



Association for Tertiary
Education Management



ATEM Matters #42

December 2011

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Distributed Leadership: Professional Staff and Academics in Collaboration

Sandra Jones, Professor Employment Relations, RMIT

A recent report to the Department of Education Employment and Workplace Relations Office of Learning and Teaching, on how a distributed leadership approach can build leadership capacity in learning and teaching, has identified the importance of engaging professionals, administrators and academics in collaborative processes.

Speaking on behalf of the project team that consisted of representatives from four universities - RMIT, Macquarie, Wollongong and Australian Catholic University, the project leader Professor Jones from RMIT, stated:



L-R Geraldine Lefoe & Sandra Jones part of the ASERT¹ team at a recent presentation of the model.

while the expectation of our project into synergies between four completed ALTC Projects funded to utilise a distributed leadership approach to build leadership capacity in learning and teaching was that we would identify the need for a more collaborative relationship between formal and informal academic leaders, an unexpected finding was the importance of developing integrated and collaborative relationships between academics and professional staff.

This finding is not surprising given the long held realisation of many higher education experts of the importance of relationships across all functions that contribute to a university. In the 1990s a leading Australian academic, Professor Paul Ramsden, stated that “*leadership in universities should be by everyone from the Vice Chancellor to the casual car parking attendant.....leadership is to do with how people relate to each other.*” A similar sentiment was echoed by Professor Stephen Marshall from the University of New South Wales who stated in a 2006 paper prepared for the Australian Learning and Teaching Council that “while identifying the central role of academics in leading in learning and teaching, the contribution made by professional staff needs to be effectively integrated”. Professional staff, he went on to explain:

while not holding academic appointment are actively involved in the planning and decision making processes associated with the development of the organisational context in which learning and teaching occurs....[and provide]... expert advice and support in their area of specialist expertise to enable others with more specific responsibilities for learning and teaching ...to make informed decisions.

The current report, prepared by Professor Jones with colleagues, Associate Professor Geraldine Lefoe (University of Wollongong), Dr Marina Harvey (Macquarie University), Dr Annette Schneider (Australian Catholic University) and Dr Kevin Ryland (RMIT), identified a two-part *Action Self Enabling Reflective Tool (ASERT)* designed by the project team to assist universities that are considering the adoption of a distributed leadership process to build leadership capacity.

Cont... on page [31](#) >

¹ Sandra Jones, RMIT, Australia, Marina Harvey, Macquarie University, Australia, Geraldine Lefoe, University of Wollongong, Australia, & Kevin Ryland, RMIT, Australia



Heather Davis
Editor ATEM Matters

Editorial

Welcome to ATEM Matters #42, the last for 2011, and just in time for your Christmas break reading pleasure.

This issue is full of information about the many things happening at ATEM and in the tertiary education sector as well as some articles of interest for our members. A special welcome to our eighty new members and especially those from Papua New Guinea who have followed up their TEM conference visit with membership to ATEM.

The **President's Report** and a report from our **Executive Director** are here to keep you up to date with what has been happening at Council and beyond since our last issue. Giles Pickford, has volunteered to keep us up to date still with his **Secretariat Jottings**, even though he is officially retired, thanks Giles.

We have the usual Regional Roundup from **Regional Chairs** who are reporting on happenings in their regions since the last issue of ATEM Matters. Our President, Stephen Weller, is acting as Regional Chair for the Tropical Region and he has included news from the tropics in his President's report. Linda McKellar keeps us up to date with the latest from the **Leading Professionals in Australian and New Zealand Tertiary Institutions Research Project** which has been a major focus this year for ATEM. The **News and Announcements** section includes news about membership upgrades since the last issue. There is plenty of news from Australia and one report from New Zealand. Of particular interest to Australian members will be the response from the National Tertiary Education Union to recent media reports about problems with the sector's superannuation fund UniSuper. Please feel free to contribute your news and the news of your organisation to ATEM Matters, especially those of you from New Zealand (so I might address the balance!). Thank you to all members who have contributed so far this year and a special thank you to our **Regional Chairs** who provide such welcome updates for their regions each issue. There are two conference reports, including a **TEMC2012** Adelaide update and a very entertaining report by Jenny Martin about her **Australian Financial Review** conference experience. Also included are the details of the **TEMC2011 Refereed Paper** publication.

This issue is full of articles selected to provide you with some interesting reading. The first follows on from the very popular TEMC2011 presentation by Prof Sandra Jones. Sandra led several Australian Learning & Teaching Council (ALTC) projects that investigated the possibilities for distributed leadership models in higher education in Australia. In the lead article for ATEM Matters, **Distributed Leadership: Professional Staff and Academics in Collaboration**, she outlines this work and the importance of professional staff to this endeavour. A welcome contribution from New Zealand about the **New Zealand University System** by Prof Pat Walsh is also included in this issue. We have our usual articles from Management Issues in the UK, this time about the **Flexible Workplaces** and from our very good friends at **Bell Gully** in New Zealand and **Freehills** in Australia.

The issues of ATEM Matters are published soon after each ATEM Council meeting and the first for 2012 will be published in May.

Until then, may I wish you all a very happy Christmas and restful break as well as a sensational 2012.

Heather Davis
Editor, ATEM Matters

AMEditor@atem.org.au



Stephen Weller
ATEM President

President's Report

Unfortunately I was an apology for the December meeting of Council due to the fact that I was moving house in Cairns the day Council met. Not a great achievement to be moving house at the expense of Council and an even lesser achievement to be moving house during the build up to the Wet Season in Cairns!

This was the first meeting of Council I have missed in my time as President or Vice-President. Tony Heywood, Vice-President, Chaired the Council meeting in my absence and also spoke on my behalf at the NSW/ACT Region Function.

Corporate Membership

At our August meeting we had the opportunity to canvass our two Patrons about proposed changes to Corporate Membership with a view of introducing a 'Premium Membership' that contains twenty corporate members. Council supported this proposal as advocated by our Executive Director, and the Patrons both expressed in-principle support. A draft letter of invitation to existing corporates was prepared and considered by our Patrons and they have provided further feedback.

In light of the impending end of the year, and the need to roll out this new level appropriately, Paul and I have resolved that this letter should be sent to existing Corporate members at the time of their next scheduled renewal during early 2012. This will allow the new level of membership to be promoted and made available to those interested, and at the same time allowing existing Corporate members to maintain their current membership level if preferred.

ATEM Finances

I want to again take the opportunity to commend our Treasurer, Rex Jones, for his introduction of the Monthly Financial Statement that has ensured that Council has been able to see on a monthly, as opposed to quarterly, basis the state of our annual operating finances. As Council is acutely aware, despite the considerable expansion of our activities and offerings we have not enhanced our overall profitability and having this monthly level of information has been of great assistance.

ATEM Awards and Campus Review Partnership

I will only briefly comment on the ATEM Awards and the Campus Review partnership as I don't want to take away from Paul's achievements and positive news that he will report further on in the Executive Director's Report. Needless to say I think there has been remarkable progress towards the implementation of the ATEM Awards which will be presented for the first time at the 2012 TEM Conference. Over and above this achievement is the increasingly productive partnership with Campus Review who has agreed to be the major sponsors. The editorial relationship is also developing very successfully with Paul, and other ATEM members, recent contributors to Campus Review.

Tropical Region

Since the last meeting of Council I have been Acting Tropical Regional Chair following Anna-Marie's resignation from Council. At the same time Regional Chair support has been provided by the ATEM Head Office in Sydney. At this stage I propose to bring to Council, in April 2012, a proposal in relation to future arrangements for the Tropical Region in advance of the call for elections and the AGM.

I wish Council, the Secretariat, and all ATEM members the very best for the festive season and look forward to our continued pursuit of advancing the professionalism of tertiary education management.

Dr Stephen Weller

December 12, 2011

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Paul Abela
ATEM
Executive Director

Executive Director's Report

Since I began as Executive Director in February this year it is safe to say that I have been on a steep learning curve. I have thoroughly enjoyed the camaraderie, good will and positive outlook of our members. ATEM remains the pre-eminent professional association for tertiary education managers after 35 years and I am honoured to be the Executive Director at this time.

What I have learnt is that there is a genuine affection for this organisation from its Council to all of its members. ATEM is mostly viewed as a positive influence for the sector and for its members, whether they are in Perth, Dunedin, Cairns, Hobart or Port Moresby to name just a few of our many locations.

Media and positioning ATEM

ATEM's relationship with Campus Review has reached a new level with negotiations completed for the ATEM awards to be sponsored by Campus Review.

However it goes further than a commercial arrangement and we welcomed a visit to Council last week from Campus Review's Editor, Annette Blackwell. ATEM has been quoted on a number of occasions and we have been asked to write three opinion pieces this year and the Editor has sought our opinion on matters of importance in the sector.

This is a very positive outcome for ATEM.

This year we have also written submissions to government about the role of our profession. We want to work more closely with all of our related associations to ensure that we serve our members interests above all else.

Secretariat

As you know, Giles Pickford has now officially retired as the Assistant Secretary. Giles has very kindly offered to continue to do some of the roles on a voluntary basis which we are very grateful for. So despite his retirement, you will still be seeing the Pickford name on Weekend Update and other ATEM related programs.

People in the Tropical region will note that the new Regional Executive Officer is Kim Tan. Kim occupies this role along with the Administration Officers role in Sydney. So far this has worked very well, in concert with the local Institutional Co-Ordinators, with many people attending professional development activities in Darwin and Cairns. We have been in communication with all of the University HR Directors in the Tropical region and have begun to work closely with them to help them deliver what is needed by them and our members in that region.

I have also made a point of visiting as many Human Resource Directors as I can when I travel, to seek out their views about their professional development needs.

Leah Boucher has moved to Western Australia but continues to work for ATEM as the web coordinator. Leah's specialist knowledge will assist us in getting the most out of our website.

Membership

Membership remains stable, and a substantial number of new members have taken the place of those who have not yet renewed. Should the people who are due to renew do so, then our membership figures would be up a further 10 % at least. Members listed as non-financial remain on the books for a short time and will be receiving ATEM Matters this time, so naturally if you are reading this as a non financial member then please consider renewing.

It is important for all associations to continue to grow so we encourage all members to let others in on the secret that ATEM is the association for those who want to grow their careers.

Professional Development

The feedback we have been receiving from our PD participants has been excellent with the vast majority of programs given a huge endorsement by participants.

Strangely however, there has been a strain on our budget this year as we see a downturn in attendance at our professional development activities. To be truthful, this has meant that we have had to cancel or postpone programs as ATEM is unable to run at a loss. We never like cancelling any programs if we can avoid it.

On some occasions we have needed to cancel programs because of low attendance figures only to have a late rush. I am therefore putting out a plea to you all to sign up early for PD activities in 2012 to ensure that programs can run as advertised.

Having said that, there have been some outstandingly popular programs run in the latter part of 2011 including Western Region's *Implications of the Knight Review, Leadership for Contentious Issues*, the flagship program held in Melbourne, the 700 strong *TEMC* and just about all of the programs conducted by Central Region this year. A special mention also to the University of Canberra who ran very well attended *Process Mapping* in-house programs through ATEM. We have been approached by a number of universities for in-house programs for 2012 and look forward to tailoring our programs further next year.

