In this issue...

TEMC 2011: Riding the Waves .................................................................4
Editorial ........................................................................................................5
President’s Report ......................................................................................6
Executive Director’s Report .........................................................................7
Professional and Executive Leaders in Higher Education Project ............9
Conference Reports ..................................................................................10
   Student Service Centres Conference .......................................................10
   TEMC 2011: Gold Coast 14-17 August ....................................................11
   TEMC 2012: Adelaide ..............................................................................12
   Wrapping up TEMC 2010 ......................................................................12
News and Announcements ........................................................................14
   Membership Upgrades ..........................................................................14
   New Members .......................................................................................15
   Membership Notes ................................................................................16
   ATEM Patrons .......................................................................................16
   ATEM’s New Administration Officer ......................................................16
   Ode to Christchurch ..............................................................................16
   Green Gown Awards Australasia for Excellence in Sustainability within the Tertiary Education Sector ..............................................................................17
   New ACER Subscription Service .............................................................17
   Having the Difficult Conversations: Working with Underperforming Staff ..............................................................................17
   Did you know... ....................................................................................17
Regional Roundup .......................................................................................18
   Aotearoa Region ...................................................................................18
   Bass Region ..........................................................................................18
   Central Region ......................................................................................19
   New South Wales/Australian Capital Territory Region .............................19
   SE Queensland/Northern Rivers Region ..................................................20
   Tropical Region .....................................................................................21
   Western Region .....................................................................................21
   Email Addresses to Contact ATEM Regions .............................................22
   Map of the ATEM Regions .....................................................................22
Secretariat News ........................................................................................23
Articles .........................................................................................................26
   Building capacity for higher education growth ........................................26
   Book Review: Beyond Doctorates Downunder: Maximising the Impact of Your Doctorate from Australia and New Zealand ..............................................27
   Management-Issues – Cultural intelligence and creativity ........................28
ER News – Australia ...................................................................................30
   New Victorian laws to combat bullying: making offensive behaviour a criminal offence .................................................................30
ER News – New Zealand ............................................................................33
   On trial or probation? Requirements and consequences ........................33
Contacts ....................................................................................................35
ATEM Flyer .................................................................................................36
TEM C 2011: Riding the Waves

By Renee Brown

The Tertiary Education Management Conference for 2011 Riding the Waves is fast approaching and yet again it promises to be a fantastic event, this year on the Sunny Gold Coast. The conference falls earlier this year, scheduled for the 14 – 17 August.

The Organising Committee has secured some great keynote speakers including: Mary Kelly, Equity Coordinator Queensland University of Technology and Trevor Gale Director, National Centre for Student Equity in Higher Education, who will be delivering a joint keynote session on Equity; Adjunct Prof Alan Pears AM will give a keynote address on the Carbon Tax and what it means for the Tertiary sector; and, Jo Dane, Senior Consultant, Education Consulting, of Woods Bagot will be presenting on Space Management.

We will also be joined by Graeme Wood, the founder and creator of Wotif to give us a CEO’s perspective and what organisations need from the students that come out of Tertiary Education, and Russel Howcroft, Group CEO Australia and New Zealand of Y&R Brands, and star of the ‘Gruen Transfer’ will speak about the world of marketing.

For the first time the conference will be hosting a panel session featuring industry leaders including Prof Sandra Harding, Professor Paul Greenfield and Professor Peter Lee. The topic for discussion will be Tertiary Education in 2020.

The Organising Committee for 2011 would like to take this opportunity to acknowledge the support of its Platinum Sponsor Fuji Xerox. This is the third year that Fuji Xerox has supported the conference at this level and we thank them for their ongoing support. The 2011 conference will again have a large trade exhibition with over 35 exhibitors taking part. Please ensure you take the time to visit the sponsors and exhibitors during the conference. There will also be competitions running, giving you the opportunity to win some great prizes donated by our sponsors and exhibitors. The trade exhibition area will also feature a Coffee Lounge sponsored by Schneider Electric, and Internet Lounge sponsored by Hindmarsh. Also for the first time a Pamper Zone sponsored by Cockram Constructions. The pamper zone will feature massagers and hand treatments.

The social program will again be an enjoyable highlight, commencing with the Welcome Reception on Sunday 14 August. We can’t tell you where it is going to be, but we can assure you that you will have the time of your life. The Welcome Reception is again sponsored by Campus Living Villages and they are excited about what we have in store for the delegates.

The Conference Dinner theme for 2011 is A Night in Paradise. It’s a chance to bring out those Hawaiian shirts or a Hula skirt, if you dare, and to sit back, relax under the sun and sip a cocktail or two. The Conference Dinner is proudly sponsored by Woods Bagot and Wilde and Woolard.

