some might argue that this presentation was not entirely relevant, but for me it added a new nugget of information to my understanding of the sector.

The final afternoon was given over to industry links and commercialisation, and more about rankings and data use. The final session on e-learning and social networking was apparently cancelled - I say apparently, because I have to admit I had run out of energy by this time and departed. It's a shame if it was cancelled, because this is a topic that I don't think is yet mainstream in our sector, even though most institutions would have some form of e-learning management system and make some use of social networking tools. Compared to what the business sector is doing in this area, however, I think we have some way to catch up to where we understand how to use these tools to make meaningful connections.

### MY MUSINGS POST CONFERENCE:

- I kept getting the sense that we were listening to a set of talking heads each with its own particular view on the world, and own agenda to push. I guess that's fine, but there wasn't much coherence to the program in terms of discussing a way forward as a sector. There were elements in presentations that touched on this, but we seemed to keep reverting to what needs to happen today. Again, that's fine because we need to ensure we are operating effectively today, but we also need to be making decisions today in the context of our long term futures, and I don't think we got anywhere near exploring the shape or nature of our long term future (i.e. 10-20 years out) as a sector.
- There was mention throughout the conference of the need to transform higher education for the future, but at the same time, we heard comments about how education is a long term sector, things take time to embed and see outcomes, and evolutionary and collaborative change is critical. Transformation suggests quantum change to get us to the future place we need to transform into, and I kept thinking of the saying that *nobody gets to the other side of a 20 foot chasm in two 10 foot jumps*. It seems to me that, as a sector, we may be preparing to take a 10 foot jump but this time we are very close to the edge that that chasm. Constant disruption is the name of the game, innovations have less and less time to bed down in our operations, and I'm not sure we have the time for evolutionary change. The biggest problem with transformational change is shifting mindset and thinking about what is coming so people are happy to 'transform', and this I think, is a significant challenge we face as a sector.
- The focus of many presenters was on 'graduates', and while this focus is critical for our society and our economy, the underpinning driver of *the right knowledge at the right time* in order for graduates to be able to keep up with the complexity and constant disruption of the external environment wasn't really addressed. Get them through and get them out into the workforce seemed to be the major assumption at work.
- We have been trying to establish pathways through the vocational education-higher education maze (thanks to Stephen Parker for the image) for some years now with limited success as a sector. Until we move to a tertiary sector with parity of esteem for its constituent parts, however, it's unlikely that pathways will exist in a meaningful way. Making pathways work will require transformational mindset change, not more of the same thinking in the same operational framework.
- The term 'future-proofing' was used at some stage, and this is one of my most hated terms, since it infers that it is possible to get the future right. That is just daft, since no one can predict the future with any certainty. We do need to be ready for the future, and to do that we need to use our collective intellect to explore what might be coming - and what the nature of transformational change might be - now rather than waiting for it to happen to us. Otherwise, we risk taking the status-quo stance even though we know that's not sustainable. But, no one can future-proof anything.
- In terms of the conference format, I wonder if Open Space Technology, or an unconference format would work better for this type of event. The disadvantage would be that Vice-Chancellors and other luminaries wouldn't have a stage and a captive audience, but I suspect that moving from the talking heads format to a more user driven forum may be more successful.



“A presentation on how Moody's establishes the credit ratings for universities rated as a highlight for me - it was something new.”



## Book Review cont...

(Continued from page 20)

Gladwell argues in a similar vein that success is due, mostly, from luck, circumstance and openness to new ideas.

If there is any lack to Robinson's book it is in the area of 'how to'. There is little practical advice, although lots of tangential clues, as to how to discover your own 'element'. The reader hoping for more precise instructions will be disappointed. However, anyone who has any responsibility for education - their own or of others - would be well advised to read this book and incorporate its learnings into their own practice.

Chapters include: the Element; think differently; beyond imagining; in the zone; finding your tribe; what will they think?; Do you feel lucky?; somebody help me; is it too late; for love or money; making the grade; and a thought provoking afterword.

### References

[Gladwell, M.](#) 2008. *Outliers: The story of success*. London, Penguin.

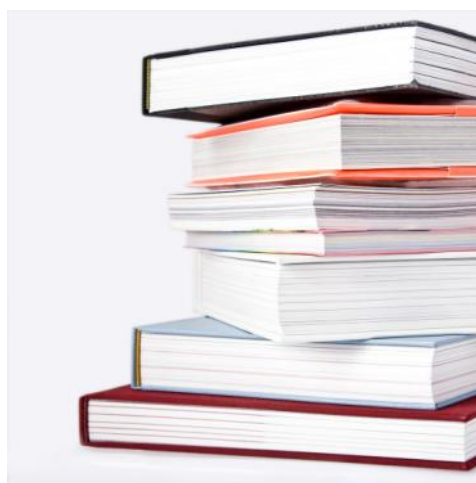
[McWilliam, E.](#) 2008. *The creative workforce: how to launch young people into high-flying futures*. Sydney, University of New South Wales Press.

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### Footnotes

[i] Viv McWaters is a facilitator, consultant and blogger ([www.vivmcwaters.com.au](http://www.vivmcwaters.com.au))

[ii] Interesting that there is a chapter on Tribes but no mention of [Seth Godin's](#) book of the same name. Perhaps they were writing in parallel?

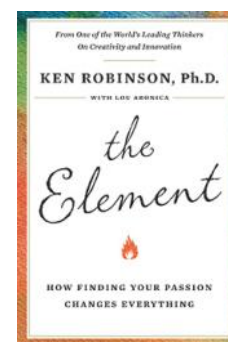



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## Read a good book or article lately?

Perhaps you would like to share your thoughts and write a review for ATEM Matters? If so please send your review to the Editors of ATEM Matters.

Email us at [ameditors@atem.org.au](mailto:ameditors@atem.org.au).





**Ali Hughes**  
Regional Chair

## Regional Roundup

### Aotearoa

**K**ia ora. By now hopefully the mad rush on new enrolments has passed and the academic year is settling down for everyone. I hope you all had time to enjoy the magnificent summer that we had in Aotearoa this year.

I have been lucky enough to travel around the country in the past few weeks and have observed at first hand the effects on the global economic crisis is having on tertiary education- both negative and positive. All institutions are reporting increased enrolments across the board as students opt for study rather than tackling the tightening labour market; this brings challenges to institutions as they struggle to resource this demand, but also to manage it within current EFTS capping regulations. On a more negative note, I have observed institutions across the country tight-

ening belts, with across the board budget freezes and restrictions on travel, professional development etc.

As an organisation it is therefore our challenge to ensure that we deliver PD which is not only effective in its teaching and subject content, but also that is delivered in a cost effective way to as many people as we can. To this end ATEM Aotearoa is exploring events which will use video-conferencing to allow us to share the sessions across the country. In addition, we are looking at running "TEM revisited"- a series of events which will follow the TEM conference in Darwin, and which will give people who have been unable to travel an opportunity to share in the learnings from that conference.

In the meantime I encourage you to consider attending the

ATEM Aotearoa regional conference which will be held at Waiariki Institute of Technology, Rotorua on 9-10 July. The conference theme covers "Tertiary Management as a Career", and encourages presenters to be flexible and innovative in thinking about the way the topic is presented. The conference will contain workshops; posters; research papers; discussion groups on a range of topics to support tertiary education management as a career option. The call for papers is detailed at <http://tinyurl.com/cjc9zc>.

Full details of the Aotearoa PD programme are online <http://tinyurl.com/dgwi8q>

Nāku i runga i aku mihi ki a koe

**Ali Hughes**  
Regional Chair  
Aotearoa



**Jennifer Till**  
Regional Chair

### New South Wales/Australian Capital Territory Region

**T**he year has started off positively with high registration numbers for the first four sessions of 2009.

The process mapping session trialed in February has been repeated in March due to the demand, and 'spin off' sessions are taking place at institutions with particular demand at the University of Wollongong. The other sessions so far this year have covered minute taking skills and conference abstract writing skills.

The committee is working hard to formalise committee policies and procedures influenced by association-wide initiatives such as online registration and evaluations. Two grants for the TEMC conference will again be offered through the region.

We welcomed Myo Kyaw-Myint as the Institutional Coordinator for the University of Canberra.

All region Institutional Coordinators are encouraged to apply for the funding available to

hold networking or information sessions at their institutions - contact Jennifer for more details.

Chair Jennifer Till presented with ATEM Executive Officer Maree Conway at the *Informa Recruitment and Retention in Higher Education* conference held in Sydney in February. The presentation was entitled 'The Changing Nature and Scope of Professional University Staff'.

(Continued on page 23)

## Regional Roundup cont...

Deputy Chair Lorraine Rhind was invited to speak to a Chinese delegation visiting the University of Sydney about her experiences with ATEM.

Any members interested in learning more about being on the committee or becoming

involved in a region project should contact Jennifer on [j.till@unsw.edu.au](mailto:j.till@unsw.edu.au).

**Jennifer Till**

Regional Chair

[nswact@atem.org.au](mailto:nswact@atem.org.au)

## SE Queensland / Northern Rivers Region

**T**his year's regional professional development program was launched on 26 March in the Queensland University of Technology's Council Room in Brisbane.

About twenty-five or so colleagues from across the region participated in this networking event. Our guest speaker was Dr Carol Dickenson, Registrar at QUT and a long supporter of ATEM and professional development in general. Carol's presentation (which merged very neatly into a general conversation with members) covered a full range of current contextual influences on the higher education sector and went well beyond aspects such as "Bradley and Cutler".

There was very engaged discussion, for example, on the impacts of an aging workforce across the sector, something which also engages ATEM in terms of its membership profile.