The good news is that a re-invigorated program of PD will be available in two formats commencing in mid to late January. The current list of all programs will appear in chronological order and a calendar overview will also be available which will allow people to see the program in full nine months to a year in advance.

Best Practice Awards

One of the initiatives for 2012 is a series of ATEM awards to be presented at the 2012 TEM Conference in Adelaide. We will launch these awards in February once sponsorship is secured for the possible eleven awards. A February launch will allow tertiary institutions and staff to settle somewhat after the January rush before thinking about nominations.

The judging panels have been formed and all criteria have been set. We felt it was important that members receive a benefit and so there will be no entry fee for ATEM members. Others nominating will be charged a fee of \$187, which includes ATEM membership for 2012. If teams are nominated, at least one person must be an ATEM member. Stay tuned for categories and entry forms in February.

A big thank you

To all our volunteers who have contributed in some way to ATEM during 2011, a big thank you. This is a volunteer organisation and without your efforts, we would simply not exist.

May I wish you all the compliments of the season.

See you in 2012.

Paul Abela
ATEM Executive Director
12 December 2011
paul.abela@atem.org.au

Leading Professionals in Australian and New Zealand Tertiary Institutions: Project Update

by Linda McKellar, Vice President and Research Project Chair

In the last ATEM Matters, I provided an excerpt from a presentation at the TEMC's ATEM Breakfast in August. That seems so long ago now and the progress on the project is on time and on budget.

This is the largest research undertaken by ATEM and replicates the methodology of the Learning *Leaders in Times of Change* study which was done for academic staff in partnership with UWS and ACER in 2008.

LH Martin Institute also contributed funding to undertake this present project.

The aim of the project is to:

- Define the capabilities which characterise an effective leader of the professional services and activities in Australian and New Zealand tertiary education institutions;
- Identify the challenges such leaders face and how they might best be addressed;
- Produce a set of recommendation for ATEM to consider on how to help the sector select, support, develop and monitor its leadership of the area; and
- Compare the results for professional leaders with those of academic leaders.

The online survey closed on 7 October and there were 159 professional staff from Australia and New Zealand who responded. Thank you to those of you who participated. Your time is highly appreciated.

In October and November, data analysis was undertaken by the contracting partner, UWS, and a draft of the report was written and presented to the ATEM Council at the 9 December meeting.

Prior to this, each Regional Chair and Institutional Coordinator were sent a copy of the draft report so they could meet with their constituents to invite feedback.

They tested the veracity of the findings and identified key implications for action both locally and across the sector from these findings, using the suggestions and implications identified throughout the report as a starting point for critical appraisal.

Three regions provided feedback which will be taken into account in the drafting of the final report.

This activity kept us on our agreed timeline for the discussion of the results.

The other regions have committed to meeting with their members and other interested parties in the new year after the report has been modified.

Council and member input for next steps:

1. The report needs to have an Executive summary which takes into account the feedback from the ATEM Council and the regions.
2. The findings outlined in the draft report 'rang true' and the report supplies valuable information to use.
3. The Executive Summary could focus on the plan for implementation of the project findings, that is, the five areas for action to address the findings identified in the report and by regional groups to date:
 - Investigate whether using the study's analogy methodology in specific professional units in tertiary institutions is a productive way to help staff understand and identify ways to improve local practice;
 - Review a selection of key professional leadership position descriptions in higher education which take into account a review of the findings;
 - ATEM to explore if it is possible to establish an Australia/New Zealand website on effective leadership giving particular focus to the key challenges of professional leadership identified in the study report.

- Review the current approaches to professional selection, and
- Review current approaches to the support and development of professional leaders.

Then, the report could go out to a broader audience who would provide feedback on the implementation plan.

These ideas will need support from tertiary institutions and the discussion to date is to identify tertiary institutions to help pilot and test each of the above priorities.

As you can see, the project has really only just begun. We didn't enter into this work to have a report sit on the shelf. We want it to be a living document that can provide us with suggestions about a better way to do our work so people can see the value in the things we do and we can help ourselves and others to identify the behaviours that we want to make this happen.

Your feedback is welcome as the work continues. Happy Holidays to all!!

Linda McKellar

ATEM Vice President and Project Chair

linda.mckellar@atem.org.au

Conference Reports

TEMC 2011 Refereed Papers Published



Refereed papers from the recent Tertiary Education Management conference on the Gold Coast have been published. They are available at http://www.temc.org.au/documents/49-TEMC_2011_Refereed-Papers.pdf

It is great to see so many ATEM members listed in its Table of Contents...

Editors Introduction by Ian R Dobson, Raj Sharma & Maree Conway

- The challenge of learning space design for vocational education by Helen Anderson
- New ways of managing change in the workplace by Simon Behenna & Lucy Schulz
- Thinking beyond the status quo to deal with strategic uncertainty by Maree Conway
- Customer relationship management theory and student administration: a case study by Mark Hopps & Nicole Waker
- Distributed leadership: working together to ride the waves. The Action Self-Enabling Reflective Tool (ASERT) by Sandra Jones, Marina Harvey, Geraldine Lefoe & Kevin Ryland
- Lost in the noise: the rising tide of digital information and how to manage it by Jason M Lodge
- Downsizing: Does organisational culture matter? A study of publicly funded Australian universities by BM Santosh
- Reconsidering scholarship: implications for reward and recognition of academic staff by Kylie M Smith & Patrick A Crookes
- Professional staff carve out a new space by Judy Szekeres.

TEMC 2012 Update

The organisation of the TEM 2012 conference in Adelaide continues to roll on.



We have appointed an MC and have signed up two keynote speakers so far, one international. We are trying for a second international speaker who will be a star attraction for TEFMA and ATEM people alike. The venues for all functions have been agreed and you can expect some real surprises with the cocktail function and the Conference dinner. Anyone who is old enough to remember the 1995 Adelaide conference will remember the fantastic dinner in the Old Adelaide Jail – well we are not going there this time, but we promise the band and the dancing will be every bit as good. Sponsorship is looking reasonable, although it is clear that the downturn in international students and the global financial mess has had an effect on the ability of many previous sponsors to be as generous as previously.

We look forward to everyone joining us in Adelaide for “The Right Blend” in September next year and encourage people to start sending in abstracts on the themes of innovation and transformation.

Judy Szekeres
Regional Chair, Central Region

2011 Australian Financial Review Higher Education Conference Report

By Jennifer Martin, Learning and Development Manager (HDR) MGSM by day, and ATEM NSWACT Chair by night

ATEM has been instrumental in helping me get to this stage of my career. I think my active involvement in ATEM, and the extra benefits this brings including attendance at this conference, is helping me build a great foundation for a career in senior tertiary education management. Only time will tell!

In this short report I do my best to summarise the many key points from the two days at the Sofitel Sydney Wentworth that are of benefit for ATEM, of benefit for my place of work, of benefit for me in my career and of benefit for me as a person.

Relevance to ATEM – Collaborations are key to the future

One of the major areas for improvement I identified for my role at ATEM was to be able to contact more relevant speakers for our events. I have a fantastic committee with some very experienced people who have useful contacts throughout the sector. I aim to be like them one day and conferences like this help towards this goal. Speakers I would rate particularly highly from this event were Heather Ridout from the Australian Industry Group, Professor Ian Goulter CSU, Pam Christie for the TAFE perspective, and Narelle Hooper from the AFR Boss Magazine (who remembered me from an AICD function).

On my table at the function were Annette and Jennifer from Campus Review – this day helped mark the start of our growing relationship with this organisation and I am now a follower of Jen on Twitter. Campus Review is one of the best examples of using this social media tool at a conference that I have seen so far and something I took notes on to introduce to ATEM events in our region. At the coffee cart I bumped into fellow ATEM members and we compared notes on the conference and our comparisons with the TEMC conference.

My brain also expanded to start thinking of possible themes for ATEM events in 2012, in particular the AFR themes of partnerships and collaborations. The burning question I went away with that can be explored further by ATEM, in collaboration with [ARMS](#), [ARTA](#) and [AAIR](#) perhaps, is HOW do we, as administrators and managers, build connections, to support tertiary education partnerships and collaborations?

Relevance to MGSM Research

My favourite quote from this conference had to be “The wonderful mess and complexity that is research”. At this stage in my career I have been bitten by the research management bug, and enjoy this part of the University’s operations. The conference speakers gave me food for thought on what kind of research collaboration could be possible—big ticket examples included the Cochlear and Bionic Eye partnerships in Melbourne and the growing importance of close relationships with the public sector (i.e. the link between

research and public policies). It was highlighted that Australian research needs to spark innovation and that partnerships with industry need to be expanded as is done in Europe; that current Intellectual Property management impediments in Australia need to be addressed; that the pure versus collaborative tensions need to be addressed; and that the push for organisations to focus on research strengths is good as it helps build flexibility and concentrate resources.

On Day 2 there was a specifically research focused session with a panel of research management experts. Professor Margaret Sheil from the [Australian Research Council](#) provided a history of [ERA](#) and the 2012 changes to the process including more of a focus on journals and conferences. During discussion time it was obvious that this system has its champions and those that hate it with a passion. The Vice Chancellors on the panel discussed how ERA can be used by managers in organisations to think strategically, show the world where an organisation's strengths lie (useful for marketing purposes!), change behaviours for academics to aim for better scores and as a means of organisations attaining external validation. Other research challenges discussed in the presentations were the need for industry to recognise the worth of universities, that younger universities are improving rapidly on criteria such as ERA, that collaborations need to be rewarded and that ERA is not the only way to measure research outcomes. Other ways such as impact on the economy, on the community and research stories about the actual impact of research on society are also important.

Key points of relevance to My Career

“The big picture of tertiary education management” and “The decision making tools of our leaders” are rather clichéd expressions, but the conference helped me to focus on them for 48 hours. As I have always been told by my mentors, it is healthy and necessary to take the time to look outside our own roles and every day duties. The more general tertiary sector knowledge I have the more employable I am when interviewers ask what I know of the sector or I need to answer a question on strategy which requires showing some environmental scanning abilities. General themes that I deemed important enough to note down on my iPad (the first time I used technology at a conference for note taking rather than the good old pen and paper!) included: the need to continue to increase access to education for all; the benefits of increasing collaborations with the whole community; the major IT challenges of now and the near the future (e.g. mobile technology, data storage issues are spurring on innovation); the importance of the government's base funding model; the need to promote the benefits of tertiary education to the general public (with more advertisements like the CPA uses to show accounting as a young exciting career); the importance of the crucial current reforms in quality ([TEQSA](#) and [ASQA](#)); the complexities of budgeting in uncertain funding times; the MyUni and MySkills web resource that are coming from the government; and the international challenges including the rise of ‘Chindia’. Conferences such as these also familiarise participants with the jargon and the acronyms of the sector.