For more information on the conference or to register please visit www.temc.org.au

We look forward to welcoming you to the Gold Coast in August.
Editorial

Welcome to ATEM Matters #40, the first of three issues for 2011.

Our first issue for 2011 is full of information about what has been happening at ATEM and the tertiary education sector as well as some articles of interest for our members.

This issue also points to two ATEM research projects that will be seeking your input in 2011. Look out for Linda McKellar’s progress report on the Professional and Executive Leaders in Higher Education Project that ATEM has commissioned and whose partners include Prof Geoff Scott from the University of Western Sydney and the L H Martin Institute. ATEM has also begun a Membership Recruitment study led by Carl Rallings, Regional Chair of SE Queensland/Northern Rivers Region.

We have the usual Regional Roundup from Regional Chairs who are reporting a busy start to 2011. The News and Announcements section is included to give you a snapshot of what’s happening with our members and contains the names of 101 new ATEM members since the last issue. Feel free to contribute your news or the news of your organisation for this section. It is great to see what I hope will continue to be a steady stream of news supplied directly from our members. Several conference reports, including one hot off the press about the May Student Service Centres Conference in Cairns are also included in this issue.

The President’s Report and a report from our new Executive Director are here to keep you up to date with what has been happening at Council and beyond since our last issue. And of course Giles Pickford keeps us up to date, as ever, with Secretariat Jottings. Giles has also contributed a poem Ode to Christchurch, written with past President Tom Gregg which was read aloud after a minute’s silence at the last ATEM Council Meeting, and serves to express ATEM’s concern and support for our Canterbury colleagues.

It is hoped that the articles selected for you in this issue will provide some interesting reading, beginning with the lead article about the upcoming Tertiary Education Management Conference (TEMC) on the Gold Coast in August. There are also reports about the 2012 TEMC in Adelaide as well as a wrap up of the TEMC held in Melbourne last year. We have our usual article from Management Issues in the UK, this time about cultural intelligence and creativity. There’s also another article with UK origins about building capacity for higher education pointing to the importance of middle managers to the capacity building endeavours of their HE institutions in times of flux. There is a book review by our Councillor and Director at Academic Bay of Plenty Polytechnic, Dr Terry Fulljames, who reviewed the last of the “Doctorates Downunder” trilogy called Beyond Doctorates Downunder: Maximising the impact of your doctorate from Australia and New Zealand. We again bring you information about Employment Relations sourced from our very good friends at Bell Gully in New Zealand and Freehills in Australia.

The issues of ATEM Matters are published just after ATEM Council meetings and therefore the next two issues will be published in August and December, 2011.

Until then....

Heather Davis
Editor, ATEM Matters
AMEditor@atem.org.au
President’s Report

Council Elections

Following the recent Call for Nominations I was pleased to be returned as President and look forward to working with Council for a further two years. I also welcome the return of Tony Heywood as Vice-President and Rex Jones as Treasurer as well as Kate Rawlings to the Chair of Aotearoa Region and Jennifer Martin as the Chair of NSW/ACT Region. I am pleased to welcome Maddy McMaster, Chair Bass Region and Joanne Austin, Councillor back to Council in their new roles.

Executive Director

I am absolutely delighted to have Paul Abela on board as our Executive Director and his first report to Council in April provided a clear sense that he has taken the reigns up with enthusiasm and is already making a major contribution to our operations. Paul has prepared a Marketing Strategy for Council, brought together a meeting of the Secretariat, is in the process of negotiating office space, initiated meetings with Corporate Members in ACT, NSW and SA, and set about ensuring a strong understanding of our activities.

From my perspective as President, one of the key contributions that Paul has made in his time as Executive Director—and remember as I write this report it is still less than fifty days since he started—is the preparation of the Key Performance Indicators Report for Council. As many of you would be aware I have advocated such a report since I became President and believe that this draft report provides a clear dashboard of the key performance indicators for Council. I am also pleased to advise Council that Paul has committed to a formal performance Agreement that was negotiated by myself as President and endorsed by the Vice-Presidents, Secretary and Treasurer.

Administrative Officer

As you may be aware Barb Stubbs resigned from her positions as Administrative Officer and Tropical Region Executive Officer. Barb will be sorely missed from both roles and from my own perspective I will miss her enthusiasm and commitment from the Administrative Officer role. On behalf of Council I want to thank Barb for her significant contributions and wish her well for the future. Paul has initiated recruitment activity for the Administrative Officer and expects to make an appointment in early May which will allow a month of handover and ensure a seamless transition in the role.