Thanks go to Bruce McCallum (QUT) and Liz Ruinard (Griffith) for their organisation of the event, to Carol for giving of her time and experience, and to QUT for making its Council Chamber available to the group. (Bruce is the ATEM regional deputy chair and Liz the regional secretary).

The 2009 regional program is more contained than in previous years and focuses on a dozen or so topics, a blend of courses which have been at the

core of the region's ongoing offerings and some newer additions. This "more contained" approach through 2009 reflects transitions both within ATEM overall (a very welcome new on-line registration system, for example) and within the region itself.

The professional development organising group, and in fact the Region Committee itself, is very small at the moment.....and we'd like to hear from members who would be interested in joining us!

**John Swinton**

Regional Chair

[seqnr@atem.org.au](mailto:seqnr@atem.org.au)



**John Swinton**  
Regional Chair





**Jo Miller**  
Regional Chair

## Regional Roundup cont...

### Tropical Region

The principle professional development activity for the Tropical Region for 2009 is supporting the organisation of the Tertiary Education Management Conference in Darwin from 13-16 September.

The Chair hosted a buffet breakfast at Sky City, Darwin for the NT members on Monday 23rd February.

Financial, corporate and former members were invited to attend this networking opportunity and consider the benefits of ATEM membership

such as – developing your career, growing in capability and collegiality of a professional network.

Chris Pepper, Vice President was also able to attend the member's breakfast and report on strategic and budget issues currently challenging ATEM.

The Institutional Coordinators, Di Skewes (CDU) and Anna-Marie Williams (JCU) continue their relentless pursuit of ATEM activities within their institutions for which I gratefully thank them.

The collegiality and support of

the ATEM 'family' is evident, not always overtly, but none the less present. The Secretariat is a wealth of knowledge of ATEM and sector information and their support for our professional development activities is considerable and greatly appreciated.

At the conclusion of the contract for the position of Executive Officer, we farewelled and thanked Barbara Stubbs from Al Rinn Admin Specialists for her support and outstanding organisational skills in support of the Tropical Regions activities.



From L to R: Pamela Marlow, Di Skewes, Judy Hancock, John and Viv Carson, Mary Pocock and Chris Pepper

**Jo Miller**

Regional Chair

[tropical@atem.org.au](mailto:tropical@atem.org.au)



## A Map of the ATEM Regions




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### New Email Addresses to Contact ATEM Regions

Here again are the email addresses for ATEM Regions:

- aotearoa@atem.org.au
  - bass@atem.org.au
  - central@atem.org.au
  - nswact@atem.org.au
  - seqnr@atem.org.au
  - tropical@atem.org.au
  - western@atem.org.au
- 





## Membership Upgrades...Congratulations!

Congratulations to the following ATEM Member who has been recognized for their contribution and commitment to tertiary education and their profession. Accordingly the title of Associate Fellow has been awarded since the last edition of ATEM Matters.

### Associate Fellows:

Julie Warnes, University of South Australia

**Editors' Note:** Members please note that at its meeting on 11 March the 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 apply and meet the criteria..

## Welcome to New Members

On behalf of all members and the ATEM Executive, welcome to you all and we hope you enjoy a long and rewarding relationship with ATEM. The following people have joined ATEM since the last edition of ATEM Matters was published. *All have joined as full individual or corporate members unless otherwise noted.*

Gloria Appoh  
Amanda Banks  
Saul Berman  
Fiona Buffinton  
Rebecca Caddy  
Hui Chen  
Elizabeth Clarke  
Paul Comiskey  
Sharon Cooke  
Wendy Cooper  
Angela Crawford  
Robert Crump  
Ravi Daga  
Belinda Dolan  
Jennifer Edwards  
Travers Emma  
Ros Engledow  
Mark Erickson  
Sherin Fernando  
Noline Foster  
Michelle Fox  
Peter Garrigan  
Susan Grayson  
Adrian Gurgone

Kiri Hagenus  
Dennis Ham  
Roslyn Hanson  
Kerri-Ann Hewett Fraser  
Suzanna Irwin  
Athena Kerley  
Rebecca Kimber  
Myo Kyaw-Myint  
Yan Lu  
Robyn Lumby  
David Macey  
Geoff Maslen  
Deborah McGavin  
Catherine McMahan  
Karen McRae  
Charles Murdock  
Kathryn Murray  
Izhar Oplatka  
Sally Owen  
Christabel Parham

Gabriel Read  
Caroline Rickard  
Ray Roennfeldt  
Tara Ross  
Phillipa Rundle  
Heather Sainsbury  
Marian Schoen  
Tara Schuurmans  
Tim Sealey  
Meegan Sharpe  
Peter Stephenson  
Colin Streeter  
Juris Varpins  
Elizabeth Watson  
Marie Whyte  
Kellie Willason  
Melina Wong  
Li Jun (Ann) Wu  
Brooke Young  
Jennifer Young  
Anthony Zgrajewski

# WELCOME



## Passages

Since the last edition of ATEM Matters we have seen the passing of two unfailing supporters of ATEM and the terrible Victorian bushfires which have claimed many lives including at least six directly associated with our sector. In this edition of ATEM Matters we pay tribute to Prof Peter Karmel (after whom our most prestigious award is named) and John Mullarvey by publishing their obituaries in full. The Universities World News has also given us permission to reprint their article about the Victorian bushfires that claimed the lives of six world renowned academics and two international students.

Please take a moment to reflect on the life work of these people who have worked tirelessly for the advancement of tertiary education in Australia and New Zealand and, indeed globally. They all chose to spend their lives like this; they demonstrated a commitment that is exemplary and have taught those of us who are still “spending our lives” ways to enhance and enrich the global community through collaboration and life-long learning. They have modelled the way.

“Life is ours to be spent, not to be saved up” D.H. Lawrence...



**PETER KARMELE (9 MAY 1922 - 30 DECEMBER 2008)**

Prof Peter Karmel, one of Australia's most influential educationists, died in Canberra on the second to last day of 2008 at the age of 86. His contributions to education and research, and his influence on generations of researchers, scholars and students were profound.

Educated at the University of Melbourne and Cambridge University where he gained a PhD in economics, Karmel spent much of his life in universities. He came to national prominence in 1973 with a report to the federal government on Australian schools that put the issue of social inequalities on the political agenda and resulted in a new programme of federal spending on public and private schools.

Karmel not only conducted but was a regular contributor to subsequent inquiries into higher education. His last submission was a five-page paper to a federal review of Australian universities in June. In the submission, he proposed a voucher system of federal funding of undergraduate courses and this was among the recommendations in a report of the review presented to the government late last month.

On his return to Australia from Cambridge, Karmel worked for the Commonwealth Bureau of Census and Statistics from 1943 to 1945 and began teaching economics at Melbourne in 1946 and then moved to the University of Adelaide in 1949.

*(Continued on page 28)*



Have YOU recently been promoted, moved jobs or won an award? Please let the ATEM Matters Editors know and we'll make this a regular feature of future editions. Please contact your Institutional Co-Ordinator or email the Editors at [AMeditors@atem.org.au](mailto:AMeditors@atem.org.au).





## Passages cont...

(Continued from page 27)

He began planning a new university that became Flinders in 1961 during a period of rapid expansion in the Australian tertiary sector. It was also a time for innovation and Karmel, speaking at a public meeting, explained his ambitions for the new campus. "We want to experiment and experiment bravely," he said. True to his word, he devised for Flinders an untraditional academic structure aimed at broadening student experiences and academic opportunities by establishing four schools: language and literature, social sciences, physical sciences and biological sciences.

Flinders was South Australia's second university and over the next few years, it demonstrated its distinctiveness by teaching several courses not previously seen in the state, including sociology, drama, fine arts, Spanish and Indonesian, as well as oceanography and meteorology.

Karmel was instrumental in the planning of another radical yet enduring aspect of Flinders: collocation of the school of medicine and the Flinders Medical Centre in the new hospital's buildings on the western edge of the campus.

Professor Keith Hancock, Flinders' third vice-chancellor and one of its six original professors, said Karmel had set the character of the university: "Flinders University's indebtedness to Peter Karmel is immense. He had a capacity, unique in my experience, to combine leadership with the nurturing and encouragement of the contributions of others. Peter's talents were just what were needed in the early formative years of the university. His successors, including me, inherited a going concern."

Karmel left Flinders in 1971 to head the Canberra-based Australian Universities Commission and, after serving as its chairman and heading its successor, the Commonwealth Tertiary Education Commission, he was appointed vice-chancellor of the Australian National University in 1982.

His influence extended well beyond the university sector and included two outstanding contributions to policy and governance in the schools sector. His 1971 report *Education in South Australia* set the foundations for the modernisation of school education in that state. Two years later, his 1973 report *Schools in Australia* to the Whitlam Government was similarly transformative at the national level, and was instrumental in bringing about federal funding of state government schools.

"He was, in my opinion, one of a group of Australian economists who emerged in the 20th century and went on to be major contributors to the nation's development," Hancock said.

Although Karmel retired from the ANU in 1987, he continued to be involved formally and informally in the continuing debate on higher education in Australia. A promoter of academic diversity among universities, he championed university independence from central control by government. Giles Pickford was assistant secretary of the Australian Vice-Chancellors' Committee when he first met Karmel, then Flinders' vice-chancellor. "I remember him as a cheerful man with an immense sense of fun and a mind that towered over his colleagues at the AVCC meetings," Pickford recalled. "We worked together again after he had retired. He was chair of the ANU Institute of the Arts and I was secretary of the creative arts fellowship committee. He had a deep grasp of the creative arts, which is unusual among economists. He did not put on airs and graces or pretend he was superior to others, but there is no doubt that he was."