Key points of relevance for me

Reflection time is important. The timing of this conference was perfect. I was three months into my new job, so the breathing space away from the office was much needed and step away from the information overload was welcome. I had become my own silo in many ways. Having just moved institutions after 10 years I was emotionally drained and this conference gave me a much needed lift and much needed perspective.

It was also again reassuring to see and meet such a mixed audience of different age groups and levels of seniority in our sector. It is not just the high powered ‘men in suits’ that get to go to these conferences and soak up and use the knowledge that is shared in such a forum!

I would highly recommend ATEM members consider attending this conference (this opportunity is advertised to members annually) and would also recommend that those taking the time to read this become more involved in ATEM so the Association can help you with YOUR career.

If you have made it this far into this article and would like to catch up over a coffee or over skype to discuss what a difference ATEM could make for you please email me on jennifer.martin@atem.org.au or connect with me on [LinkedIn](#).

News and Announcements

Membership Upgrades

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

Associate Fellow: Connie Mogg, Bass Region

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

Here are the criteria:

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

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



New Members

We welcome our 80 new members who have joined ATEM since August 2011 and especially those of you from Papua New Guinea.

International

Papua New Guinea

Ted Alau
Gamoga Bogarei
Jan Czuba
Masi Fuawe
Cletus Gonduan
Noreo Kiendip
Magdalene Kote
Maretta Kula-Semos
Elizabeth Makarai

Karo Matainaho

Dimas Nalo
Daphne Oevi
Michael Opi
John Pumwa
Jackson Rodgers
Philip Siaguru
Kenneth Sumbuk
Veronica Thomas
Ben Thomas
James Yoko

Aotearoa

Kerry Dunning
Sitaleki 'Ata'ata Finau
Jan Fitz-Gerald
Catherine Norman
Chris Schraders
Catherine Woods
Marj Wright

Bass

Michael Clements
 Angela Dobele
 Louise Doyle
 Ian Gostelow
 Reshmee Gunesh
 Sandra Jones
 Cally Martin
 Nicole Misurelli
 Stephanie Nash
 Paddy O'Toole
 Alison Pearce
 Gabrielle Reilly
 Patricia Stephens
 Sandra Thompson

Central

Kym Teh
 Ornella Wood

NSW/ACT

Anuradha Ananda,
 Erika Anza-Mosman
 Melanie Barlow
 Lisa Barrett
 Deborah Black
 Sarah Brencknock
 Lisa Bridgett
 Kim Broadley
 Cheryl Burgess
 Julie Cameron
 James Campbell
 Brid Corrigan
 Giulia Fabris
 Ramon Fernandez-
 Caamano
 Ruth Graham
 Denise Jepsen
 Roula Kazzaz
 Gwynnyth Llewellyn
 Julie Powter
 Elianne Renaud

Nicole Richardson
 Julia Rolph
 Somphone Siviengphanom
 Kim Tan

SE Queensland/Northern Rivers

Graham Cogan
 John Griffiths
 Dianne Keene
 Sarah Nolan
 Pat Smith

Tropical

Gillian Adams
 Nantararat Charoenkul
 Katrina Green

Western

Justin de Sousa
 Jeremy Lu
 Markie Lugton
 Rachael Penning-Bourne
 Di Regan-Roots

Membership Notes

NSW/ACT Institutional Co-Ordinator Reports 2011***Charles Sturt University (CSU) 19th and 20th October 2011***

Paul Abela's visit to CSU was excellent. Paul travelled to Bathurst for a Breakfast function on Wednesday 19 October and then travelled with Hedy Bryant to Wagga for afternoon drinks that same day. He then got in the car with me and travelled to Albury to then front up at 7am the next morning for breakfast at Albury.

It was an excellent road trip and very courageous of Paul to have tackled such distances in such a short timeframe.

While the turn out in Wagga was a bit disappointing, Paul was very well received at all locations and gave ATEM some air-time at CSU. Paul handed out a number of membership forms and did a go job of selling ATEM membership to the troops. I hope it will lead to more members at CSU. In addition, Hedy ran an 'achieving organizational resilience' session with the attendees just to give them support for our future challenges.

Hedy Bryant (CSU IC) and I intend to do some follow-up with attendees to encourage their membership.

Thank you to ATEM for supporting CSU.

Julie Cleary

Manager, Innovation & Training, Division of Student Administration
 Charles Sturt University and NSW/ACT Region Committee Deputy Chair (PD)

ATEM@UoN IC Activity Report - 12th October

The first University of Newcastle (UoN) ATEM activity for the year was held on 12 October 2011. The results of a short survey of UoN members indicated that lunchtimes were preferable for events. Twenty four people attended including 17 ATEM members and 7 non-members. Members who brought a non-member as a guest

were entered in the draw for a \$50 Co-Op Bookshop voucher and the prize was won by Bridene Doherty. Lunch was provided at a cost of \$313.

Paul Abela, Executive Director of ATEM, attended the lunch and spoke about the activities of ATEM and the benefits of being a member. UoN lecturer and online MBA Convenor, Dr Tony Drew presented a very relevant and interesting workshop on Leadership and Management in 21 51 Century Organisation. Both presentations were very well received by all in attendance. Flyers for ATEM membership and the NSW/ACT Regional Conference were distributed to participants.

The event was successful in terms of attracting new members and creating positive word of mouth. Two non-members joined ATEM at the event and another non-member who was invited but unable to attend joined following the event. At least two previous members also renewed their memberships following the event.

Jodie Davis, University of Newcastle IC

ATEM UWS IC Event Report - Friday 28th October 2011

Thank you to ATEM for sponsoring the UWS 2011 IC event. This year at UWS was a different and challenging year for all. With an organisational change proposal placed on the entire UWS. The 2011 IC event was held at Parramatta campus with a drumming and networking session. We had 20 RSVPs and 15 attended on the day. Inrythm lead participants through an African drumming and singing workshop. All participants appeared to have a great time and let themselves go with a truly stress free session. Participants had the opportunity to network prior to the event and at the conclusion of the event. This year more non-ATEM members attended than ATEM members. Last year's event was held at Penrith, possibly a better location for current ATEM members. I am thinking of next year running small afternoon teas at all campuses to discuss ATEM membership and allow all members to network. This would mean there would be at least six sessions scheduled.

Nicole Peel, UWS IC

A Conversation between two ATEM Ghosts about the new(ish) ATEM Logo

Thank you Giles, for retrieving this from your archives for our holiday reading pleasure...

From: David Sloper, writing from Hanoi
Sent: Wednesday, 18 November 2009 4:32 PM
To: info@atem.org.au

Dear Maree, Giles, Peter et al

1. Congratulations to all involved in the new Imaging - and for decisive action, often hard to achieve in voluntary and professional entities.
2. I didn't care much for the old AITEA logo: it had a touch of pseudo-academic and an indefinable subservience about it. But what about the rainbow coalition implied by the seven colours! I hope there is room to grow, remembering faintly what occurred in the Australian external studies body when it extended as ASPESA to include NZ and the South Pacific; and then moved on further.
3. And a note for Giles' ratiocination given his eulogising of the new logo: May the ATEM *illuminati* continue to shine iridescently - which optimises aspirations better than outcomes for the Cathars/Albigensians with their *perfecti* and *credentes*. All this suggests two points: (i) to understand contemporary higher learning (eg, how many V-Cs can dance on the head of a minister), it is useful to appreciate the medieval monastic matrix out of which higher education evolved as a servant of the state (monarch, cardinal/archbishop); and (ii) there are limited opportunities to converse in English in my present location.

Tam biet

From: Giles Pickford
Sent: Wednesday, 18 November 2009 6.30 pm
To: David Sloper
Dear David

It is good to hear from one of the more agile Ghosts. The old AITEA Logo had one quality that was absolutely unique. No-one on earth had ever seen anything like it anywhere in the universe. Astronomers have confirmed this.

The new one is, as you have described, a mystical creation clearly deriving much from the early Christian heretics.

The number of colours in the rainbow is more than seven because as each colour blends into the other, there in the interstices are several shades borrowed from each neighbour. Therefore the ability to accommodate the entire world is possible in the present design.

Universities owe much to the Churches that created them and it is possible to see in the behaviour of the modern Vice-Chancellor the genetic imprint of the Bishops that came before them.

However, ATEM does not have such dignified and spirited antecedents.

ATEM derives from Wycliffe, who translated the Bible into contemporary English in 1384 and the Lollards who followed him. Without him the Reformation might not have happened. The English have for hundreds of years led people gradually away from the idea of the Lords Spiritual and the Lords Temporal. ATEM follows the tradition of Wycliffe, leading everything towards the creative commons.

Unlike the French and the Russians, we will not kill our Vice-Chancellors. In the great tradition of the English we will revere them and ignore them simultaneously.

Cheers
Giles

In the News...

Otago appoints next Director of Development and Alumni Relations

The University of Otago has appointed Philip Kearney as its next Director of Development and Alumni Relations. Mr Kearney, who currently holds a senior position at the New Zealand Charities Commission in Wellington, will take up his new role in February.

Mr Kearney is currently General Manager, Education, at the Commission and has a strong management and marketing background across a variety of industries including several roles in the education sector. He has a Bachelor of Commerce in Marketing from Otago and an MBA from Massey University

Source: [Scoop Education](#), New Zealand

Australian Federal Parliament reshuffle returns research and tertiary education to the same portfolio

Senator Chris Evans took up an expanded portfolio as Minister for Industry, Innovation, Science, Research and Tertiary Education, in a Cabinet reshuffle on December 12. In effect the Department of Education, Employment and Workplace Relations (DEEWR) and the former Department of Innovation, Industry, Science and Research (formerly held by Senator Chris Carr) have been reunited.

Source: [Ministerial Press Release](#)

Universities Australia appoints new CEO

The Board of Universities Australia recently announced the appointment of former industry leader and senior public servant, Ms Belinda Robinson, as its new Chief Executive. Ms Robinson succeeds Dr Glenn Withers, whose considerable work as foundation Chief Executive has seen UA established as a respected voice in the university sector.

Source: Universities Australia Director of Communication & Government Relations

Responses to Reports in the Media about UniSuper

1. From UniSuper

The long-term financial health of the Defined Benefit Division (DBD) is an absolute priority for us at UniSuper. We have taken and will continue to take proactive steps to manage the DBD, particularly given recent market volatility.

UniSuper has communicated frequently with its 81,000 defined benefit division members to keep them up-to-date, including the recent letter (dated 5 December 2011) and a video on our website from Terry McCredden, Chief Executive Officer.

UniSuper's DBD has a unique structure in Australia whereby employers have a fixed contribution rate of at least 14% – this is well above the government mandated contribution rates of 9%. In the event of a funding shortfall, the Trustee may consider reducing member benefits under Clause 34 of the Trust Deed. That's why it's vital that we closely monitor the financial health of the division, and keep our members informed. Our latest actuarial figures estimate that the fund has an accrued benefits index of 98.1%, as at 12 December 2011.

The rules of the Fund as set out in the Trust Deed are, including Clause 34, decided by the Trustee Board. Any changes must be approved by UniSuper's Consultative Committee. Both the Board and the Consultative Committee are made up of 50% member and 50% employer representatives. There are also three independent directors on UniSuper's Board.