ATEM Patrons

Following the retirement of Professor Ian Chubb from his role as Vice-Chancellor of the Australian National University the role of ATEM patron was considered by Council. Council decided that it was important to continue with a current Vice-Chancellor in the role of Patron but also decided that it was equally important to have an Australian Patron and a New Zealand Patron to advocate for ATEM in both countries.

Following discussions of possible eminent candidates at Council, and approaches to those considered suitable, I am pleased to recommend the appointment of the following Patrons:

ATEM Australian Patron: Professor Jane den Hollander, Vice-Chancellor, Deakin University
ATEM New Zealand Patron: The Honorary Steve Maharey, Vice-Chancellor, Massey University

Ghosts’ Convenor

The current three year term of the Convenor, Emeritus Chapter (The Ghosts) concluded in April 2011. Giles Pickford undertook this role with enthusiasm and commitment during this time. Following a call for Expressions of Interest for the role of Convenor from amongst the Ghosts it is my pleasure to recommend to Council the appointment of Giles Pickford as Ghosts Convenor for the period 2011-2014.

Dr Stephen Weller
15 April 2011
stephen.weller@atem.org.au
Executive Director’s Report

I feel very privileged to be able to put before members my first ATEM Matters report.

As the new Executive Director, I am very grateful for the work undertaken by Maree Conway and the many others who have placed ATEM in a great position in the future.

The last three months have been very busy and exciting time; learning, meeting and discussing ATEM with a variety of stakeholders.

Having been a long time member myself, I am highly motivated to see our association flourish, and with it to advance tertiary education management for the good of all of our institutions.

Our Vision

In the short term, we need to increase our membership and encourage more members and non-members to take professional development. We need to make sure that we are on a good financial position to achieve those things that matter to ATEM and increasing these numbers will assist us greatly.

To achieve this you will be seeing more of us at your tertiary education campuses. We want to increase our marketing activities, appear in the press, at conferences and work with other peak bodies to advance tertiary education management.

We have much to celebrate over 35 years and we want ATEM to be more relevant in the lives of tertiary education professionals.

We want to be able to more making comment about issues that matter to you.

And we would like to hear from you.

I commend to you to two studies that we have undertaken to launch in 2011, a membership needs and opinion survey and a survey into the capabilities of leadership in tertiary education in 2011. This latter survey is being conducted with the assistance of our friends at the LH Martin Institute and by the University of Western Sydney. See an update by Vice President Linda McKellar on page 9 for more information about this project.

The findings of these surveys will assist us in responding to your needs and hopefully entice more people to become active in their professional body.

Council has a vision to ensure that we produce the best and most appropriate professional development activities for our members. Our Professional Development activities already have exciting presenters, are reasonably priced and are designed by education managers for education professionals. If you haven’t been to one for a while, please look at our website.

More importantly, lets us know what you want as PD in 2012. We finalise our PD for 2012 in September each year so now is as the time to make suggestions for the type of PD you might require either for yourself or for your colleagues.

You can help us achieve our vision

Simply talk to people about ATEM.

After all, you think it is worth being a member, others will also. Easy right?

Wrong.

I know it is not as easy as it sounds. I have been there too. You don’t want to really impose yourself on colleagues. Many members have trouble articulating the reasons for joining.

So what do I tell my colleagues about joining ATEM?
One of my first duties I felt was to simplify that response. On page 36 of this issue of ATEM Matters is a flyer which will be going out to all of our member institutions through our Institutional coordinators to promote ATEM in Australia. A version with more relevance to Aotearoa is currently being reviewed. However, the reasons for joining are identical so please feel free to use these reasons in any conversation about ATEM.

**Staffing**

Barbara Stubbs, our ATEM Administration Officer, has decided to move on and I thank her for her work in setting up the professional development activities for 2011 and for all the work she has put in over the years.

Leah Boucher has now been appointed to take over. Leah comes to us from Macquarie University. She has a background in administration, event management and web site administration, the perfect mix for this position.

**ATEM’s office**

As this is being typed we are in negotiation with the University of Sydney and the University of Western Sydney to provide office space for our growing needs. Shortly, the central secretariat will have an office and a central phone number. This will simplify communication with the secretariat.

**Website**

We have now had six months to imbed the new website and the general feedback from members is very positive. The website has some limitations, in particular with multiple registrants to professional development activities. We ask members that if they have any issues at all please pick up the phone and talk to the appropriate Regional Executive officer or email ATEM. Contact information is always given in the promotional flyer for each activity.

Usually we can fix any issue on the spot.

We do want to continue to improve the website. There is a website working group and they have made a number of recommendations for improvement. This will include up-to-date news panels and a scrolling set of cards to keep you informed of upcoming events in a glance.

We will be implementing these things gradually as we go.