Karmel remained active in many aspects of public life, chairing the Australia Council, the Australian Institute of Health and Welfare and the Australian Council on AIDS. He was also the first Patron of the Association for Tertiary Education Management. He is survived by his wife Lena, five daughters and a son, and 16 grandchildren.

(Reprinted with permission from *University World News*: 11 January 2009)

(Continued on page 29)



VALE JOHN MULLARVEY



The John Mullarvey story is quite remarkable. With humble education beginnings and without a tertiary education qualification, not even John in his wildest dreams would have thought that he would become involved at a high level in the development of Australian government policy on education, and particularly higher education, and that he would become an adviser to and confidant of Australian Vice-Chancellors.

Born in 1950 and raised in northern Victoria, John went to Canberra in the late 1960's and joined the Australian Public Service where he stayed for more than 20 years. During this time he served in the Department of Education and Science, the Commonwealth Schools Commission, the Commonwealth Tertiary Education Commission before joining the Department of Employment, Education and Training in 1987 where he acted as First Assistant Secretary.

Although some Vice-Chancellors had not always enjoyed a happy relationship with John in his Departmental role, when the opportunity arose, they were happy to recruit him as Deputy Executive Director to the Australian Vice-Chancellors' Committee (AVCC) in February 1989. He was promoted to the post of Chief Executive Officer in February 2001, a role he filled until the transformation of the AVCC with the formation of Universities Australia in May 2007. John then joined the Slade Group as Business Development Director - Education and Government specialising in executive search in education, government and government related organisations.

John gained a reputation among some work colleagues and those with whom he dealt as being tough, difficult and strong willed. He had many admirers but he certainly did not please all of the people all of the time. That said, he mellowed over time, and he was a person that people were happy to have on their side during discussions and negotiations. Indeed, in 2003 John was recognised by the *Australian Financial Review* when it ranked him as the third most influential person across the public and private sectors in influencing the higher education agenda; and again in 2004 he was recognised by the Review as one of the five most influential people in higher education for his ability to negotiate acceptable outcomes for the sector. He has a healthy record of achievements.

John was instrumental in bringing the Association for Tertiary Education Management (ATEM) to the notice of the Australian Vice-Chancellors' Committee in 2006. This relationship, which he engineered himself, has blossomed into a true partnership between the two peak organisations and will have many benefits for the professional development of tertiary education managers into the future. In recognition of this service he was made an Emeritus Member of ATEM in 2008.

John was very personable. He was a generous host, and made lasting friendships with many people with whom he worked, and with a number of Vice-Chancellors and other senior university officials. He loved a good party and was an enthusiastic wine buff with an extensive cellar. His other passion was horse racing and he was part owner of several racehorses over time. Some claimed that he lived in the fast lane, perhaps not figuratively but certainly literally if you were ever his car passenger!

Although John did not achieve a tertiary qualification, he did study part-time but time constraints and work pressures did not permit him to complete his studies. He derived great satisfaction when Central Queensland University awarded him an honorary doctorate which he used with pride.

John will be sadly missed, particularly by those family members and friends who were very special to him, and he will not be forgotten.

Frank Hambly and Giles Pickford



## Passages cont...

### AUSTRALIA: ACADEMICS DIE IN BUSHFIRE INFERNO

BY GEOFF MASLEN, UNIVERSITY WORLD NEWS | 15 FEBRUARY 2009 | ISSUE: 0063



Professor Richard Zann, an internationally respected ornithologist and birdsong expert who taught at La Trobe University in Melbourne, died with his wife Eileen and their daughter Eva in the bushfire that almost wiped out the Kinglake township on the outskirts of Melbourne last Saturday week.

Zann, 64, was one of at least half a dozen academics believed to have been killed by the disastrous fires that raged across Victoria. Other university staff saw their houses and all their possessions destroyed in minutes during the worst natural disaster Australia has experienced. Eva Zann was about to leave home to be closer to her work and her father was looking forward to continuing his research into the zebra finch in his retirement, along with his wife Eileen, a musician and former dancer with the New Zealand ballet company. The three were found huddled together in one room of the Canadian cedar home that Zann had built more than 30 years before.

As with many other victims of the fires, the Zanns had decided to stay and try to save their home but they had no idea of the raging firestorm that was to descend on them, leaving them no time to put their defensive plans into action.

"Richard was a lovely guy, a dedicated teacher and researcher in ornithology. He had a house at Kinglake but they had only two minutes from when they heard there was a fire before everything went up," Professor Graham Lamb says, still finding it hard to accept that someone he knew well, who had worked at La Trobe University for 37 years, could be gone in an instant. Lamb is a researcher in the zoology department at La Trobe where he is involved in researching the behaviour of muscle tissue. He shakes his head at the unexpected and dreadful suddenness of the worst bushfires in Australia's history that swept across the state on a day when temperatures hit a record of more than 46 degrees. "We are having trouble believing it," he says. "Richard was here on Friday afternoon talking about what he would do in his retirement and now..."

Several other academics and university staff may have lost their lives among the many Australians who are now believed to have perished in the 400 separate fires that destroyed large parts of Victoria on Black Saturday. Many staff lost their homes as the fires, fanned by 100 kilometre-an-hour north winds, roared through thousands of hectares of forest, destroying entire townships, people and their pets, along with an untold number of farm and wild animals whose bloated carcasses litter the blackened earth across vast areas of the state.

More than 7,000 people are homeless, dozens are in hospital suffering severe burns, and no-one yet knows what the final death toll will be. Among the missing are a high-profile education expert, Dr Ken Rowe, research director at the Australian Council for Educational Research, and at least two international students from Indonesia. The students went to Marysville in the ranges outside Melbourne on Saturday for a day trip to see one of Victoria's most picturesque towns. Marysville no longer exists and forensic scientists say identifying bodies there and across the state will take weeks and for some there may be no way of knowing who they were.

La Trobe University has campuses in rural Victoria, at Bendigo and Beechworth, and both were threatened by the fires. Monash University's campus in Gippsland in the east of the state has been converted into a fire-fighting headquarters and was also not far from the fires that ravaged that region. Monash, La Trobe and Melbourne universities have made beds available in their rural campuses for emergency workers and homeless survivors of the fires.

*(Continued on page 31)*

(Continued from page 30)

"The destruction in the vicinity of my place was nearly complete," says another academic who survived. "One death further up the road, my two nearest neighbours' houses razed, a very anxious 36 hour shift on my part fighting off the fire (alone) dressed to protect in 46 degree heat, including fire coming under and through my front door, fires on the external roof, windows shattering but very luckily staying in place. The sort of firestorm that working for the university trains the mind to cope with..."

In a commentary in the *Melbourne Age* newspaper last Wednesday, Philip Chubb, an associate professor of journalism at Monash, told how Victorians died doing exactly what they had been told to do. Chubb said he and his family had moved into a classic mud-brick home amid rolling paddocks and bush on the north-eastern outskirts of Melbourne a decade ago.

Country Fire Authority officers visited and assessed the risk. Chubb said that mostly they described how the family could survive: "The idea, they told us, is you wet down your house and fill the gutters so that flying embers ahead of the flames don't grab hold. When the fire gets close, everyone takes the hoses and scurries inside to wait it out in the darkest corner you can find, away from radiant heat.

"When the fire has passed you take the hoses out again and squirt those nasty spot fires. Nerve racking? Sure. But effective? You bet. So on Saturday we all did what we were told to do. We implemented our fire plans. We had our two fire hoses taut and ready for action, our two pumps primed and our all-cotton gear donned. But then the wind changed and the fire that was ripping through the lives of our neighbours just to the north of us turned away with minutes to spare."

As Chubb pointed out, Australia is facing a new reality, that the world is heating up and what may have worked in the past, in the dreadful fires of 1939 that claimed 71 Victorian lives or the 1983 Ash Wednesday fires that killed 75, no longer apply. Environmental conditions have changed but the advice to the community on how to cope with a bushfire has remained the same.

South-eastern Australia has endured a decade of drought, water storages are lower than they have ever been, and the country is now experiencing record high temperatures. Victoria's forests were tinder dry and ready to explode before Black Saturday, either from lightning strikes or, as seems likely in several places, from fires deliberately lit by arsonists.

None of the firefighters trying to control the blazes had seen anything like the speed or ferocity with which these latest bushfires travelled across the landscape. Fireballs hundreds of metres away from the fire front ignited trees or homes, creating a new inferno before the fiery parent that had sent it on its way came up behind.

People who had been warned to leave their homes early in fact had no warning of the imminence of the fires that engulfed them. On numerous occasions, stunned survivors described how they saw smoke kilometres in the distance only to discover a fire rushing towards them.

"As I was standing out the back of the house on Saturday, just after I had heard about the first three deaths down the road at Strathewen, I suffered a moment of blinding clarity," Phil Chubb wrote. "There I was, hose in hand, equipment gleaming, fire plan laminated, just as I had been advised. But if the fire had come barrelling over the hill behind me I knew we'd be dead."

(Reprinted with permission from *University World News*: 15 February 2009)





**Giles Pickford**  
Secretariat

## The Secretariat

### *Lettings* from the ATEM Secretariat

April 2009

The following items of particular interest have been extracted from the minutes of the Council meeting held on 11 April 2009.

#### 1. INSTITUTIONAL COORDINATORS

Council noted that it had resolved in September 2008 as follows: "that Council revises the ATEM Constitution to require Regional Committees to meet at least twice a year with all Institutional Co-ordinators in the region. It noted that in some regions which are geographically dispersed these meetings might need to be by video link or teleconference".

There was an open discussion on this topic. It was agreed as follows:

- That the requirement for the Regional Committee to meet the ICs twice a year should be included in the Policy Document rather than legislated.
- That membership fees be waived immediately an IC is appointed, and not after a year's service and that the fee waiver is no longer dependant on a minimum number of ATEM members.