It's important to note that no decision has been taken to reduce member benefits, under Clause 34. As we advised in our recent letter to members, the Trustee expects that any such decision is some time away – most likely the first quarter of 2013. We understand this is of concern to DBD members, however we are unable to predict what the circumstances may be at that time and therefore what, if any, action may need to be taken.

Accumulation and Flexi Pension members are not affected by Clause 34. No reduction to these members' Accumulation accounts or Flexi Pensions would be made under Clause 34. Their superannuation is invested in the market and are tied to the fluctuations of market volatility.

You can find more information about the DBD, how it works and its financial health in the DBD Update section of this website. If you should require any additional information, our contact centre is open Monday to Friday, 8.30am to 5.30pm AEST on 1800 331 685.

Source: [UniSuper website](#)

2. From the NTEU

Recent media coverage concerning the financial health of UniSuper has caused widespread concern amongst NTEU members and University staff more generally. Unfortunately, the public discussion has generated much heat but little light. While there are some important long-term policy and financial issues to be resolved, members should not be alarmed and should certainly not assume that UniSuper is facing a fundamental financial crisis or that there is an imminent prospect of current and future entitlements being seriously eroded.

For most people superannuation entitlements (together with housing) are the assets which provide security and certainty, and the Union fully appreciates why the spate of media commentary has caused such anxiety. The Union will take all measures necessary to ensure that our members' current and future superannuation entitlements and benefits will be protected and well managed into the future, including:

- Requesting the UniSuper Board to convene a national meeting of all stakeholders with a view to agreeing on changes to the UniSuper Trust Deed to ensure that any changes to UniSuper Defined Benefit scheme arrangements do not involve reductions to employee benefits, and allow for the Board to consider other options.
- Proposing to remove university employers as the sole shareholders of UniSuper's Trustee company – which currently gives employers the right to ratify (and therefore veto) the appointment of UniSuper Board Directors – as part of a wider review of UniSuper governance and consultation processes.
- Using the upcoming 2012 Collective Bargaining round negotiations to pursue these matters if a proper stakeholder consensus cannot be developed.

Details of the Union's proposals are set out in the last section of this letter. I want to reassure NTEU members that the Union is fully across the issues affecting UniSuper. While the Union cannot provide financial advice (this is legally and ethically the province of qualified financial consultants) it can give members clear advice on the policy and industrial dimensions of UniSuper's structure, management and superannuation benefit profile.

UniSuper at a glance

UniSuper is not an industry fund based on the now widespread joint union/employer management and administration model. It is a not for profit hybrid model where the Fund is managed by a Board comprising eleven Directors – two nominated by employer organisations, two nominated by unions, two elected by employers, two elected by employee members of the scheme, and three independent Directors. NTEU is only able to nominate one Director.

UniSuper is recognised as one of the best managed and run funds across the whole superannuation industry with assets of \$30 billion, investment returns which have consistently been above the average of industry and retail funds, a good diversity of investment and superannuation product options, and very low administration costs.

In simplified terms UniSuper provides three core superannuation schemes – a Defined Benefit Pension Plan (which was the original foundation of UniSuper in 1982 and was closed to new entrants in the 1990s), a Defined Benefit Lump Sum Plan and an Accumulation Plan.

Since the 1990s full-time employees have been able to exercise a choice between the Defined Benefit Lump Sum and Accumulation Plans. For those in the Defined Benefit Plans, the required Defined Benefit contributions are 14% (employer) and 7% (employee), with a further 3% employer contribution to the Accumulation Plan. For those who choose the Accumulation option, the required employer contribution is 17%.

The Defined Benefit Plans provide a defined pension or lump sum upon retirement which is broadly based on a combination of years of service and final average salary. The benefits are not directly calculated by reference to the contributions made. The overall financial benefits and sustainability of the UniSuper Defined Benefit schemes are therefore principally determined by the level of contributions, the long-term rate of investment return in financial markets and wages growth in the university sector.

On the other hand, the Accumulation Plan provides a lump sum based on the contributions made by the employer and the employee and the long-term investment return on these contributions. There are around 80,000 members in UniSuper's Defined Benefit schemes (including around 6,000 Defined Benefit pensioners) and around 450,000 holding Accumulation accounts.

As the dominant Union in the industry, NTEU's Collective Agreements with each University employer provide a legal guarantee of the 17% employer contribution and give UniSuper standing as the sole provider of superannuation benefits for university staff. This NTEU policy has and will continue to serve the best interests of our members – the ability to pool all superannuation contributions through UniSuper maximises returns and minimises risks. The only circumstance which would cause this policy to be reviewed would be demonstrated poor financial and administrative management by UniSuper or the failure of the Board of Directors to properly

look after the interests of the scheme members. In its nearly thirty year history UniSuper has established a strong reputation against both of these criteria.

What is going on?

The recent press commentary concerning UniSuper's financial position has raised issues which are relevant to the 80,000 members of UniSuper's Defined Benefit schemes. There are no issues which directly affect the 450,000 members holding Accumulation plans. The principal, but not exclusive, driver of UniSuper's current financial health is the well reported down turn in investment markets following the global financial crisis. This has affected all superannuation funds and shows up for those in accumulation schemes as very low or negative investment returns. It shows up in defined benefit schemes as a possible actuarial shortfall.

The UniSuper Board has an obligation to monitor the financial health and sustainability of the Defined Benefit schemes and regularly receives actuarial reports which guide its ongoing assessment. The actuarial reports measure the future ability of the Fund to pay the defined benefits using a range of known data and future assumptions. This includes, but is not limited, to current and projected investment returns, current and projected wage growth, current and projected distribution of employees by age and salary level, and assumptions about exit and entry rates of employees into the Defined Benefit schemes.

Where such reports raise any serious doubt about the sustainability of the defined benefits, the Board is required to issue what can be simply described as "early warning". This triggers a four year assessment period during which a more rigorous and detailed monitoring takes place. The first time the Board issued an early warning was in 2002-2003, but subsequent actuarial assessment confirmed that there was no requirement to consider any possible changes to scheme arrangements. So members need to understand that the use of the early warning provision is neither unprecedented nor unusual, but is a legally required step. It does not mean there is an automatic requirement to increase contributions or to reduce benefits.

In 2009 the Board issued a new early warning and will be required to consider possible measures to change scheme arrangements in early 2013 if the early warning is confirmed by a further actuarial report to be an ongoing issue.

There are two technical composite measures of the actuarial health of the Fund – a Vested Benefit Index (VBI) and an Accumulated Benefit Index (ABI). Where either of these indices falls below 100% the Board needs to consider the possibility of issuing an early warning. On the best advice available, the Union understands that the VBI is sitting at around 85% and the ABI is sitting at around 98%. In the past these two indices have been as high as 110% and 135% and as low as 83% and 94%.

The distinction between these two indices is fundamental to understanding the present UniSuper position.

A VBI is a measure usually used for single employer defined benefit schemes and calculates whether a scheme is expected to have sufficient funds to cover all superannuation entitlements in the event of a catastrophic event such as the liquidation or bankruptcy of the employer concerned. The big majority of defined benefit schemes are for single employers and the superannuation industry regulator – Australian Prudential Regulatory Authority (APRA) – typically looks at a VBI when assessing the proper administration of such schemes by relevant trustee boards.

An ABI is a measure which assesses the adequacy of funds using assumptions which do not contemplate a catastrophic single employer event, and is the better measure of the health of a multi employer defined benefit scheme. NTEU strongly supports the UniSuper Board view that the ABI is the best method of assessing the UniSuper Defined Benefit scheme sufficiency, and has reasonable confidence that in the event that any restructuring of scheme arrangements takes place, that this would be accepted by an objective regulatory authority assessment.

Simply put NTEU believes that on a proper measure that there is a current 2% shortfall in the Defined Benefit schemes against an index of 100%. While this can change over short and medium time frames, it illustrates that while there is cause for some concern, it is far from catastrophic and quite manageable with proper policy adjustments.

What should happen now – the NTEU position

The real problem that needs to be dealt with is what measures should be taken if any Defined Benefit Fund shortfall persists. Until 2006 the UniSuper Trust Deed provided that employers could be called upon to meet such a shortfall (but only if all individual universities and higher education institutions unanimously agreed) and also contemplated a possible reduction in benefits. Following the 2002-2003 early warning, it became obvious to the Board that there was no current or future prospect of ever achieving unanimous employer support to meet any shortfall.

On this basis, the Board sponsored the removal of the reference to a unanimous employer guarantee from the Trust Deed and this was approved by the 140-member (50% employee and 50% employer) UniSuper Consultative Committee. As a result, the only funding shortfall option currently available to the Board is a reduction in employee benefits.

NTEU was and remains concerned that universities acted to make the original employer guarantee unenforceable. This placed the Board and the Consultative Committee over a barrel, but in amending the Trust Deed it is clear that insufficient attention was given to the more important question of what new options might be included in the Trust Deed to meet any potential shortfall. NTEU members should note that there is nothing which prevents further amendments to the Trust Deed within the life of the current four year early warning period to ensure that other options are made available to the Board. The Board will be required to consider funding shortfall options (if the relevant indices remain significantly below 100%) at the end of 2012 and again at the end of 2014.

NTEU will be advising the UniSuper Board that it should convene a national meeting of all UniSuper stakeholders (above and beyond the internal UniSuper stakeholder consultation processes) to discuss alternative measures to any reduction in employee benefits. This should include, but not be limited to, a requirement that all employers guarantee any shortfall, the possibility of increased employer and employee contributions in the ratio of 2-1 (the current ratio for the Defined Benefit Pension and Lump Sum schemes) and possible changes to the internal design of the current Defined Benefit schemes. With the possibility of permanent long-term declines in investment market returns, all stakeholders need to reach agreement on measures which can underwrite the sustainability of the Defined Benefit schemes.

The Union will also agitate for the abolition of university employers as the sole shareholders of the Trustee company which oversees the scheme. If university employers are not guarantors of the scheme there is no basis for them to have the key prerogatives of shareholders – ratifying (and therefore having the ability to veto) the appointment of Board Directors and to approve the financial statements of the Trustee company. This change needs to be accompanied by a wider review of internal UniSuper governance and consultation processes.

With the next Collective Bargaining round negotiations commencing in mid 2012, NTEU is well placed to defend our members' superannuation benefits and entitlements, and we will use the Collective Bargaining round to ensure that both university employers and the UniSuper Board deal with any future funding shortfall problem on terms which protect the interests of our members and all university staff in the UniSuper scheme.

Source: Grahame McCulloch,
NTEU General Secretary, 15 December 2011

Moodle open source LMS to underpin Australia's New Higher Education National Networking Initiative (NNI).

A \$200,000 National Networking Initiative (NNI) has been established to facilitate and sustain a collaborative network between higher education professional associations. Funded by Department of Industry, Innovation, Science, Research and Tertiary Education (IISRTE), the NNI's vision is to foster, share and promote best practice in Australian higher education learning and teaching.