**Facebook and Linked In**

ATEM has established a Linked In and Facebook pages that you are most welcome to join. Get active and join.

There have been some other great ideas put forward for ATEM so keep your eye on our website and see our weekend updates for more information.

Paul Abela
ATEM Executive Director
paul.abela@atem.org.au
**Professional and Executive Leaders in Higher Education Project**

Here’s your chance to have a say and to help identify the leadership attributes that you would like to see from professional and executive staff in tertiary education institutions across Australia and New Zealand.

ATEM is leading this Australian/New Zealand Survey of Professional and Executive Leaders in Higher Education project. This is an initiative that your ATEM Council has supported and it will inform how ATEM’s professional development is planned and delivered to you in the future. It will also help inform the direction of professional development in institutions in Australia and New Zealand.

This survey aims to identify the capabilities most important to effective practice for experienced leaders in professional and executive roles in tertiary education institutions in Australia and New Zealand who are not employed under a teaching or research classification. The survey replicates, as far as possible, that used to gather data for the influential Learning Leaders in Times of Change report* which identified leadership behaviours for academic staff. That survey canvassed over 600 academic staff across Australia.

Our survey aims to include professional and executive staff (that’s you!) from over 60 institutions across Australia and New Zealand. Its findings will help to ensure that development of current and future tertiary education professional and executive leaders focuses on what really counts for effective performance in their role. The research is funded by ATEM with support from the LH Martin Institute. The University of Western Sydney, where the original survey was conducted, will manage the online survey for us.

**Have your say!**

Results will be published on the ATEM website at [www.atem.org.au](http://www.atem.org.au). There will be upcoming information about the survey in other Australian and New Zealand higher education publications, eg. Campus Review, HE Supplement. You will be advised of the progress of this project through the weekly update.

The results will be discussed at the upcoming TEMC in August where you will have an opportunity to help validate the findings and provide input into the final report and direction. Then, your institution will be sent a copy of the final report.

The survey will come out in early June and we encourage you to participate. Please contact your Regional Chair or Institutional Coordinator by 23 May so they can add your name and email to the list of participants and you will be contacted. If you have any questions, please contact me at linda.mckellar@atem.org.au.

All the best and let’s work together to inform the direction of leadership across Australia and New Zealand and specifically in our own institutions.

**Linda McKellar**

ATEM Vice President and Project Chair

linda.mckellar@atem.org.au

---

Conference Reports

Student Service Centres Conference

The 6th Student Service Centres Conference was successfully held in Cairns May 9th – 12th at the Hilton Hotel. 127 participants attended with many first time attendees to the Conference who also enjoyed their first visit to the Region. It was especially gratifying to see our colleagues representing other tertiary institutions from TAFE, Polytechnics and private colleges. I similarly enjoyed the challenge of the Conference as it was my first involvement both as the organizing Chair and as a delegate. I wish to acknowledge and thank our other sponsors, CSBA, Right Now Technologies, Qmatic, Callista and Nexa for their attendance and support.

The welcome cocktail function was generously hosted by Dr Stephen Weller, ATEM President and Deputy Vice-Chancellor (University Services) and Registrar of James Cook University. The event was held at the Boathouse Function Centre of JCU on the scenic grounds of the Cairns campus and was enjoyed by all as was the walking tour. The Yirringanji Indigenous dancers did a great job of entertaining our enthusiastic audience who quickly adapted to our relaxed tropical surrounds. Our Conference dinner was a similarly pleasant social event held outdoors in the illuminated grounds of the Hilton Hotel.

The theme of Are you Being Served was well explored by our Presenters covering a wide range of issues. I would like to thank them for investing their time and sharing their knowledge and experience with their peers. Thirteen papers were delivered in total, all of which were well received and covered numerous aspects of customer service. I was delighted to have been approached throughout the Conference with many positive and valuable comments from our delegates and thoroughly enjoyed the interaction of our discussions. I would like to also thank our keynote speakers: Dr Stephen Weller for acknowledging the importance of delivering Customer Service to every employee at every level within a tertiary institution; Maree Conway who consistently challenges and encourages all of us to think ahead and reflect on all possible avenues of delivering customer service to the wider audience and adapting to the technological changes of our society; and Hilary Langford.

Hilary Langford also facilitated a workshop on day two and this thought provoking session used Cyclone Yasi as a Case Study on the close alignment of the issues experienced through organizational change. It highlighted the leadership of Queensland Premier, Anna Bligh, with the disruptions caused by the unsettling weather events experienced in both Australia and New Zealand. The topic had special relevance to the Tropical Region delegates stirring mixed emotions. The workshop was an interesting and engaging session that provided delegates with a better appreciation of the emotional upheavals individuals may experience with the many changes that are presented in today’s workplace. Hilary highlighted the knowledge and skills to assist in positively managing change be they in the workplace, at home or within the community.