It was agreed that the two ATEM Councillors and the ATEM Secretariat discuss other issues concerning the ICs with a small group of active ICs and prepare a report, including a complete overhaul of the policy document, for the July meeting of Council.

#### 2. PRESIDENT'S REPORT

The Council considered Tom Gregg's final report and resolved that it be received. It noted the extremely valuable contribution made by John Mullarvey to the integration of ATEM into the AVCC's staff development program. The obituary by Frank Hambly and Giles Pickford was tabled and Council observed a minute's silence in memory of John Mullarvey. Stephen Weller reported that the ongoing relationship with the new Universities Australia was going very well.

#### 3. SECRETARIAT STRUCTURE AND OPERATION

Council discussed a report and a PowerPoint presentation from Maree Conway on the structure and operation of the expanded ATEM Secretariat, which now includes all regional administrative contractors and casuals. The proposals included the possibility of regions with no administrative support being twinned with regions that have it.

There was also in principle support for a standard PD rate, but with flexibility for Regions to vary that a little when needed.

Council resolved to endorse the structure and operations as defined and requested Maree to discuss details of standardisation of pay and other issues with the contractors, populate the spreadsheet with names and functions, and report to the July meeting on the final arrangements.

#### 4. REVISED MEMBERSHIP STRUCTURE AND FEES

A report from VP Chris Pepper and Rex Jones was tabled on the day. The Council suspended Standing Orders so that the issues in the report could be given an initial airing. It was agreed that the following provisions be included in the budget and presented to the AGM in April.

- That there be no nomination or joining fee
- That the five tiers of membership be retained (Student, Member, Associate Fellow, Fellow and Emeritus Member), and that the policy document on Membership Levels be revised so

(Continued on page 33)

## *Loggings* from the ATEM Secretariat cont...

(Continued from page 32)

that there is no waiting period before elevation to the rank of Associate Fellow and Fellow

- That from 1 July the individual member's fee be raised to \$AUD150.80 pa and \$NZ150.80 and that arrangements be made for a member to pay the fee at the rate of \$5.80 a fortnight preferably by salary deduction organised by the institution, or by direct debit between the members and their Banks. The ATEM Secretariat will produce a direct debit form for members to complete and return to the ATEM Secretariat if requested. Annual payment of the fee must be kept open as an option for institutions and individuals
- That from 1 July the fee for Associate Fellow be \$AUD221.00 pa and \$NZ221.00pa or \$8.50 a fortnight,
- That from 1 July the fee for Fellow be \$AUD263.90 pa and \$NZ263.90 or \$10.15 a fortnight,
- That from 1 July the Corporate Members' fee be raised to \$AUD1,319.50 pa and \$NZ1,319.50, which is five times the fee for ATEM Fellow, the implication being that corporate members ought to be Fellows,
- That it be explained to the AGM that there had not been a fee rise for five years and that in future a small increase related to CPI will be recommended annually.

The Treasurer pointed out that these increases may not enable a balanced budget in 2009 as they will only be applied for half the year. That advice was noted.

### 5. REGIONAL ELECTIONS

Council has agreed that Region Chairs should go to election every two years. The arrangement below was adopted. Elections should occur in April and be over by the AGM.

| <u>Election in 2009</u> | <u>Election in 2010</u> |
|-------------------------|-------------------------|
| Aotearoa                | Central                 |
| Bass                    | SEQ/NR                  |
| NSW/ACT                 | Tropical                |
|                         | Western                 |

### 6. FMAC REPORT

The Treasurer reported on the proceedings of the FMAC meeting held immediately prior to the Council meeting.

Council resolved as follows:

- That it is noted that the unaudited accounts show a deficit for the year of approximately \$220,000 whereas the Council had budgeted for a \$184,000 deficit excluding \$90,000 to be funded out of reserves. The contribution by corporate, regions and branches to the financial result were as follows (Note: Corporate and all the regions were given a deficit budget. Those that are under budget did not spend all of their part of the deficit, while those that are over budget are over by the amount shown):

| <u>Under Budget Amount</u> | <u>Over Budget Amount</u> |
|----------------------------|---------------------------|
| Corporate (\$97,181)       | Aotearoa (\$NZ13,726)     |
| Central \$1,152            | Victoria (\$87,949)       |
| Western (\$13)             | Tasmania (\$8,645)        |
| Tropical (\$23,434)        | NSW/ACT (\$1,655)         |

- That the consolidated balance sheet is noted and that the following remain to be

(Continued on page 34)





**Giles Pickford**  
Secretariat

## *Jottings* from the ATEM Secretariat cont...

(Continued from page 33)

consolidated: Victoria/Bass, Queensland/SEQ/NR and the Journal,

- That from 1 July the separate imprest accounts in Bass and NSW/ACT be closed and all transactions are to be managed through the ATEM Corporate account by the use of ATEM credit cards, direct funds transfer and cheques, with the latter two generated by ATEM Corporate staff working closely with the regional treasurers,
- That it is agreed that Council would accept the Victoria Branch financial statements for the period 1 May 2007 to 31 December 2007 unaudited, but strongly stated that a complete audit of the Branch and Bass Regional accounts for the period 1 January 2008 to 31 December 2008 must be carried out,
- That the revision to the Finance Manual proposed by Neil Voyce on the matter of signing authorities associated with the processing of payments using internet banking be approved,
- The ATEM will move to quarterly financial reporting from 1 July 2009,
- That it is noted that the Auditor has not yet completed his audit of ATEM's accounts and Financial Statements,
- That it be noted that VP Chris Pepper's report on Risk Management is not yet available,
- That the Operating Expenditure Schedule be deferred until July,
- The ATEM does not wish to extend its cover over domain names to .biz or .net,
- That ATEM register its name Australia-wide with ASIC,
- That ATEM pursues the matter of on-line registration and payment for PD with the Commonwealth Bank, but in the interim it continues to use Wild Apricot and PayPal.

### **7. REPORT FROM THE ATEM FOUNDATION**

Council received the Report from the ATEM Foundation on ATEM's investment and the Foundation's investments. It noted the combined loss of value for these investments as at 7 March was -22.25%. It also noted that as at 23 February 2009 the ASX All Ordinaries was down -51.2% since its peak on 1 November 2007, the Shanghai Composite was -63.9%, the Dow -49.8%, FTSE -42.8%, and NZSX -42.6% and that the Harvard Endowment was down by more than 25%

Council noted that the global economy is now well and truly in uncharted waters. However, ATEM is doing less than half as bad as the market, which indicates that we will be back in the black half way into the upturn when it comes. China and Australia look set to be the first countries to experience the upturn, however we don't expect it to occur soon.

Council noted that the total ATEM dividends since inception in 2007 are \$14,141 and the Foundation's are \$10,881. All our stocks return a dividend, but the quantum of returns will fall for the next few years.

Council resolved to appoint Linda McLain to the Foundation Board.

### **8. PD PROGRAM FOR 2009**

Maree Conway reported on the following matters:

#### **8.1 PD Program**

- online registration/payment: it was noted that all regions except Bass were now using the interim Wild Apricot solution, online evaluation: it was agreed that all regions to use the new online evaluation system to evaluate programs, with a quarterly report prepared by the

(Continued on page 35)

## *Lettings* from the ATEM Secretariat cont...

(Continued from page 34)

Secretariat to be made to Council,

- development of program – it was agreed that planning for 2010 would commence in July, with a draft program presented to the September meeting of Council, and all programs on the ATEM web-site before the end of December 2009,
- program publication – it was agreed that Bass should provide details of its PD program for the remainder of 2009 so that a consolidated program can be published,
- flyers for each program – it was noted that a consistent template would be developed for regions to use to promote individual programs,
- program fee model – there was general endorsement for a consistent fee model, with regions allowed to vary amounts depending on the income:cost ratio for particular events, further work is to be done on this for a report at the July meeting,

Council also reminded regions that costing of PD programs needed to build in a 10% surplus to be transferred to ATEM to cover the cost of Secretariat support and salaries for PD.

### 8.2 LH Martin Institute collaboration

Council noted the continuing collaboration with the LH Martin Institute, in particular, the cross-badging of programs, and the proposed hosting of a joint forum for tertiary education associations.

### 8.3 Joint Australian Learning and Teaching Council Proposal

The invitation for ATEM to be involved in a joint ALTC Proposal: Getting the Context Right: Cross-institutional Planning to Promote Learning and Teaching, being developed by the University of Southern Queensland, was supported.

### 8.4 HOSA Conference Support

Council resolved that it supports assisting organisations such as HOSA with web support and on-line registration and payment support for an agreed fee under the umbrella of ATEM and involving 'joint-badging'.

## 9. REPORT FROM THE EDITOR OF THE JOURNAL

Ian Dobson's report was received with approval.

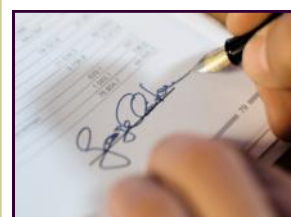
## 10. ATEM CENSUS

The ATEM Census as at 31 December 2008 was noted. Council was pleased to see an increase in membership of 70.

## 11. INTERNATIONAL AND LOCAL AFFILIATIONS

Council noted the current approved overseas and local delegates.