With the closure of the Australian Learning and Teaching Council (ALTC), the aim of the NNI is to develop a comprehensive network for promoting, disseminating and enhancing the outcomes from the ALTC funded projects. The two year funding, will also be used to develop a sustainable network that will champion the scholarship of teaching and learning beyond the project's funding term.

The overarching vision for the NNI is to facilitate a sustainable collaborative network between higher education professional associations. The recipients of two years of funding are ACODE (Australasian Council on Open, Distance and E-Learning) and ASCILITE (Australasian Society for Computers in Learning in Tertiary Education). They will establish an advisory group consisting of representatives from ACODE, ASCILITE, HERDSA (Higher Education Research and Development Society of Australasia), CADAD (Council of Australian Directors of Academic Development), ODLAA (Open and Distance Learning Association of Australia), together with AARNET (Australia's Academic and Research Network), NetSpot and IISRTE to guide the direction of the NNI.

The NNI will use Moodle, an open source learning management system as the online platform for its collaboration, cross institutional networking and information sharing. Moodle, already used in approximately 40% of Australian universities, and many in New Zealand, will be hosted and maintained by NetSpot in Adelaide.

The NNI first advisory group meeting will commence in early 2012 with the Moodle site planned for release by mid-2012.

Source: Erika Dauner, email erika.dauner@netspot.com.au

Regional Roundup

Aotearoa Region



Kate Rawlings
Regional Chair

Well what a year it has been for the Aotearoa Region. I think all members will be looking forward to the Christmas break.

Executive Director Visit to NZ

Paul Abela spent 4 days in NZ in November and this included visits to Auckland, Wellington and Christchurch. During these visits he spoke with ATEM members, HR Directors in several universities, the CEO from UNZ, the General Manager for Strategy and Planning, Tertiary Education Commission and the Executive Director for NZ Private Education Providers, as well as meet with the Regional Committee and attend part of

the Emergency Management Symposium

Regional Committee Updates

The Aotearoa Regional Committee held its only face-to-face meeting of the year on 23 November. Some key points:

- Paul Abela attended for the full meeting as part of his visit to New Zealand and addressed the Committee on a number of issues especially in trying to raise ATEM's profile in the sector.

- Finalisation of the 2012 PD Programme was completed, with emphasis on the first half of 2012 the aim is to focus on hot topics and an introduction to the sector workshop.
- The Committee discussed the recent Leadership Framework report and comments were forwarded to Linda McKellar.
- Elections for Sub Regional representatives to be organised for early in 2012.
- Changes to the Regional committee for 2012: Neil Voyce advised that he will be standing down as Aotearoa REO in the New Year once a replacement person was in place. He will continue on as Assistant Secretary/Treasurer for the Aotearoa Region, looking after the financial and compliance issues in the main. Deanna Riach and Jennie Calder-Smith have indicated that they will be stepping down from the committee in 2012. May I take this opportunity to acknowledge the hard work and commitment of Neil, Jennie and Deanna.

Professional Development

During this period two half day sessions in the “Management Essentials” series were held in Auckland. Low attendance numbers and small surpluses but high quality feedback from attendees.

A two day Symposium on “Emergency Management” was run in Christchurch on 24/25 November. Again there were small registration numbers but likely to make a small surplus. The Symposium had only just finished at the time of writing this report but initial feedback has been very positive.

Networking Meetings

There was a network meeting in Wellington on 12 October in conjunction with Massey University and the Wellington Employers’ Chamber of Commerce. The ATEM NZ patron, the Hon Steve Maharey, was a guest speaker. Over 100 people attended and it was a great opportunity to profile ATEM to a number within the tertiary education sector as well as to local businesses.

Membership Numbers

Total membership as at 31 October 2011 stood at 264 (including non financials) which is up by 17 (6.88%) since the start of the year.

May I take this opportunity to thanks the Aotearoa Regional Committee for their support this year and wish everyone a very happy and safe Christmas.

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

Bass Region



Maddy McMaster
Regional Chair

It has been a productive but challenging year for the Bass region. The professional development program has included 33 activities ranging from *Introduction to Student Administration* to *Emotional Intelligence for Tertiary Managers*. Unfortunately demand has dropped in some areas and for the first time we had to cancel four workshops in 2011. We are hoping to revamp the program in 2012 using feedback from participants.

Breakfasts have remained popular. The most recent featured Naomi Simson, founder of Red Balloon and attracted over 80 members. Participants received a plant from the Latrobe University indigenous plant nursery as an end-of-year gift.

We have lost some long-standing members of our committee in 2011 – Joanne Austin, Lucy Wiasak, Jane Kovacs and Shane Morley. However we were excited to welcome eight enthusiastic new members. The regional committee now includes members from nine different tertiary institutions in Victoria and Tasmania.

At a recent planning day for 2012 our 18 committee members formed five working groups to plan and implement key activities: professional development (to be led by Mark Hatwell, Monash University), regional conference (Carol Burnett, Latrobe University), TEMC Hobart 2013 (Tracey Thomas, University of Tasmania), institutional co-ordinators liaison (Terrie Healy, RMIT) and budget management (Alice Di Pasquale, Deakin University).

A key event in 2012 will be the Bass regional conference on Friday 11 May, in Melbourne. The theme is *Wellbeing – People and Places*, a day for managers and supervisors who want to share ideas about creating a better workplace. I look forward to seeing you there!

Maddy McMaster

Regional Chair, Bass

maddy.mcmaster@atem.org.au



Judy Szekeres
Regional Chair

Central Region

The region held two sessions in the last few months – “Webs, Wikis, Blogs & Avatars – a how to guide” and “Responding to Undergraduate Student Expectations”.

The first session was a continuation of a session we held in 2010 and was more hands-on, allowing participants the opportunity to try their hand at developing an Avatar and getting down and dirty in Second Life. Unfortunately the technology and the presenters were not quite in the same space and it was not as successful as it might have been. A learning experience for all of us! The final session for the year was extremely well received, with almost 50 attendees. It covered the development of the Learning Hub at Adelaide University, which is really an extraordinary space and a complete transformation of the previous horrendous blast furnace called Hughes Plaza, the ins and outs of the new My Uni website, and a discussion of a collaborative project across the three SA universities on student expectations. This final session for the year received very positive feedback and was an excellent way to finish.

In 2011 we have attracted slightly fewer attendees at activities than in 2010, with a good mix across the three SA institutions and a number of people from TAFE and private providers. Financially, the region has continued with its strong performance and is looking forward to hosting the TEM conference in 2012. The committee has grown in numbers this year, with a particularly strong showing from the University of Adelaide with the welcome addition of Rebecca Caddy, Siobhan Guy and Sarah Scott. We have also been very glad to welcome Charles Murdock from UniSA. Now, if only we could attract some interest from Flinders University..... We have also lost one of our long standing members, farewelling Carol Sutherland at our final meeting. After eight years on the committee and stints as the Program Coordinator and the Institutional Coordinator for UniSA, she has decided to hand the reigns over to other people. We thank her for her commitment and valuable contribution over the years. Finally, we would also like to thank Dianne van Eck and her team for their support as our Executive over the year. Without their unflinching attention to detail, our program would be much more difficult to provide.

Judy Szekeres

Regional Chair, Central

judy.szekeres@atem.org.au



Jennifer Martin
Regional Chair

New South Wales/Australian Capital Territory Region

Professional Development

Seventeen professional development workshops were coordinated by the Region in 2012. Recently our Regional Conference was well received involving speakers representing the whole sector—university, TAFE and private providers. The region committee would like to thank all of our speakers for their time and insights into the challenges facing the sector today. Professor Shane Houston, Deputy Vice-Chancellor (Indigenous Strategy and Services) at the University of Sydney; David Riordan, Institute Director, TAFE NSW (Sydney Institute); Claire Field, Chief Executive Officer, Australian Council for Private Education and Training (ACPET); Dick Audley, Australian College of Theology; Julie Cleary (Charles Sturt University); Gemma Hawkins (UTS); Carroll Graham (UTS) (presenting a networking session developed in collaboration with Carolyn Carter (UTS); Julie Romanowski (UNSW);

Karen Scott (USYD) and Kathryn Blyth (ACU); and Lauren March (UWS).

A successful new initiative this year has been having the capacity to respond quickly to specific organizational learning and development needs. The process mapping sessions at the University of Canberra held late in the year were in response to a specific need identified in that organizations' staff survey. We thank Alex Sabharwal, the University of Canberra Institution Coordinator, for her initiative in bringing this need to our attention and helping making it happen.

We encourage our members to bring their organisations training and development needs to us in 2012. We have 20 planned activities in the calendar but have the resources to react to organizational development needs and hot topics in the sector as they arise. Please send your ideas via email to Julie Cleary, NSW/ACT Deputy Chair (Professional Development) on jcleary@csu.edu.au.

Committee News

We currently have one vacancy on our region committee in the role of Deputy Chair (Membership and Institutional Coordinators). I have been using the opportunity at a number of events recently and have had a few people express interest. We will fill this position early in the New Year and there will be more chances to be the new blood bringing in new ideas to the committee in 2012. If you are reading this and are interested in being involved please contact me - we are continually looking to improve and to try new initiatives!

Membership and ICs

We have had six IC events funded by the region this year at ANU, UWS, University of Newcastle (2 events), CSU and our end of year celebration at UTS which attracted 40 members. We were honoured to have members of the Chapman family in attendance to hear from recipients of the grants named after the late John 'Chappie' Chapman, previous Treasurer and Region Executive Officer for NSW/ACT. The event was also an opportunity for ATEM Vice President Linda Mckellar to discuss the ATEM leadership project with members. Attendees were provided with the opportunity to provide input into the project. The results of this project will be the development of new leadership development opportunities for the sector. Reports from the other Institutional Co-Ordinators' functions are listed in the Membership Notes Section on page [11](#).

We will be doing a 'stocktake' of our ICs in the New Year as there are a number of organizations that are currently not represented. There will again be funds available from the region to run activities on campuses across the region in 2012

Community Engagement – Region Grants

These were six grant recipients this year who attended TEMC 2011 on the Gold Coast. Grant recipients Debra Plumb from UWS and Stephen Howlett from The University of Sydney spoke at the members function at UTS on what the conference meant to them: networking, opening up their eyes to new knowledge and new ideas and inspiring them to encourage others to apply for grant opportunities in 2012. Stephen stressed that these opportunities should particularly be promoted to those just developing careers in the sector.

One such leader of the future is fellow 2011 Grant Recipient Simone Purdon from UNSW on who has provided the report below:

I would like to start by saying I am incredibly grateful for the grant funds I received from ATEM to attend the TEMC 2011 this year on the Gold Coast. As a relatively new member of ATEM, I saw the opportunity to attend this conference as a great opportunity to learn and grow in my career, through the knowledge I would gain from the conference, and the people that I would meet there. I was also very interested in the theme of the conference, "Riding the Waves," as in riding the waves of change, which tertiary education as a whole seems to be undergoing, but it was also the state of my job and workplace this year, and I was looking for some insight and ideas concerning making the best of workplace change situations.