Anna-Marie Williams
Chair Tropical Region and Conference Chair
May, 2011
**TEMC 2011: Gold Coast 14-17 August**

We are currently on target for all critical dates, remembering the conference is “early” and to be held 14-17 August.

**BUDGET**

Several deposits are now being paid for the 2011 conference. As registrations are open funds are coming into the account enabling us to pay invoices as they arise. At this stage all expenses have been on target.

**SPEAKERS**

The committee have now confirmed all keynote speakers

- Prof Trevor Gale and Ms Mary Kelly – Social Justice
- Ms Jo Dane – Learning Spaces
- Ms Sara Carrigan and Mrs Libby Trickett – Motivational
- Mr Russel Howcroft – Marketing
- Mr Graeme Wood – CEO
- Adjunct Prof Alan Pears – Carbon Tax
- Prof Ian O’Connor (VC Griffith) – Opening address

The new panel session on Tuesday afternoon has confirmed VCs Prof Greenfield (University of Qld), Prof Harding (James Cook) and Prof Lee (Southern Cross) with negotiations continuing to fill the panel to five.

**SPONSORSHIP**

Sponsorship and Exhibition sales are going very well. There was a minimum target of $200,000 and this target has now been surpassed. There is one sponsorship opportunity remaining: ATEM Breakfast.

There are 18 trade booths available on a plan of 40. It is anticipated these will be sold within the next month. If the trade booth sales exceed 40 there is scope to increase the number of booths while still having a comfortable amount of room for the delegates.

**REGISTRATIONS**

Registrations are slightly lower than we would like and the push will commence now that the call for papers has closed.

**CALL FOR PAPERS**

105 received with a further four by Easter - an excellent result. There are 8-10 reviewers from both ATEM and TEFMA organised to review the abstracts from Monday 18 April. They will have just over 3 weeks to review the abstracts. The Committee will look over their reviews and comments and put together the program in a face to face meeting on Wednesday 11 May.

**PRE CONFERENCE WORKSHOP**

The committee was approached about a pre-conference workshop **IDEAS for Universities**, this has been accepted and will be offered on the Saturday and Sunday.

**Bruce McCallum**

Chair, TEMC 2011 Organising Committee
April, 2011
TEM C 2012: Adelaide

Planning for the 2012 TEM Conference in Adelaide has been high on our priority list and venues for the conference (Award winning Adelaide Convention Centre) and the conference dinner (Adelaide Entertainment Centre) have been finalised and booked. The theme for the conference will be revealed at the launch in August at the 2011 conference and we look forward to coaxing delegates with a special Adelaide treat or two.

Judy Szekeres
Chair, Central Region

Wrapping up TEMC 2010

By Renee Brown, Leishmans

The 2010 Tertiary Education Management Conference was held at the Crown Conference Centre, Southbank, Melbourne, Victoria, from 3 – 6 October. The theme of the conference was Future Directions with several sub themes designed to challenge delegates and presenters thinking and paradigms. With a record breaking 744 delegates in attendance, 6 fantastic keynote speakers and over 70 papers presented this was certainly achieved.

TEM C 2010 saw over 100 delegates attend from New Zealand and an additional 15 delegates from across the globe, including the United Kingdom, Brunei, Darussalam, Saudi Arabia, Singapore, South Africa, USA and Vietnam

The conference theme and standard was set with the opening keynote speaker Dominic Thurbon, who spoke on engaging the student of the future and how learning institutions can better attract new students and retain them throughout their studies.

Other keynote speakers included Morris Misełowski, who took us on a journey into the future of education, Tom O’Toole who gave a highly energised and entertaining presentation, Fae Robinson and Ms. Linda Brown, Deputy Vice-Chancellor and Director TAFE, Swinburne TAFE.

The closing keynote was delivered by Dr Giovanni Leonardi, a corporate imposter. This session was enjoyed by all with many delegates echoing the comment of this one delegate “What can I say - but totally sucked in”.

For the first time the conference engaged the services of a professional MC, Darren Isenberg. Darren did an excellent job in pulling the conference together and added the extra element of professionalism for what is now a major industry event. Darren added new ideas to the conference including a “sponsor’s speakeasy”, an engaging way for sponsors to get their message across without the boredom of a PowerPoint presentation or long speech.

TEM C 2010 embodied the theme of the conference, Future Directions, by giving each delegate their own E-reader with the conference handbook and program loaded on to it. This initiative was taken to help reduce the waste of printing a conference handbook. It is hoped that this technology will be used for future conferences with delegates being given an SD card to load at the start of the next conference.