(Continued on page 36)





**Giles Pickford**  
Secretariat

## *Settings* from the ATEM Secretariat cont...

(Continued from page 35)

| Affiliate                             | ATEM delegate              |
|---------------------------------------|----------------------------|
| ACCRAO 13-16 April 2009<br>Chicago    | RC Judy Szekeres (Central) |
| AAUA June 2009<br>Washington          | RC Jo Miller (Tropical)    |
| AUA 6-8 Apr 2009<br>Exeter            | Lucy Schulz (Central)      |
| ACHEA 8-11 July 2009<br>Trinidad      | Any volunteers!            |
| AFR Conference 10-11<br>March, Sydney | Maree Conway (Bass)        |
| UA Conference 4-5 March<br>Canberra   | Stephen Weller (Bass)      |

## 12. CONFERENCES

### 12.1 2009 TEM Conference

Jo Miller's tabled a report on the 2009 TEMC. Council agreed to suspend standing orders so that the report could be discussed. Council then resolved as follows:

- That if a paper is to be rejected there must be an offer to the author of feedback if needed
- That we should adopt a \$895 early bird registration fee for members only, and that all other fees be raised by 5%, provided that the gap between the early bird member rate and all other rates should not be less that \$150.80, which is the ATEM member's fee.

### 12.2 2010 TEM Conference

Council noted that Joanne Austin was absent as she was receiving a Vice-Chancellor's Award on the day of the meeting. Her written report was received with approval and Council resolved to adopt the proposed dates and the venue.

### 12.3 2011 TEM Conference

John Swinton reported as follows:

Planning for the 2011 Tertiary Education Management Conference is under way with the confirmed dates being Sunday 14th to Wednesday 17th August 2011. The venue is confirmed as the Gold Coast Convention and Exhibition Centre (GCCEC) with the contracts being drawn up ready for signing by the current TEFMA and ATEM Presidents. An invoice for the deposit will follow shortly after.

Possible dinner venues for the Conference Dinner include the following;

**SeaWorld**, Delegates would enjoy a private dolphin show during pre dinner drinks before they sit down to dinner overlooking the dolphin pool. The main area is under cover.

**Warner Brothers Movie World**, A great venue in terms of theming (Capone's Little Sicily, Blazing Saddles, Hollywood, or Super Heroes), some rides can be open for guests to enjoy before dinner. Characters can meet and greet the guests in arrival. The main walk way where the dinner would be held is under cover.

**DreamWorld**, There are several locations throughout Dreamworld suitable for a large dinner, including, the Big Brother House, The Dream Room, Tiger Island, Dreamworld Stu-

(Continued on page 37)

*Jottings* from the ATEM Secretariat cont...

(Continued from page 36)

dios, Gold Rush Country and Whitewater World and selected rides can be open for guests to enjoy before dinner

**Conrad Jupiter's**, Located across from the Convention and Exhibition Centre, nice outlook, would need theming.

We are currently securing accommodation in the Broadbeach area, including a hotel and apartment style all within walking of the GCEC, with the main accommodation coming from Conrad Jupiter's.

Now the venue has been secured and we are looking at dinner options, the committee for 2011 can start to think about the theme of the conference, with a decision on this required early mid 2010. Then we will progress into logo design and keynote speaker options with the launch of the conference planned for the last day of the 2010 conference.

Council resolved to endorse the report and asked members to give John feedback if they have any strong views about the Annual Dinner.

#### 12.4 Future Conferences

Council noted the following schedule of future conferences:

**Darwin** 12-16 September 2009, **Melbourne** 3-6 October 2010, **Gold Coast** 2011 and **Alice Springs** 2012, **Hobart** 2013, **Perth** 2014, **Sydney** 2015

#### 13. 2009 AGM

Council approved a report from the Secretariat on the plan for the 2009 AGM and noted the results of the Council Elections as follows:

|                 |                         |
|-----------------|-------------------------|
| President-Elect | Stephen Weller (Bass)   |
| Vice-President  | Linda McLain (Aotearoa) |
| Treasurer       | Rex Jones (Central)     |

In speaking to the resolution Stephen Weller outlined Tom Gregg's immense contribution to ATEM over many years, beginning with the founding of the New Zealand Branch, serving as NZ Vice-President and as the second NZ representative on Council, then being appointed by Jim McLauchlan in 1997 to work on the ATEM 2000 Writers Group which created the new ATEM, incorporated in 1999. He noted that Tom had served as President for seven years from 2003 to 2009, which is a record term of service in ATEM. The second longest terms were four years from Colin Plowman 1978-82 and four years from Vin Massaro 1989-92.

Council resolved to show its appreciation to Tom Gregg by giving him a "free" registration to TEMC 2009, paid for by ATEM. Giles Pickford, Convenor of Ghosts, also announced that Tom would be given a free ticket to the ATEM Ghosts Lunch in Darwin

#### 14. REPLACEMENT OF CASUAL VACANCY

Council discussed a replacement for Linda McLain as ATEM Councillor. It was resolved to invite Tony Heywood, Registrar of Campion College, NSW/ACT Region, to accept this position.

Giles Pickford  
ATEM Secretariat



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“The ToR specifically required the panel to consider the changing nature of work and employment arrangements. The engagement and deployment of labour in the 21st century is quite different from when the Robens’ Committee reported in the UK over 35 years ago.”



## What’s Happening in ER?

### Final report of the National Review into Model OHS Laws

By Barry Sherriff, 13 February 2009

The Workplace Relations Ministers’ Council (WRMC) has released the final report<sup>1</sup> of the panel undertaking the National Review into Model Occupational Health and Safety (OHS) Laws. This article provides you with details of the panel’s recommendations from its two reports, how they may impact you in your business, and what you should now do in preparation for the new laws.

#### BACKGROUND TO THE REPORTS

In February 2008, the WRMC agreed that the use of model legislation would be the most effective way to achieve harmonisation of OHS laws throughout Australia. In July 2008, the Council of Australian Governments entered into a formal agreement for achieving this goal by 2011.

In April 2008, a three-person panel was appointed by the Deputy Prime Minister, the Hon Julia Gillard, as Chair of the WRMC. Mr Barry Sherriff, the lead partner of Freehills’ national OHS practice, was a member of the panel, chaired by Mr Robin Stewart-Crompton (Ms Stephanie Mayman being the third member).

The Review’s Terms of Reference<sup>2</sup> required the panel to recommend the optimal structure and content of a model Act that is capable of being adopted in all jurisdictions. The panel had to take into account various matters, including the promotion of safe workplaces, increased certainty for duty holders, and reduced compliance costs for business. The Panel was not given responsibility for making recommendations about the regulations under the model Act (that will be the subject of a separate process).

#### A COMMON THEME THROUGHOUT THE TWO REPORTS

The Terms of Reference specifically required the panel to take into account the changing nature of work and employment arrangements. This recognised that the engagement and deployment of labour in the 21st century is quite different from the arrangements in place when the current approach to OHS laws was determined by the Robens’ Committee in the United Kingdom over 35 years ago.

The formal employment relationship, while still predominant, is no longer the sole means by which labour is organised and work is undertaken. Duties of care and other obligations and rights that are linked to an employment relationship do not have clear application to other arrangements and leave many unprotected by the reach of OHS laws.

A challenge addressed by the two reports is the need to make the model Act applicable to and effective in the variety of current and emerging ‘employment like’ arrangements.

Providing for the persons conducting a business or undertaking to be the primary duty holders, and linking other obligations such as incident notification and issue resolution to them provides a means of overcoming the limitations of reliance on the employment relationship. Referring to a broader class of ‘workers’ rather than employees recognises the contribution that all of those people can make to sound OHS management and improvement, and their entitlement to be heard on OHS matters that affect them.

Broadening the core operation of the model Act from employment to ‘employment like’ arrangements is a common theme in both reports, and central to most elements of the proposed model Act.

[Full article](#) here.

**What's Happening in ER?****New Zealand****\$100,000 penalty for spamming**

By Kevin Glover, Thursday 5 February 2009

**T**he High Court has recently considered the Unsolicited Electronic Messages Act 2007 for the first time, and ordered a spammer to pay \$100,000.

The Act prohibits the sending of junk e-mail or spam. It creates civil liability for sending unsolicited emails or harvesting email addresses and is enforced by the Department of Internal Affairs. The Act provides penalties of up to \$200,000 for individuals, and up to \$500,000 for organisations (which includes companies, partnerships and unincorporated associations).

In *Chief Executive, Department of Internal Affairs v Atkinson* (High Court, Christchurch, 19 December 2008) Justice French considered the penalty to be imposed on the second defendant, who had agreed to provide assistance to the Department with a view to resolving the matter. The case is continuing against the first and third defendants, who have contested the allegations that they breached the Act.

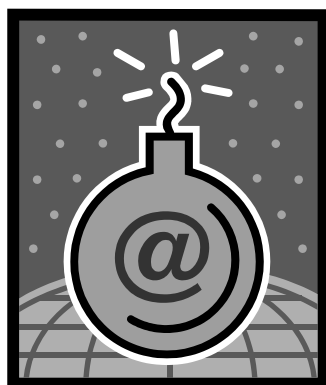
The court heard an agreed statement of facts, and described the operation as being a large-scale commercial spamming operation which was "one of the largest in the history of the internet". In the circumstances, Justice French held that the starting point for the penalty should be \$200,000 to ensure the deterrent effect of a penalty. Atkinson was, however, entitled to a substantial discount on that figure because:

it was not illegal to send spam when the activity began (although the activity continued after the legislation came into force); and

Atkinson had cooperated and provided an undertaking in relation to future compliance with the Act (which is enforceable under section 34 of the Act).

The court therefore ordered Atkinson to pay \$100,000.

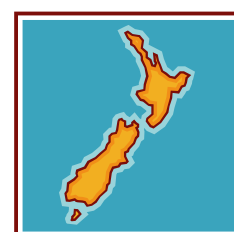
The decision shows that the courts are prepared to enforce the legislation. It will be interesting to see what penalties are awarded against the other defendants if they are found to have breached the Act.