I was a little nervous attending my first conference, I wasn't sure whether I would be all that great of a 'networker' but the first evenings 'getting to know you dinner' at Movie World was a great night, lots of fun and a lovely relaxing event in which to meet new people. It also acted as a great icebreaker for the rest of the conference.

All of the session presentations that I attended, I thoroughly enjoyed. There were several presentations that left me with plenty to think about, including ideas that could be implemented back at my office, but also in how others and I treat each other in particular during this upcoming time of change that we were preparing for and are now experiencing. How we motivate and support each other, how we can create a positive environment for those that feel stress and uneasiness when they are faced with change. On this note, of particular interest to me was the session, Managing Up: "With Great Power Comes Great Responsibility" (SPIDERMAN) by Mrs Lauren Marsh, Ms Lyndal McCulloch of the University of Western Sydney. They discussed, in part, how to best assist your manager, in order to best assist you, how to find and supply the missing link to your manager's needs and provide it, resulting in your needs also being met. I walked away from this presentation with a new perspective on my manager and my workplace. I decided to take more responsibility for how I could assist my colleagues with the changes that our office was undergoing, instead of resisting them.

In the future, I hope to attend more TEMs Conferences and possibly even present one day. In addition to the insight provided by many managers during the session presentations, I hope to see many more professional staff members involved in presenting their ideas, concerns and assessments in the future in order to provide a more complete perspective of the sector and to increase dialogue and creativity.

Thank you again for the funding to attend this the TEMC 2011!! – Simone Purdon, UNSW

The region's grant offerings will be promoted to members early in the new year.

Involvement in Association-wide activities

As a region, we have become increasingly active in association projects this year. Lisa Tudehope, our Deputy Chair (Community Engagement) led the project to draft a new Region Conference Manual to be used by regions across ATEM. As Chair on the Council I have led the project to rewrite the association's Finance Manual and am currently leading a project on "Gen Y and ATEM" - taking action now to help ATEM survive and flourish in the future and stay relevant for future generations.

These are just some of the interesting projects you can be involved with by becoming a committee member in ATEM!

Jennifer Martin
Regional Chair, NSW/ACT
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Carl Rallings
Regional Chair

SE Queensland/Northern Rivers Region

Looking back on 2011, the SEQ/NR region played an important role in supporting the organisation of TEMC 2011 *Riding the Waves* on the Gold Coast. The conference was well organised by the Local Organising Committee (LOC) and well attended with strong interest from exhibitors, presenters and delegates. There has been talk of a healthy conference profit. My thanks go to the TEMC 2011 Convenor, Bruce McCallum from QUT, who did fantastic job as the convenor and representing the interests of ATEM and our region.

We have had an excellent year in the region in terms of our professional development program. We offered a number of varied courses over the year with a large number of registrations. Administrative support for the year was provided by Griffith University and my thanks go to Kim Belford who provided great assistance and support. The 2012 professional development program will commence in April with thirteen courses being offered throughout the year, details will be published on the ATEM website.

Our regional committee met for the first time in June this year. The next regional committee meeting is planned for the new year. Members of the committee are working with the ATEM Secretariat on the 2012 Student Service Centres Conference planned for 8-9 May to be held in Brisbane. The conference theme is *Coping with Demand – Quality Service in the New Age*. A number of high profile speakers have been confirmed for the conference.

I would like to see more ATEM members join the regional committee. If you're interested, then please contact me on 0408 668508 or email seqnr@atem.org.au.

Best wishes to all ATEM members for the festive season and the coming year.

Carl Rallings

Regional Chair, SE Queensland/Northern Rivers

seqnr@atem.org.au



Ken McCluskey
Regional Chair

Western Region

Three professional development events have been held since the previous edition of ATEM Matters.

A half-day workshop on giving professional presentations was conducted in late August by Lucienne Tessens, Assistant Professor in the Organisational and Staff Development Services Unit at UWA. At a breakfast seminar in mid-November, Professor David Wood, Deputy Vice-Chancellor International at Curtin University, provided an overview of the recent Review of the Student Visa Program ("the Knight Report"), and its implications for institutions and the sector in general. This event attracted great interest, with around 70 people from the tertiary education sector and some private providers attending. A late-afternoon function was held on 9 December with guest speaker Professor Alan Robson, retiring Vice-Chancellor of The University of Western Australia. Professor Robson reflected on almost twenty years as Vice-Chancellor and Deputy Vice-Chancellor of UWA, and considered the changing nature of leadership and management in a challenging and complex sector. This function included end-of-year drinks.

Overall, the Western Region conducted seven PD events in 2011 with an average attendance of 33, over a wide range of topics as follows:

- Harnessing social media – how to communicate with students in 2011
- Orientation to the Tertiary Education Sector (ATEM Flagship program)
- Fundamentals of Branding

- Implications of changes to occupational health and safety legislation (sponsored by Freehills)
- Giving professional presentations
- Implications of the Knight Review of the Student Visa System
- Leadership Lessons for the Tertiary Education Sector

The Western Region PD program for 2012 comprises eight events, including our biennial mid-year regional conference and a celebrity breakfast or lunch with Professor Fiona Wood, Head of UWA's Burn Injury Research Unit, in August. Two other ATEM Flagship programs are also scheduled.

Western Region membership continues to grow steadily, totalling 119 as at 30 November 2011, which is an increase of almost 24% over the number at the end of 2010. This year we welcomed Polytechnic West, a major institution from the VET sector, as a corporate member of ATEM. The five WA universities are also corporate members.

Due to professional and personal commitments I have tendered my resignation as the Chair of ATEM's Western Region, effective from 31st December 2011. The Western Region Committee has appointed Lucienne Tessens as Acting Regional Chair from 1 January 2012 until elections are held in April 2012. During my time as Chair I have been very fortunate to meet and work with many committed and dedicated colleagues on both the ATEM Council and the Western Region Committee. It has been a wonderful experience for me and hopefully I have contributed to the advancement of professional staff.

Thank you all. Long live ATEM!!!!!!!!!!!!

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Map of the ATEM Regions





Here are selected items summarised from the December meeting of the ATEM Council.

1. Financial Outlook to end of year

The Treasurer reported that ATEM would not break even in 2011. Some regions had fared very well and some had experienced many difficulties. He cited the example of the Western Region PD event on the Knight Review as the best in 2011. NSW/ACT had a good year as well, whereas Bass had experienced many difficulties and cancelled events. Various responses to this were discussed.

It was agreed to request help from the ATEM Foundation to cover that the present cash short fall of \$14,000. (**NOTE:** The ATEM Foundation Board met during lunch time and agreed that the Foundation's cash holding of \$14,000 be made available to Council.)

The Treasurer provided documentation for consideration, including the quarterly financial health check and the draft budget for 2012. The Treasurer's Report was adopted.

2. Executive Director's Report

Paul Abela spoke on his report. There was discussion about the following sections:

The resignation of Neil Voyce as REO of Aotearoa and his retention as Regional Treasurer: Council accepted the resignation and retention and discussed the appointment of the new REO, the salary scales and a possible revamp to the position description.

The *Campus Review* Best Practice Awards: Paul Abela agreed to circulate to Council the membership of the Award Panels and the list of sponsors to be approached. On governance Council noted that it had already given delegated authority to the Awards and Grants Committee to manage the Awards. The Awards and Grants Committee would need to hold a meeting in mid year to review progress.

3. Report from the Chair of the ATEM Foundation

The Chair stated that the Departure of Ken McCluskey had created a vacancy on the Foundation Board that needed to be filled by a Regional Chair. Council agreed to appoint RC Kate Rawlings of Aotearoa to the vacancy.

The Chair of the ATEM Foundation tabled the latest information on the Foundation's investments. Council noted that the Foundation was out performing the ASX All Ordinaries Index by 8.7% and the Standard and Poors ASX 200 index by 8.1%. It was also outperforming the ASX All Ordinaries Accumulation Index by 13.3% and the Standard and Poors ASX Accumulation index by 12.3%. Council resolved to adopt the Foundation Report.

4. Strategic Matters

ATEM Strategic Plan 2012-2014

The meeting noted that a new strategic plan for 2012-2014 needs to be finalised and that two projects undertaken in 2011 will impact upon it. These projects are the *Leading Professionals in Tertiary Institutions in Australia and New Zealand* and the *ATEM Membership Strategy*. Council agreed to form a working party chaired by VP Linda McKellar and to include ED Paul Abela, GC Joanne Austin and Maddy McMaster. This working party is to bring a draft to the April 2012 meeting.

Professional and Executive Leadership Capabilities Project

VP Linda McKellar led the discussion on the Leadership Capabilities Project. The draft report has been reviewed by three regions and the following suggestions were discussed:

- Adoption of more plain English were possible as the jargon reduces the accessibility of the Report
- Accessibility would also be assisted by “chunking”, that is, breaking the report up into more digestible sections
- Changing the title of the project to *Leading Professionals in Tertiary Institutions in Australia and New Zealand* (Aotearoa is in-house terminology in ATEM)
- That the period of consultation should conclude and the document be made available for consultation in early 2012.

Membership Recruitment

The ATEM Membership Strategy was accepted in principle, subject to minor editorial changes. It was agreed that Paul Abela make note of the recommendations that were already being addressed and to conflate any of the remaining recommendations if possible. It was further agreed to then refer the report to the ATEM Marketing Sub-Committee and the Strategic Planning Group for advice and prioritising the remaining recommendations with a view to including the actions in the 2012-2014 Strategic Plan. It was also agreed that Carl Rallings be invited to join the Marketing Committee and be included in these discussions.

5. Policy Document Review Schedule

As part of a rolling schedule to review all policy documents over a three year cycle, Council noted and adopted the suggested changes to these two policy documents:

- Induction Package for New Councillors
- ATEM Regional Conference Manual

Council agreed to defer the Membership Recruitment policy until after the Membership Recruitment report and Strategic Plan were addressed.

6. Online Courses

Council discussed the report from GCs Terry Fulljames and Joanne Austin. It was agreed that, in view of the current financial stringency, the introduction of online courses should be deferred.

7. Carbon Audit Report

Council discussed a Carbon Audit report from VP Linda McKellar and Council agreed to continue to support this initiative, and resolved to:

- identify models used by other professional organisations
- report progress at next Council meeting
- provide guidelines to the Association Secretary so that Carbon Auditing can be included into induction packages and other relevant ATEM policies
- Introduce questions on PD surveys that can inform Carbon Auditing processes, e.g. distance travelled and the mode of transport to the event.

8. TEM Conferences

Tony Heywood’s report from the Joint ATEM/TEFMA Committee was discussed and adopted.

The following future TEMC locations were noted and RC Jenny Martin was asked to consult her region about whether the 2018 TEMC could be held in Canberra so close after the region hosting the 2016 event.

2012 Adelaide
 2013 Hobart
 2014 Perth
 2015 Wollongong

2016 Rotorua, or Wellington, or Auckland, subject to TEFMA agreement
 2017 Cairns, subject to TEFMA agreement

It was noted that a nominal figure of 10% profit margin had in-principal agreement from the TEMC committee.

9. International Conferences

Council noted the following delegates to international conferences in 2012.