Again the technical sessions of the conference were supported by an enjoyable social program including a Welcome Reception, Happy Hour, Conference Dinner, Association Breakfasts, TEFMA Dinner and Tours.

The conference dinner theme was “UniBelly” - the underworld of Tertiary Education. The night began with the delegates being greeted by dodgy characters of the docklands. Once inside delegates lined up to
have their mug shots taken, and once seated, dodgy characters of the docklands swarmed the room, but all was in hand with the local law enforcement to save the day, for a price of course. After entrée delegates were entertained by Tenors Undercover and then later in the evening Bustagroove took to the stage with delegates hitting the dance floor immediately.

The conference was supported by a fantastic trade exhibition and support of generous sponsors. I would like to thank all the sponsors and exhibitors and in particular the major sponsors Fuji Xerox, Campus Living Villages, Woods Bagot, and Wilde & Woollard for their generous and continued support.

TEMCC 2010 was yet another successful conference for ATEM and TEFMA and formal acknowledgement should be given to the entire Organising Committee, led by Mick Serena and Joanne Austin, who worked tirelessly to ensure that the conference was a great success and new initiatives were tested. The committee were always thinking outside the square and striving to add value for the delegate.
News and Announcements

Membership Upgrades

Congratulations to the following ATEM Members who have been recognised for their contributions and commitment to tertiary education and the profession.

Fellow: Naomi Yellowlees, Western Region
Associate Fellow: Carroll Graham, NSW/ACT 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.

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

The waiting times were previously one year of membership for Associate Fellow and two years for Fellow. Immediate access to these post nominal levels are now available to those who meet the criteria and apply.
ATEM Matters No 40

May 2011

New Members

ATEM welcomes our 101 new members who have joined since December 2010.

International
Alan ElMaghraby
Salman Farooq
Anthony Payne
Christine Picone

Aotearoa
Tania Ang
Karishma Bhat
Jennifer Anne Black
Keith Heathcote
Ilse Hindle
Romain Mirosa
Dora Poulopoulos
Francisco Serrano
Tessa Sillifant
Helen Sosna
YY Tan
Clint (Nicky) Van der Bergh
Megan Wilson

Bass
Jill Allen
Tracey Akgun
Gagan Arora
Dawne Brown
Caroline Burbury
Chantelle Corbell
Nikki Dowling
Kate Duyvestyn
Kaylene Gunston
Penny Hyland
Peter Macauley
Michelle Marsden
Peter McSweeney
Brendan Moloney
Sarah Namnuni Dewage
Jennifer O’Halloran
Katrina Oakley

Corey Peterson
Johann Posso
Deborah Thomas
Kathryn Thomson
Gillian Vosper
Andrew Wilmore

Central
Alison Abbott
Karyn Applekamp
Kerry Braini
Storey Chambers
Annika Danielsson
Lody Dannaoui
Tania Kanellos
Lynn Knowles
Simon MacDonald
Catherine Madigan
Maria Russo
Tricia Vilkinas
Dianne van Eck

NSW/ACT
Rebecca Archer
Teraesa Ashworth
Victoria Black
Nakia Bolt
Leah Boucher
Jane Box
Megan Breden
Anita Clarke
Linda Coggiola
Kylie Colvin
Linda Cooper
David Craig
Michael De Percy
Tjanara Goreng Goreng
Bronwyn Green
Stephen Kirk

Bronwyn Kosman
Rhonda Leece
Ian Lisser
Tamsyn Richards
Adrienne Riggs
Alexandra Sabharwal
Cheyne Scott
Yan Wang
Cassandra Webek
Magdalene Wong-Borgefjord
Shauna Wood
Melissa Zaccagnini
Rebecca Zhang
Julian Zipparo

SE Queensland/Northern Rivers
Daniel Abell
Prudence Berry
Amanda Clark
Deborah Howarth
Clare McNeill
Christine Murphy
Barbara Palmer
Emma Smith
Karen Wheeler

Tropical
George Lambrinidis

Western
Leah Clapton
Johann Groenewald
Susan King
Janet Mannolini
Nerry Nichols
Renu Sharma
Betty Verhelst
Katherine Williams
Membership Notes

ATEM Patrons

Following the retirement of Professor Ian Chubb from his role as Vice-Chancellor of the Australian National University the role of the ATEM patron and possible candidates were considered by Council. It was decided that it was important to continue to have a Vice-Chancellor in the role of Patron and that it was equally important to have an Australian Patron and a New Zealand Patron to advocate for ATEM in both countries.