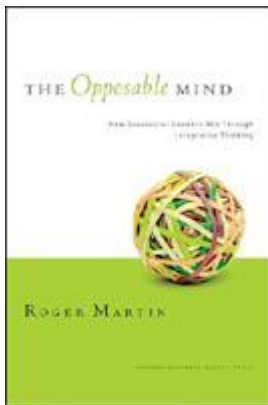


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“If you are faced with opposed models, integrative thinking is where you have the capacity to create a better model, superior to both and incorporating aspects of each model, rather than choosing one model at the expense of the other.”

## Roger Martin on integrative thinking

19 JUNE 2008 | INTERVIEWED BY DES DEARLOVE

Roger Martin is Dean of the Joseph L. Rotman School of Management at the University of Toronto, and author of a new book about leadership, "The Opposable Mind: How Successful Leaders Win Through Integrative Thinking" (Harvard Business School Press).

In it, Martin, who has been studying successful leaders for many years, argues that the traditional preoccupation with what a leader does is misplaced. Instead, he says, we should look at the way leaders think and at the decisions they make.

Talking to Des Dearlove in London recently, Martin explained how great leaders have an unusual characteristic - "a predisposition to and capacity to hold in their heads two opposing ideas at once."

### THE TITLE OF YOUR NEW BOOK REFERS TO "INTEGRATIVE THINKING." HOW DO YOU DEFINE THAT?

If you are faced with opposed models, integrative thinking is where you have the capacity to create a better model, superior to both and incorporating aspects of each model, rather than choosing one model at the expense of the other.

### CAN YOU GIVE ME AN EXAMPLE?

Sure. When Issy Sharp, founder of the Four Seasons hotel chain, was starting the company, building his first property, everyone in the industry told him that there were only two business models in the industry that worked.

You could either go down the motel business route, small hotels with under 200 rooms, with low amenities but a lot of comfort and warmth. Or, alternatively, you could go down the large city centre convention hotel business route. Bigger hotels with 750 rooms upwards, all the amenities, but tending to be more cold and impersonal than a smaller hotel.

### SO WHICH DID SHARP CHOOSE?

Well this is where Sharp stood out. He refused to accept the premise presented to him that it was "either, or" - one or other model - that you could not do both small and large at the same time, or have the best qualities of both models.

Sharp decided to create a new model - the Four Seasons model. A medium-size hotel between 200 and 350 rooms, with incredible service, that enables them to charge a price premium to fund the amenities, even at a scale that people might think too small to have all the central amenities you need in a hotel.

### THAT IS INTEGRATIVE THINKING?

That is the classic integrative thinking response. It's a response when two available models oppose one another, and are each unsatisfactory. More conventional thinkers are inclined to accept the situation, and see their job as making the tough decision of choosing between the two.

Integrative thinkers reject the suggestion that, just because they're the only two models that exist now, those are the only two models possible. There is a sense that there is an opportunity to create something different.

### YOU FOUND THIS WAY OF THINKING A COMMON DENOMINATOR AMONG VERY SUCCESSFUL BUSINESS LEADERS?

Yes, the overwhelming majority. I would say in the order of 80%. But not all. I do not claim, and never claimed, that what I describe in the book is the only way to think that produces success. What I would say, however, is in the vast majority of cases this was a common element.

(Continued on page 41)

(Continued from page 40)

And I admit, I was very surprised by these findings.

#### HOW DID YOU GO ABOUT DISCOVERING THIS?

I decided to seek out people who had exemplary success; the names that always cropped up when you asked who was successful in a particular industry or business. I did that across lots of industries. And then I took these leaders through an intense interview process where I asked them about the tough decisions they had made, the decisions that they considered challenging, difficult and thought provoking. Normally these interviews would take place in front of an audience of MBA students.

So even though these folks came from a wide variety of contexts, was there a common thinking process, and if so, was it common enough and identifiable enough that you could name it, describe it, and then develop peoples' capacity to be like these leaders? So how were the leaders thinking? What were they thinking about?

#### COULD YOU GIVE SOME EXAMPLES OF THE PEOPLE YOU SPOKE TO?

Many of the people I interviewed I think of as the business rock stars of the day, Jack Welch, Michael Dell, A.G Lafley and Meg Whitman to name a few. And then some who are less well-known but are also extremely successful, such as Issy Sharp.

I interviewed some of the great Indian CEOs such as Nandan Nilekani from Infosys, Subramanian Ramadorai at Tata Consultancy Services and Vamal Kamath of ICICI Bank. Also some people from non-profit organisations like Victoria Hale from the Institute of OneWorld Health and Piers Handling of the Toronto International Film Festival.

#### WHAT DOES THIS MEAN FOR LEADERS AND LEADERSHIP? FOR PEOPLE WHO ASPIRE TO BE THE NEXT GENERATION OF LEADERS, WHAT IS THE BOOK'S MESSAGE FOR THEM?

Don't think that you're going to be a great and successful leader on the basis of analysing, evaluating, or choosing between models. And, unfortunately, a lot of business education is oriented to doing just that.

Instead, the message of the book is that greatness will come from creating new models, and seeing yourself as a person who does that. Your job is not to choose from among the existing or presenting models, but rather to create something that's better. Unless, of course, one of the models is fine and suits all of your purposes.

But there will be many times when you're going to be faced with unpleasant choices between models, and then being a creator is the key.

#### CAN PEOPLE LEARN TO DO THIS?

By the time a person is a young adult they would already be placed somewhere on the spectrum of 100% conventional, to 100% integrative. So they don't start out at the same point.

That said, I am comfortable from having taught this to generations of MBA students, that you can be moved along the spectrum from conventional towards integrative. Anybody can if they want to; if they show the desire. How far they can move is another question.

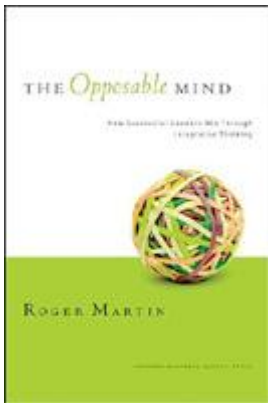
#### SO AS A PRACTICAL ILLUSTRATION OF THIS, WE ARE FACING A VERY SEVERE DOWNTURN, POSSIBLY RECESSION, IN NORTH AMERICA. PRESUMABLY YOUR WAY OF APPROACHING THAT WOULD BE TO LOOK FOR NEW OPPORTUNITIES?

Absolutely. Although I would not say ignore existing choices completely. But to either hope that the downturn goes away, or accept the fact we're going into a deep recession and start battenning down the hatches tomorrow - both those choices are unsatisfactory. One is unrealistic, head in the sand behaviour. The other is Chicken Little.



“But to either hope that the downturn goes away, or accept the fact we're going into a deep recession and start battenning down the hatches tomorrow - both those choices are unsatisfactory. One is unrealistic, head in the sand behaviour. The other is Chicken Little.”

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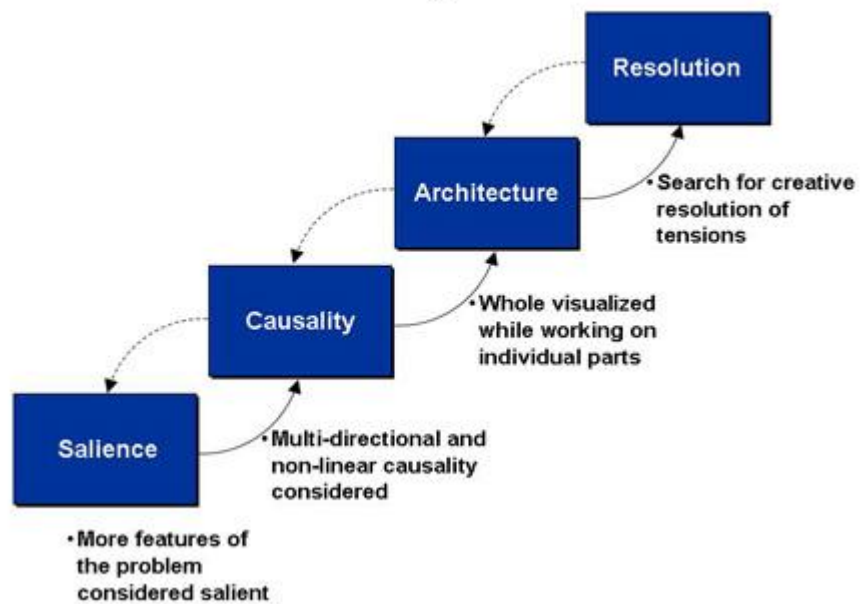
There are better ways of thinking about that situation. What about, for example, the fact that there may be a recession which would cause us to make choices somewhat differently than we would otherwise, but would leave open the possibility that if it is not a recession, not that deep, we could take advantage of the eventual upturn?

I think that is better. There are always better ways.

## MORE ON INTEGRATIVE THINKING

Integrative thinkers build models rather than choose between them. Their models include consideration of numerous variables – customers, employees, competitors, capabilities, cost structures, industry evolution, and regulatory environment – not just a subset of the above. Their models capture the complicated, multi-faceted and multidirectional causal relationships between the key variables in any problem. Integrative thinkers consider the problem as a whole, rather than breaking it down and farming out the parts. Finally, they creatively resolve tensions without making

### The Practices of Integrative Thinkers



**MANAGEMENT-ISSUES**  
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## A New Start for Policy and Funding?: A critique of the Bradley Review cont...

(Massaro article continued from page 1)

put of 40% of 25-34 year olds by 2025;

- Higher participation and completion rates for disadvantaged students;
- Year 12 achievement rate of 90% by 2020;
- Quality assurance that is focused on standards and outcomes through a National Regulatory and Quality Agency for Higher Education;
- Negotiated compacts between the Commonwealth and institutions to determine mission and funding.