Affiliate	ATEM delegate 2012
Association of University Administrators: 2-4 April 2012 Manchester (Carroll Graham 2011 delegate)	TBA
Association of Collegiate Registrars & Admissions Officers: 1-4 April 2012, Philadelphia USA (Maddy McMaster 2011 delegate)	Kathryn Blyth (SEQId/NR)
Association of Caribbean Heads of Educational Administration July 2012 (No ATEM Nominee in 2011)	Still open
<i>Australian Financial Review</i> Conference: June 2012 (Jenny Martin 2011 delegate)	Linda McKellar (SEQId/NR)

10. Social Media

RC Jenny Martin took the members through the ATEM groups registered with [Facebook](#) and [LinkedIn](#) to demonstrate ATEM's presence in social media. Jenny Martin suggested that LinkedIn was the more appropriate platform for ATEM and invited Councillors and members to subscribe to it.

11. Contact from New Zealand Students Association Managers

RC Kate Rawlings discussed a request from New Zealand Managers of Student Associations for a relationship with ATEM on PD. It was agreed that the idea was interesting and worth looking into.

12. 2011 Meeting Schedule

The principle dates for 2012 are:

31 January: Call for Nominations for ATEM Council:
 Vice-President (incumbent Linda McKellar)
 Association Secretary (incumbent Heather Davis)
 General Council (incumbent Terry Fulljames)

3 February: Call for Nominations for Regional Chairs:
 Western, Central, SE Queensland and NE Rivers and Tropical

24 February: Close of Nominations Regional Chairs

27 February: Close of Nominations ATEM Council

27 April: ATEM Council – Melbourne

31 May: ATEM e-AGM

16 September: ATEM Council – Adelaide

17-19 September: TEMC Conference, Adelaide

17 September: ATEM Excellence Awards Night

18 September: ATEM Awards Breakfast & Ghosts Soiree

19 September: TEM Conference Dinner

30 November: ATEM Council – Sydney

Giles Pickford, Secretariat
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Articles

The New Zealand University System Shifts Gear

By Prof Pat Walsh, Vice-Chancellor of Victoria University of Wellington and Chair of the Universities New Zealand (UNZ) Committee on University Academic Programmes.

Though not accompanied by banner headlines, or even especially noticed by the broader populous, the last few years have seen the tertiary sector in New Zealand embark on a distinctly new policy direction. The move from one system to another has thrown up a range of challenges, exacerbated by the degree to which previous ways had become entrenched. The new challenges cannot go unaddressed.



The early 1990s in New Zealand saw the introduction of a volume-driven funding model which, in its various forms, was oriented towards widening access and participation across all forms of tertiary education. This system—commonly if inelegantly dubbed ‘bums on seats’—prevailed until 2007, with participation rates growing 65% between 1994 and 2007.

The new policy setting was accompanied by non-university institutions getting the green light to offer degrees and, by 2007, 14 percent of degree-level students were enrolled in non-university institutions such as polytechnics, private training establishments and indigenous educational institutions known as wananga. The resulting proliferation of non-university courses, both degree-level or otherwise, gave rise to issues around quality control.

Among universities, the most noticeable effect of the volume driven system related to the composition of their student bodies. With pressure on to open the doors more widely, the emphasis all too easily fell upon participation over success. One result of this was first-year cohorts of very disparate educational backgrounds, and it was a challenge for universities to ensure that students across the spectrum were catered for.

Meeting this challenge was no bad thing. Rather than accept higher rates of attrition, failure and repeated courses, it was incumbent on universities to invest heavily in student learning support and pastoral care. In order that the student’s experience of university amounted to more than a significant debt and a sense of failure, New Zealand universities were compelled to introduce some very different practices in induction and orientation, in bridging programmes, in learning and teaching, in assessment, in learning support, and generally in the relationship and implicit contract between students and institutions. “Student experience” is now a key focus at Victoria University of Wellington and a recognisable part of the University vernacular, and we are a better institution for it.

Another outcome of New Zealand’s volume driven system was that public expenditure on tertiary education grew steadily but also unpredictably, through both direct funding to institutions and student support in the form of loans and allowances. Consequently, successive governments sought to drive down expenditure on a per-student basis. Over time, the real value of government funding per student fell to a level where, by 2007, our eight universities collectively received \$230m per annum less than they would have under the funding regime of the early 1990s.

A number of factors brought an end to volume driven funding in New Zealand. Predictably enough, the most important policy driver was the drain on the public purse. Indeed, even this might have continued to be manageable had it not been for the decision in 2005 to make student loans interest free, an egregious misallocation of funds that was nonetheless entrenched due to its attractiveness to voters. Other factors were the often unsatisfactory rates of student progression, particularly in the non-university sector, and disquiet regarding the merits of many non-degree programmes.

Which brings us to present-day drivers. The factors cited above led the previous Labour government to abandon the volume driven system and, in 2008, introduce a capped funding system whereby each tertiary

institution negotiates an Investment Plan with New Zealand's intermediary funding body, the Tertiary Education Commission. In these plans, funding agreements are reached based on student numbers by subject area. Universities, indeed all tertiary institutions, are required to manage their enrolment levels within a tolerance band of plus or minus 3% of negotiated levels. Falling below 97% of the agreed level leads to a claw-back of funding. Exceeding 103% attracts less immediate sanction but risks greater scrutiny in subsequent funding negotiations.

Only as we have shifted to a more tightly managed capped system has it become apparent just to what degree the previous volume-driven model had shaped institutional cultures. On the positive side, it bequeathed an environment that encourages innovation, permits risk-taking and is relatively forgiving of failure.

At the same time, however, it promoted the same growth in programmes seen in the non-university sector. The Universities New Zealand committee that exercises statutory authority to approve new programmes approved some 30-35 per year in the early 1990s, rising to over 100 in 2000 and 2001, before settling at between 50 and 60 in the years since.

This proliferation in turn bred intense competition, both between and within universities. Academics became increasingly adept at demonstrating that their new course, programme or research centre would attract students who would otherwise be lost to the university. Back in the real world, reviews submitted to Universities New Zealand have routinely shown that a high proportion of new programmes failed to attract anything like projected numbers. A direct legacy of this is an array of university programmes that are not financially viable and require substantial cross subsidisation from other programmes.

This presents universities with a challenge that will lead them to take actions which may be resisted by students and staff. Put simply, with only very limited growth in student numbers permitted for the foreseeable future, the introduction of new programmes will require the deletion of existing ones to liberate funding and student places. As you would expect, there is no great enthusiasm among academic staff for deleting programmes.

Without such rationalisation, however, our universities will reproduce the status quo and appear to stagnate at the very time they need to demonstrate they are relevant and vital organisations that are adaptable to an ever changing and increasingly competitive external environment. Viewed more positively, adapting universities' range of programmes to external factors might also be seen as an opportunity.

Another such opportunity, albeit enforced, has been the need to diversify our funding away from traditional government sources. As well as improving our resource base per se, such moves have the added virtue of driving greater external engagement on the part of universities—with business and industry, other centres of research, individual government agencies, overseas universities and other institutions, and, not least, our global alumni base. I think it is a safe bet that the outstanding universities of tomorrow, and also those best placed to withstand ever intensifying global competition, will be those that have built rich and enduring connections. Though our points of emphasis may differ, that is something all of New Zealand's universities are striving for.



This article was first published for the L H Martin Institute *Insights Blog* and has been reprinted with permission. Comments are welcome at the original blog site at:

<http://www.lhmartininstitute.edu.au/insights-blog/2011/11/71-the-nz-university-system-shifts-gear>

Management-Issues – Happier, healthier flexible workplaces

By Brian Amble | December 8 2011

Flexible workplace initiatives aren't just window-dressing or an attractive employee benefit. Flexibility brings with it improvements in employees' health and well-being, reduces absenteeism rates and boosts employee commitment.

The latest evidence for the effectiveness of management that recognizes that it is results that matter, not when or where these results are achieved comes from University of Minnesota sociology professors, Erin Kelly and Phyllis Moen, who studied more than 600 employees of a white-collar organization before and after a Results Only Work Environment (ROWE) initiative was implemented. They examined changes in health-promoting behaviors and health outcomes among the employees participating in the initiative compared to those who did not participate.

ROWE, first introduced at the headquarters of US retail giant, Best Buy, in 2005, focuses on measurable results rather than worrying about when and where work is completed. Under ROWE, employees routinely change when and where they work based on their individual needs and job responsibilities without seeking permission from a manager or even notifying one.

"Our study shows that moving from viewing time at the office as a sign of productivity, to emphasizing actual results can create a work environment that fosters healthy behavior and well-being," Professor Moen said "this has important policy implications, suggesting that initiatives creating broad access to time flexibility encourage employees to take better care of themselves."

According to the study, which appears in the December issue of the *Journal of Health and Social Behavior*, employees participating in the flexible workplace initiative reported getting almost an extra hour of sleep on nights before work. They were less likely to feel obligated to work when sick and more likely to go to a doctor when necessary, even when busy.

The initiative also increased employees' sense of schedule control and reduced their work-family conflict which, in turn, improved their sleep quality, energy levels, self-reported health, and sense of personal mastery while decreasing employees' emotional exhaustion and psychological distress.

And as a 2008 study by Wake Forest University School of Medicine found, better health management is far from being the only benefit of flexible working initiatives. Their results indicated that an increase in perceived flexibility was associated with a decrease in sickness absences and work-related impairment, as well as improved job commitment, strong indicators that flexible work arrangements can contribute to the bottom-line.



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Lead Article by Sandra Jones continued from front page...

Part 1 of the ASERT is an *Action Tool (AT)* (see Table 1).

Table 1: ASERT Action Tool

Criteria for distributed leadership	Dimensions and values to enable development of distributed leadership			
	Context	Culture	Change	Relationships
	Trust	Respect	Recognition	Collaboration
People are involved	Expertise of individuals is used to inform decisions	Individuals participate in decision making	All levels and functions have input into policy development	Expertise of individuals contributes to collective decision making
Processes are supportive	Informal leadership is recognised	Decentralised groups engage in decision making	All levels and functions have input into policy implementation	Communities of practice are modelled
PD is provided	Distributed leadership is used to build leadership capacity	Mentoring for distributed leadership is provided	Leaders at all levels proactively encourage distributed leadership	Collaboration is facilitated
Resources are available	Space, time & finance for collaboration are available	Leadership contribution is recognised and rewarded	Flexibility is built into infrastructure and systems	Opportunities for regular networking are provided

Speaking about the Acton Tool at the 2011 annual TEMC, Professor Jones stated:

the resource we have designed incorporates several Dimensions, Values and Criteria we found underpinned the distributed leadership process in which each of the universities engaged in their separate projects. These include; a context in which trust rather than regulation exists where individuals are valued for the expertise they can bring to the collaborative process; a culture of autonomy rather than control in which everyone is encouraged to contribute; acceptance that change requires a variety of inputs from all functions and levels of a university; the development of relationships that build collaboration rather than individualism and are valued for the networks they create and activity that is based on shared rather than individual purpose.