We are pleased to announce that they are:

ATEM Australian Patron: Professor Jane den Hollander, Vice-Chancellor, Deakin University

ATEM New Zealand Patron: The Honorary Steve Maharey, Vice-Chancellor, Massey University

ATEM’s New Administration Officer

Leah Boucher has been appointed as ATEM’s New Administration Officer and will work with Paul Abela, ATEM’s Executive Director. Leah comes to us from Macquarie University. She has a background in administration, event management and web site administration, the perfect mix for this position.

Ode to Christchurch

The April Council meeting began with a minute’s silence to recognise the tragedy that struck Christchurch on 22 February. Giles Pickford then read this poem, an Ode to Christchurch written by himself and Tom Gregg.

Christchurch people for day after day
Have suffered shock and grief so bitter
For months they’ve been shaken like the prey
In the jaws of a grim predator

The Earth heaved and seethed like boiling water
It melted like butter in the sun
There was little unbroken in Bexley
Bromley or Sumner once the quake was done

Their lives can never be the same again
Uncertainty lies beneath the ground
The bonds between women, children and men
Are all that’s left which are strong and sound

But like light from a far off beacon
The distant sweetness of hope is found
Christchurch was and will be again
New Zealand’s most beautiful town

Giles Pickford and Tom Gregg
March 2011
Green Gown Awards Australasia for Excellence in Sustainability within the Tertiary Education Sector

The Green Gown Awards Australasia is the first and only Award Scheme dedicated to recognising excellence in sustainability within the tertiary education sector in Australia and New Zealand. The Awards aim to recognise those institutions that are leading the way within sustainability, providing a real and very positive platform for others to aspire to.

2011 will see the introduction of three new categories, open to all Australasian tertiary education institutions, bringing the total of 6 Awards for 2011. This includes the introduction of the ACTS Award of Excellence which will recognise the sustainability achievements of one of our institutional members.

2011 Award Categories

- Continuous Improvement – Institutional Change
- Continuous Improvement – Specific Area
- Learning and teaching
- Student Initiatives and Campaigns
- TAFEs and smaller institutions
- ACTS Award of Excellence

The Awards will launch on Tuesday 14 June 2011, and the deadline for entries will be 12 noon on Friday 5 August 2011.


New ACER Subscription Service

The Australian Council for Educational Research (ACER) CER has introduced a new subscription service. It is called Joining the Dots and is a suite of resources for people interested in policy and practice in Australian higher education. Subscribers receive a monthly news digest, access to eight research briefings and a webinar series. The first research briefing, released before Easter was on the hot topic of student demand. The focus of these briefings is on synthesising a range of data to provide a solid evidence base for policymakers and higher education leaders to refer to when making policy and practical decisions. Subscriptions are available for institutions or for individuals. More details can be found at: www.acer.edu.au/jtd.

Did you know….

The word “atem” means “breath” in German!

(Thanks to our ever vigilant VP Tony Heywood for this gem.)
Regional Roundup

**Aotearoa Region**

**Kate Rawlings**  
Regional Chair

*Kia Ora*  

Aotearoa has got off to a slow start in regard to its PD programme for 2011. To a significant extent this has been due to the Christchurch earthquake on February 22nd. We are now poised to take off!

On a brighter note two of the sub regions have hosted networking events which were very successful.

A series of management workshops are planned for May and June in Wellington and Auckland. The symposium planned for May in Christchurch is now in initial planning stages for late October early November in Christchurch and is likely to have a disaster planning and business continuity theme, we will keep you posted with progress.

As you can imagine the earthquake has had a significant effect on the functioning of the University of Canterbury, Lincoln University, the University of Otago Faculty of Medicine and the Christchurch Polytech as well as many private tertiary education providers, none more so than the English School in the CTV building where many staff and students have lost their lives. Staff have been fantastic in helping their institutions get back to the business of teaching our students. The student army has demonstrated very clearly the quality students we do have studying in our institutions.

On a personal note the ATEM members in Canterbury are very appreciative of all the good wishes we have received, so thank you to all of you.

Best wishes,

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

**Bass Region**

**Joanne Austin**  
Regional Chair

The Bass Region is undergoing a change – as I write this I am the outgoing Chair (well, gone really) and Bass has a new Chair – Dr Maddy McMaster from RMIT. I would like to congratulate and welcome Maddy to the position. I know that she will do a fantastic job in shaping the Bass Region for the future. Equally I know that I will miss being the Chair of the Region, however I will still get my ATEM fix as I have been elected to the position of Councillor on the ATEM Council.

This year again promises to be a good year – the first breakfast was held in April with a good turnout and an interesting and engaging speaker. Angela Pippos is a sports reporter and a woman in a testosterone charged world. The rest of the breakfasts for 2011 have been planned and can be found on the ATEM website, as can all the other great programs on offer this year. The professional development program is once again extensive, and this year we have offered small grants to our Tasmanian members to attend a program in Melbourne. So far one grant has been allocated and we hope that there will be more.