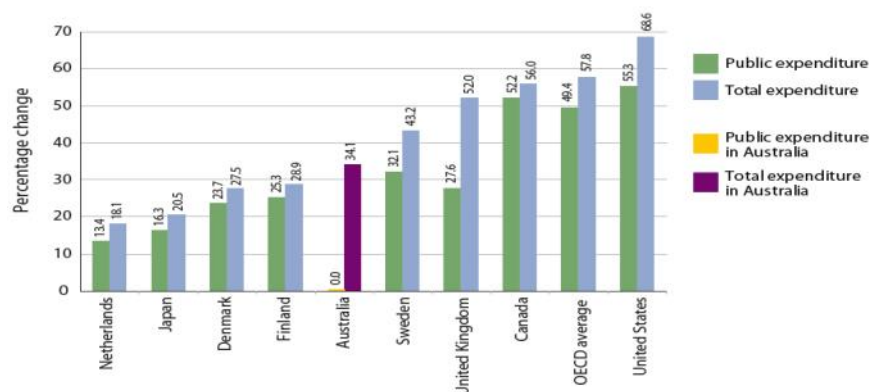
As the shape of the new system evolves over the next few months we will be able to judge whether it is sustainable and meet the objectives of a world-class system. My remarks today are intended to support the responses we have heard so far and provide some comments that might assist the implementation phase.

This is a significant list of reforms and the Ministers have acknowledged both that it will come at considerable cost and that it is not the most propitious timing. While we should prepare ourselves for considerably less than the full package, it is still possible to create the policy framework for better times and to address the most serious problems.

My starting point is that in developing its final reform plans and implementation strategies the government should ensure that reforms are funded adequately. Student per capita funding over the past thirty years has been reducing while enrolments have increased. To continue this trend would be to condemn the system to ultimate failure, as Minister Gillard implied in her speech to the Universities Australia Conference last week. If necessary reforms should be staged over a defined period and introduced as funding becomes available – the nation cannot compete internationally with current resources and should not be expanded on marginal funding.

To achieve a world-class system, return higher education to the top of the OECD rankings in teaching and research expenditure, and create a system that will support nation building, the government needs to address the neglect described in this Table (Figure 29 from the *Report on Higher Education*). Australia's public contributions to higher education are well below world standards.

Figure 29: Percentage change in real expenditure on tertiary education institutions, selected OECD countries, 1995 to 2005



Source: Calculated from *Education at a Glance 2008: OECD Indicators*

While these are tough economic times, education, as the country's third largest export earner (Figure 23 from the *Report*) should be protected against the risk of a perception that it is not maintaining its competitive position. Lesser industries have been supported to maintain their competitiveness.

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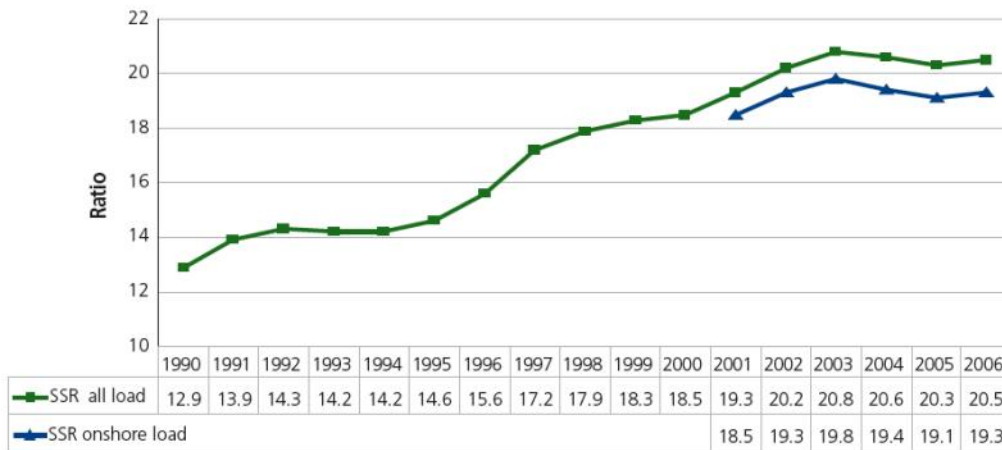
## A New Start for Policy and Funding?: A critique of the Bradley Review cont...

(Continued from page 43)

### STAFF:STUDENT RATIOS

Staff:student ratios are the most eloquent indicator of the system's health. Figure 19 of the Bradley Report shows that they have worsened constantly from 12.9 in 1990, to 15.6 in 1996 and 20.5 in 2006.

**Figure 19: Universities Australia student-to-teacher ratio, 1990 to 2006**



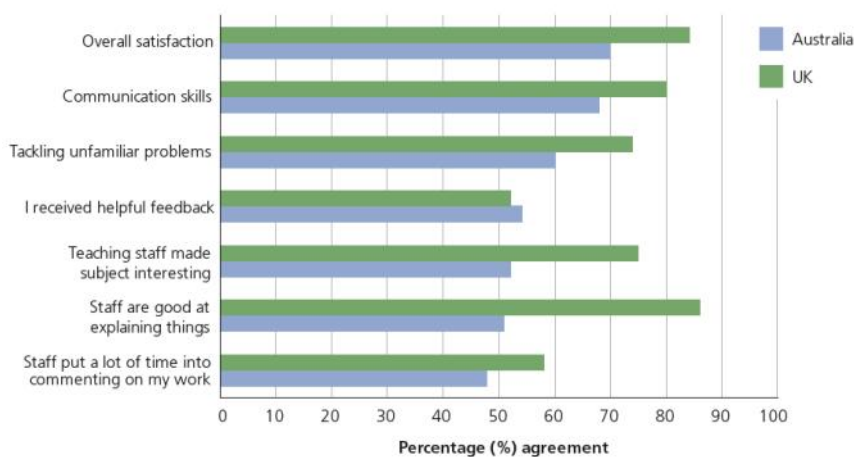
Note: Data is for Universities Australia member universities only.

Source: Universities Australia 2008a, 2006 Student to Teacher Ratio For Academic Staff with Teaching function, October. UA cited sources are DEEWR Higher Education Student and Staff Statistics 1990 to 2000 and DEST Unit Record Files 2001 – 2006; Bond University Management Report August 2007 (data for 2001 to 2006 only).

In fact this decline has been evident since the early 1980s, so it is the result of bipartisan neglect. It is a sentinel indicator of the health of the system because it reflects the decline in per capita student funding. The effects of this decline are enormous and affect every aspect of a university's activities.

The worsening ratios are posited in Bradley as the cause of several of the problems identified in the report: student access, student retention, student experience (the Bradley Report indicates that CEQ results are lower in Australia than in the UK - Figure 21 is reproduced below), staff workloads and staff attraction and retention at a time of major staff shortfalls.

**Figure 21: CEQ results for Australia and the United Kingdom for comparable items, 2006**



Source: Data from Alexander and Bajada 2008, University of Technology, Sydney submission

(Continued on page 45)

**A New Start for Policy and Funding?: A critique of the Bradley Review cont...**

(Continued from page 44)

Bradley did not pursue the implications of this finding and none of the responses so far has mentioned it. But fixing this problem is urgent – it is the surest way of supporting teaching quality and enhancing the student experience.

Staff:student ratios will be a guide to interpreting the success of the government’s funding announcements. What should they be?

Table 1: Funding SSRs at 1990 and 1996 Levels – Constant 2006 Enrolments = 674,000 EFTSL.

|                             | 2006 Levels | 1996 Levels          | 1990 Levels         |
|-----------------------------|-------------|----------------------|---------------------|
| SSR                         | 20.5        | 15.6                 | 12.9                |
| Staff Required              | 32,900      | 43,200               | 52,250              |
| Additional staff @ \$75,000 |             | \$772.5 million p.a. | \$1.45 billion p.a. |

The 1996 level has certain attractions because it would take the system back to the situation before the most recent years of neglect and coincidentally about current UK ratios. Using constant 2006 staff and student figures, the additional annual cost would be some \$772,500 million; to return to 1990 levels would require an additional \$1.45 billion per year.

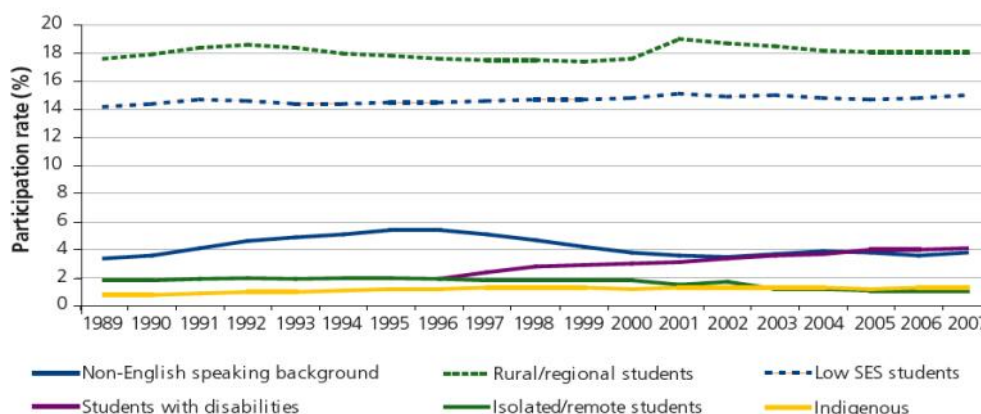
The Report’s proposed increase of \$1.8 billion over the first four years, based on a 10% increase in teaching and learning programs and subsequent indexation would therefore not be enough. My proposal is that staff:student ratios be given priority over reaching the 40% attainment target, which might instead be given a further extension.