This resource (included in this article and available digitally for use under a creative commons licence favoured by the ALTC at <http://www.distributedleadership.com.au>.) shows the intersection of these dimensions, values and criteria in cells that identify actions required by institutions that have decided to implement distributed leadership process to build leadership capacity in learning and teaching. Professor Jones explained:

In order to develop a context based on trust rather than regulation, all employees need to be aware that their individual expertise is valued, whether they be formal or informal leaders or academic or professional staff. In addition, there is need for the university to establish processes through which collaboration is enabled, professional development that includes not only the identification of the traits, skills and behaviours of individual leaders but also how individuals may realise and contribute their expertise. Additionally it requires the provision of resources such as space, time and finance, to support collaborative engagement.

To assist universities to identify action they need to move towards a more distributed leadership approach the resource has a second part that consists of a series of reflective prompts included within what the project team have termed a Self Enabling Reflective (SER) process (see Table 2).

Table 2: ASERT Self Enabling Reflective Process

Step	Reflection on practice	Reflective prompts
One	Identify where a distributed leadership approach is to be enabled	Is this an Institute wide focus, or does it affect a particular section, group of people, program or project?
Two	Identify the criterion (from the action framework above) for distributed leadership on which to focus	Which of the four criteria will provide the initial focus for this project?
Three	Identify the dimension and the associated values (from the action framework) for distributed leadership in relation to the chosen criteria	Which of the four dimensions will provide the initial focus for this project?
Four	Reflection on current action(as identified in the intersecting cell of the action framework)	What is the extent to which the identified action item occurs currently?
Five	Reflection for further action	What action could be taken to identify existing opportunities that have not yet been taken advantage of? What action could be taken to identify new opportunities? What action could be taken to generate new opportunities? What action should be taken to ensure these new opportunities are sustainable?
Six	Reflection to ensure integrated concerted, supportive action	How does the proposed action arising from these reflective prompts affect the other criteria and dimensions? What change is needed in the other four criteria to ensure that the proposed action is implemented?
Seven	Identify a plan of activity to achieve the desired action outcome	Indicative questions: What action needs to be taken? Is there a preferred sequence? Who needs to be involved in action? What time period is involved? Is there need for training/facilitation in reflective processes? What finance is needed?
Eight	Reflect on the outcomes of the action taken in terms of the desired action outcomes	Indicative questions: What worked well? What needs improvement? Who else should be involved? What changes are needed in future actions?
Nine	Adjust the reflective process as needed to flexibly accommodate the specific institutional context and culture	Indicative questions: What difficulties has the process of reflection encountered that is related to the specific institutional context? Do these difficulties warrant a change to the process?

The project team identified the importance of developing a tool that was sufficiently flexible to enable its adaptation to the diversity of institutions that make up the higher education sector. Rather than trying to develop a single evaluative framework we realised that providing a tool with ‘trigger’ reflective prompts that will be more effective in identifying action required to suit a multitude of contexts, cultures and change

processes” This means that the ASERT itself implements the dimensions, values and criteria of distributed leadership.

Speaking of the finding of the importance of engaging academics and professional and administrative staff in collaborative networks, Professor Jones provided examples from the four universities that contributed to the project:

- In RMIT the distributed leadership project included academics and professional representatives (including heads of academic schools (departments), managers of IT systems, Property Services and the Survey Centre, and administrative staff responsible for academic development assistance). Similarly the Reference Group of experts included academic, professional and executive representatives. The Plenary sessions that operated as Communities of Practice did attract academic and professional participants (from Human Resources and Student Services). During the project the importance of ensuring that academics were supported in their teaching by professionals and administrators in the infrastructure service group to ensure that teaching spaces were appropriate and timetabling of classes was effective and by the IT and multi-media departments to ensure that each teaching space had functional facilities and technical support was emphasised. This resulted in a number of changes (such as clearer signage in each teaching space on how to use the equipment and a ‘hot line’ to IT technical support during classes). In turn the positive changes that resulted led to one of the major outcomes of this project being the establishment of an ongoing cross-functional leadership group consisting of formal leaders from academic departments, student services, infrastructure, multimedia and information technology and the library to provide effective maintenance of existing teaching spaces and to advise on future teaching spaces. It also led to the adoption of a cross-functional as well as multi-level distributed leadership approach being adopted in a further major project on Assessment.
- In the Australian Catholic University the importance of instructional designers, academics and IT experts working collaboratively to build and operate an effective approach to on-line learning that was both technically capable and pedagogically anchored, was emphasised.
- In Macquarie University the focus on leading assessment engaged academics across all levels (from sessional to senior full-time staff) with professional staff that included policy developers as well as departmental, faculty and organisational administrators inclusive of human resources and IT services.
- In the University of Wollongong academics crossed faculty and disciplinary boundaries to implement change to assessment practice through multi-level interactions with professional staff, central academic development units and senior executive staff. They then crossed institutional boundaries to influence change in assessment practice at the international level through a challenging process of developing and leading a national forum which engaged both professional and academic staff, as well as external groups, across a number of institutions.

The project team that produced this ASERT has since received further funding to design a benchmarking self evaluative tool to provide institutions with further assistance to embed distributed leadership within their particular context.

The team is also keen to hear from institutions interested in using the ASERT, or feedback from any institution that has used the ASERT. Please contact the project leader, Sandra Jones:

Sandra.jones@rmit.edu.au.

L-R: Sandra Jones, Kevin Ryland, Marina Harvey & Geraldine Lefoe (Project Team)





Disciplining employees for out of hours conduct

Kate Jenkins, Partner, Sara Summerbell, Solicitor & Aimee Chadzynski, Graduate, Melbourne | 28 September 2011

In brief

- A recent decision of Fair Work Australia confirms the capacity of employers to discipline employees for out of hours conduct on social networking sites such as Facebook.
- In the decision of *Damian O'Keefe v William Muirs Pty Ltd T/A Troy Williams The Good Guys*, Mr O'Keefe's employment was terminated for two incidents of serious misconduct.
- The main incident related to Mr O'Keefe's post on his Facebook page, which his employer considered offensive and threatening to a fellow employee. Deputy President Swan held that Mr O'Keefe's conduct in threatening another employee via Facebook constituted a valid reason for dismissal, despite the fact that the post was made out of hours, on a home computer.
- The decision highlights that, in the era of social networking, 'the separation between home and work is now less pronounced'.

The facts

Mr O'Keefe was employed by The Good Guys. In 2010 he commenced working under a new commission structure. He had raised concerns with a manager about the appropriate payment of his commissions but was dissatisfied with the manager's response.

Rather than pursuing the matter at a higher level within the business, Mr O'Keefe decided to deal with his frustrations by airing them on Facebook. He posted offensive comments on his Facebook page about his employer, his pay and threatening unspecified persons at the workplace.

He was later contacted by his area manager and a discussion took place regarding the Facebook post, leading to Mr O'Keefe's termination. Mr O'Keefe brought an unfair dismissal application in Fair Work Australia, claiming that:

- his posts on Facebook could not be linked with his employment
- his Facebook page was set to the maximum privacy settings allowable
- it did not display any connection to, and the post in question did not mention, his employer, and he had only 11 Facebook 'friends' who were co-workers.

However, his employer argued that the post constituted serious misconduct, as it:

- displayed an unacceptable attitude toward the company
- demonstrated an 'intimate link' between his employment and his conduct on Facebook, and
- was published specifically about a particular manager and demonstrated a threat that other employees could view.

The decision

Fair Work Australia found that the dismissal of Mr O'Keefe was not harsh, unjust or unreasonable and Mr O'Keefe's application was dismissed. In determining the matter, Deputy President Swan considered a number of factors and commented that the 'separation between home and work is now less pronounced that it used to be'.

Importantly for employers, DP Swan found that:

- Mr O’Keefe should have been aware of the consequences of his actions on Facebook, due to the requirements set out in the Employee Handbook, which contained policies on bullying and harassment
- even in the absence of the Employee Handbook, common sense would dictate that an employee could not write and publish insulting and threatening comments about another employee in this way
- it was irrelevant that the conduct contravening these policies occurred outside of the workplace on a home computer, and
- the manner in which the threat was made to another employee on Facebook provided sufficient reason for termination on the grounds of serious misconduct.

The decision provides guidance for employers about their capacity to discipline employees for out of hours conduct related to social networking, especially where that conduct breaches a workplace policy or threatens an employee.

Social networking and out of hours conduct

With the reduced separation between home and work, employers appear to be facing an increasingly difficult task of monitoring employee conduct, both at work, and outside of work via social networking sites such as Facebook.

Unfair dismissal case law demonstrates that employers can terminate an employee for out of hours conduct in limited circumstances where the conduct:

- undertaken by the employee, viewed objectively, is likely to cause serious damage to the relationship between the employee and employer
- damages the employer’s interests, or
- is incompatible with the employee’s duties as employee.

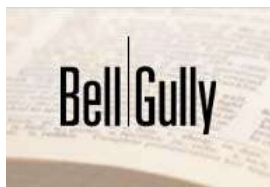
For dismissals to be lawful, they need to demonstrate a sufficient nexus between the conduct and the employment relationship. Examples of successful unfair dismissal claims relating to alleged misconduct on social networking sites include:

- ‘silly’ comments posted on Facebook about a Christmas bonus were not detrimental to the business, the employer did not raise concerns with the employee at the time and the employer was not named in the post or on the employee’s Facebook page
- a Facebook post that did not reveal to whom it was directed and had no specific reference to the employee’s employment, and
- a photograph was taken by a former employee and posted on Facebook which depicted the applicant in a ‘cardboard car’ made from work materials, behind a service counter. The employer did not demonstrate any damage to the business and notably, the applicant did not post the photograph on Facebook.

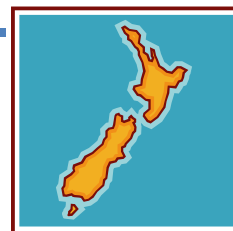
In light of such decisions, when managing alleged employee misconduct, employers should:

- act on issues promptly when they occur
- beware of forming a view about allegations prior to the conclusion of any investigation
- consider whether the requisite connection or nexus between the conduct and the workplace/employment relationship is established before taking any disciplinary action
- take into account the surrounding circumstances, including the employee’s length of service, previous performance or disciplinary issues, reasons given, and whether there was a clear policy in place at the time of the incident, and
- beware of making a decision to terminate an employee before all relevant information has been gathered and considered.

The complete article is available online at <http://www.freehills.com/7507.aspx>



This New Zealand perspective is kindly provided by Bell Gully, www.bellgully.com.



Faxes are now included in anti-spam laws

Corporate Reporter Bulletin | 30 November 2011

Unsolicited commercial faxes now count as spam under the Unsolicited Electronic Messages Act 2007.

The schedule of the Unsolicited Electronic Messages Act was amended by the [Unsolicited Electronic Messages Order 2011](#) (with effect from 21 October) to remove 'facsimiles' from the list of exempt electronic messages. This means that an individual or company may no longer send a commercial fax, with a New Zealand link, to a recipient that has not consented to receiving the message.

For further details visit the Department of Internal Affairs website [here](#).

Link to Bell Gully's article [here](#).



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ATEM Matters

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