Another approach would be to address the other elephant in the room by examining options for increasing student contributions either through removing the HECS cap or through the reintroduction of full fee places for domestic students. The government has so far ruled this out, but several countries have begun to explore it simply because budgetary pressures will not allow them to continue to fund universities at world competitive levels; we should at least have a proper assessment of the options and consequences.

**EQUITY AND ACCESS**

The Bradley Report shows that participation from disadvantaged groups has barely changed over the past 20 years despite concerted efforts to support it (Figure 2 of the Report).

Figure 2: Participation rates by groups, 1989 to 2007



Note: a) Definitions for regional/rural and isolated/remote students were altered in 2001 causing a break in series, b) Post-2001 is based on 2006 Census SES postcode allocations, whereas prior years are based on earlier Census SES postcode allocations

Source: DEEWR (Equity Performance Indicators - national indicators), various years

(Continued on page 46)

## **A New Start for Policy and Funding?: A critique of the Bradley Review cont...**

*(Continued from page 45)*

The problem is further exacerbated when we look at completion rates, which are consistently below the system average. The Bradley proposals to increase disadvantaged participation to 20% and the proposed changes to financial support are commendable. The government's response in accepting them has focused on the question of retention. Measures are required that promote success as well as access.

There are several experts on this subject so I will not venture too far with solutions. But I will declare an interest. Having come from a low SES, non-English speaking and regional background (and a migrant to boot), and having family and friends who have spent their teaching careers in disadvantaged schools, I have retained a personal interest in assisting able children to enter higher education.

On the basis of this small sample, it is clear that adequate financial assistance while at university is a necessary but not a sufficient condition for their participation and completion. The problem starts much earlier and involves changing perceptions in parents and teachers to create a culture in which there is the inspiration to aspire to higher education. Parents need to understand the value of higher education and that their children can aspire to it, despite their presumed inadequate background and despite the fact that for them higher education is an alien place. In several disadvantaged regions, teachers and schools perpetuate the vision of victimhood, having given up any belief in the capacity of their students to succeed.

There is therefore a need to change our approaches and reward mechanisms so that teachers and schools are recognised for having supported the higher education aspirations of their students, and higher education institutions are rewarded for having attracted and retained them first past the first year danger zone and then to completion.

Once in higher education, disadvantaged students must be supported adequately and they must receive qualifications that meet minimum threshold standards. They should not end up in institutions with low standards and high pass rates. The Minister's response will address this through the proposed emphasis on standards and outcomes in the changes to quality assurance and accreditation.

Bradley has suggested that high dropout rates among this group are caused by the worsening staff:student ratios. So making a start on the staff:student ratio problem will help. If the system is to change from a mass to a universal one, there will be an increasing number of students who will need support and nurturing that cannot be achieved without the more individualised teaching that lower ratios would allow.

### **QUALITY ASSURANCE AND ACCREDITATION**

Bradley argues that the accreditation and quality assurance system should be changed to concentrate on measuring standards and outcomes to assure the public that these are internationally competitive. This is a position I have been pursuing for many years, so I am pleased that Minister Gillard has decided to establish a new National Regulatory and Quality Agency to develop appropriate measures and systems to assess these and to establish objective and comparative benchmarks of quality and performance.

Missing from the Minister's speech is the means by which universities will retain their title. Bradley has recommended that universities should only retain their title if they can continue to demonstrate a sufficient level of research activity. The Minister has said that the "right to be designated a university must be earned rather than taken at face value", but she does not explain how this right will be earned.

I believe that the Bradley proposal, based on the tenuous argument of a tight nexus between research and good teaching, is unsustainable and unenforceable. The evidence for the teaching and research nexus is acknowledged by Bradley to be inconclusive at best. The political implications of removing a university's title would be too great, while reducing the test to provide for the least research active of the existing universities would negate its credibility and lead to a reduction in research quality.

Senator Carr's response in which he agreed with the Bradley proposal that research and PhD supervision should be concentrated in those institutions that can demonstrate adequate research performance through their compact agreements, would suggest that this part of the Bradley recommendation will not be accepted.

The better alternative is, in Glyn Davis's words, neither to prescribe nor proscribe research in any institution. It would support diversity by allowing universities to play to their strengths while not preventing any from engaging in research that reflects their capacities. The Regulatory Agency will concentrate on whether universities are capable of delivering qualifications of an

*(Continued on page 47)*

## A New Start for Policy and Funding?: A critique of the Bradley Review cont...

(Coaching report Continued from page 46)

internationally comparable standard, which in itself will reflect whether there is sufficient level of scholarship to support teaching.

### FUNDING

The government is proposing a new model from 2012 that will fund public universities for the number of students they enrol, with no limits on total or discipline enrolments. While this gives students the choice of where they want to enrol and what they wish to study, there are some significant implementation details to be worked out.

The Bradley Report suggests that entitlements be unlimited and, it seems, unconditional. It would seem unlikely that this policy could be put in place without some limits on students who drop out of courses for personal reasons or for failure. Such a blank cheque would struggle to get through the Treasury or the Expenditure Review Committee. It is also likely that governments would wish to limit numbers in courses such as medicine, where there are significant problems in finding clinical placements and which lead ultimately to cost pressures on the medical benefits schedule. The Minister has also added a continuing and necessary role for government in encouraging enrolments in areas of national interest.

A further element in this policy change is the government's acceptance that aiming for 40% attainment for all 25-34 year olds by 2025 is achievable in terms of students demand and funding. The Bradley Report based its estimates of the additional cost of this measure on a staff:student ratio of 1:20 and an expectation that the Education Investment Fund would be adequate to cover the infrastructure costs associated with the additional 355,500 students that would ultimately be enrolled. These additional students will need new and additional facilities even if they are enrolled in many of the existing institutions, but it would seem unlikely that they can all be accommodated without creating some new ones.

Given that there is a significant backlog of building works across the sector, the calls on that Fund are many and urgent. Building the additional space in which to teach the new students, much of which will be in new institutions, will cost in the order of \$25 billion over the next fifteen years, requiring an additional \$1.7 billion per year in infrastructure alone. Any improvement on staff:student ratios will increase the costs further. The prospects of attracting the necessary staff (at least 18,000) is another unexplored issue, yet it is likely that doing so will require measures to address the recruitment and retention of staff in a globally competitive market that will also add to costs.

I have already suggested that in these straitened times this recommendation might be deferred while more urgent problems are addressed. A delay would provide the government with the time to explore the unresolved questions and generate some alternative structural and funding options.

(Continued on page 48)



## A New Start for Policy and Funding?: A critique of the Bradley Review cont...

(Continued from page 47)

### GOVERNANCE AND POLICY DEVELOPMENT

The Bradley Report proposed that there be a new governance structure that would bring the VET and higher education under one umbrella (Figure 33 of the *Report*).

Figure 33: Proposed systems governance for tertiary education and training



This structure is based on a belief in cooperative federalism, relying on Ministers and senior bureaucrats setting aside state concerns to focus on national needs. This is not a solution for long term, sustained planning and coordination. The Minister has indicated that she would prefer two sets of governance arrangements, but with Ministerial Council for tertiary education to ensure consistency and to promote closer relationships between the sectors.

A better alternative would be to explore in more detail the option of creating a senior, expert and independent Commission with responsibility for coordinating and advising government on tertiary education. The Commission should be established as a joint body of the Commonwealth and the States, but with operational independence from both. It would have two Councils, one for higher education and one for VET, and a regulatory agency reporting to it. It would have an advisory role while funding decisions would remain with the Minister and government, advised by the Department.

The Commission would be the main regulatory and quality assurance body and might be used to negotiate compacts with institutions within a broad policy framework from government and the Department. The Commission would be responsible for policy advice on tertiary education as a whole, including teaching and research, to provide comprehensive and evidence-based advice:

- It should be a free-ranging advisory body that can test new ideas and set new boundaries. There is currently a lack of capacity for the system to respond to truly innovative solutions. The Commission would be able to canvass ideas and options without committing the government while providing options that the government can adopt or reject as it chooses.
- It would have significant data collection, analysis and dissemination functions and maintain a watching brief on the health of the system and the actions that should be taken to maintain and improve it so that it continues to meet the government's objectives.
- It would also use its information and reviews of the system to measure its performance and make recommendations on costs, providing the government and the sector with comprehensive and sophisticated data.
- It would have access to strong policy research centres specialising in higher education and VET or have its own policy development staff.

A Commission focused on the long-term health and promotion of an excellent tertiary education system will ensure that it does not inadvertently fall into a further period of neglect. The main features of the proposed Commission are shown in Box 1 following:

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*(Continued from page 48)*

**Box 1: Tertiary Education Commission**

- senior, expert and independent Commission with responsibility for coordinating and advising government on higher education;
- a joint body of the Commonwealth and the States, with operational independence from both;
- two Councils - higher education VET, and a regulatory agency
- an advisory role - funding decisions remain with the Minister;
- comprehensive and evidence-based policy advice on higher education as a whole, including teaching and research;
- the main regulatory and quality assurance body;
- negotiate compacts with institutions within a broad policy framework from Minister;
- a free-ranging advisory body that can test new ideas and set new boundaries, but not commit government;
- maintain a watching brief on the health of the system and advise actions to maintain and improve it to meet government objectives;
- significant data collection, analysis and dissemination functions;
- measure system and institution performance;
- make recommendations on costs;
- strong policy research centres to advise on higher education and VET.

**CONCLUSION**

There is no doubt that we are in a new policy and funding environment which promises to address many of the major issues that threaten the viability and competitiveness of the higher education system. We have two Ministers who are clearly committed to restoring higher education to its natural and well-earned position in the international sphere.

My over-riding concern is that in the great enthusiasm to make bold changes we will lose sight of the fact that changes must be adequately funded.

A slightly deferred but excellent system would be better than an immediate but mediocre one.

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