We have also started planning for the 2012 Bass Regional Conference to be held in Melbourne in May 2012, so watch out for the ‘Call for papers’. In addition to this, the Bass Region has commenced planning for the 2013 Tertiary Education Management Conference which will be held in Hobart in September 2013. We have already booked the venue and soon will start working on themes, the program and social events.

---

ATEM Matters No 40  
18  
May 2011
As I am on my way out the Chair door and this is my last report, I would like to take this opportunity to thank the Bass Region Committee over the years – I have met and worked with some wonderful people – who I am sure I will see at breakfasts and conferences. The Bass Region is in very good hands with the current committee and with Maddy at the helm to move ATEM Bass Region forward.

Joanne Austin
Outgoing Regional Chair, Bass
joanne.austin@atem.org.au

Central Region

It has been a steady start to the year for the Central Region, with our usual launch of the year’s program at a new venue – Marcellinas. The venue (and the breakfast) got the thumbs up from the people who attended, as did the presentation given by John Pryzibilla and Judy Szekeres on dealing with cultural change when you change institutions.

The second session for the year was titled “Compliance, do we have to?” and presenters included key staff from the State Government higher education regulator, the new Chair of the AUQA Board, and the Registrar from Flinders. All of these presenters clearly believed that compliance is deeply important and gave cogent arguments as to why this was so. The session was well attended and received high praise in the feedback. The quality of presentations was indeed, impressive.

The Central Region also hosted the ATEM Council meeting on 29th April. Unfortunately, as this was the week of Easter, attendance at the drinks beforehand was low, but it was great to have the Council here and to be able to show them the venue of next year’s TEMC.

Judy Szekeres
Regional Chair, Central
judy.szekeres.atem.org.au

New South Wales/Australian Capital Territory Region

Professional Development

In 2011 so far, the Region has run workshops on Budgeting and Forecasting in Excel, Managing Effective Workplace Relations and Process Mapping. These workshops were very successful with positive feedback from attendees.

Sessions to be conducted in the upcoming months include The Hows and Whys of Process Mapping, Frontline Supervisors Essential Leadership Skills, Networking for Tertiary Administrators, Stage 2 Process Mapping and Writing for the Web. The practical sessions proved popular in 2010 so we are hoping that the trend will continue in 2011.

Planning for the Regional Conference later in the year has commenced with a Subcommittee being formed to work out vital areas such as venue, timing and topics.

We are pleased to announce that institutions in regional NSW / ACT have shown a keenness to host workshops during 2011. Planning for these has commenced and details will be released shortly.

Committee News

The contract for the current Executive Officer has been extended for a further twelve months until December 2011. The Deputy Chair (Professional Development) Kathryn Blyth has accepted the position of Academic Registrar at the Australian Catholic University in Brisbane so will resign from the Deputy Chair (PD) position in June. The Region wishes Kathryn all the best in her new endeavor and will miss
her input and organization of the region’s PD program.

The region committee will visit the ACT for their May region committee meeting which will be followed by an ACT and surrounding areas members’ event at ANU.

Region committee members have been busy reviewing region policies and contributing to ATEM-wide projects such as the ATEM Finance Manual, ATEM Region Conference Manual and Generation Y engagement with ATEM. Elections will take place in June.

**Membership and ICs**

The first Teleconference of the region’s IC representatives was held in February. Positive suggestions and constructive criticisms were voiced by the participants which should lead to many initiatives in 2011. ICs are reminded to contact the region committee to apply to use the $1000 per institution available to run events locally on campuses.

**Community Engagement – Region Grants**

We are proud to announce the success of a joint initiative between the ATEM Ghosts and the NSW / ACT Region to recognise the invaluable service given by the late John Chapman to the ATEM Association and the NSW / ACT Region. It is the availability of 2 grants totalling nearly $4,000 to enable attendance at the 2011 TEM Conference on the Gold Coast. Applications are open and details can be seen on the ATEM website. Applications close on 27 May 2011.

The Region is also again offering two grants valued at $2000 each for region members to attend TEMC.


Jennifer Martin  
Regional Chair, NSW/ACT  
jennifer.martin@atem.org.au

**SE Queensland/Northern Rivers Region**

**Highlights from 2010**

Thirteen varied courses were offered over the year of which eleven were run with a total of 120 registrations. During 2010 Griffith University provided the administrative support for the year. The introduction of the new online registration system also contributed strongly to the success of the program.

**What’s happening in 2011**

The region is hosting the 2011 TEM conference at the Gold Coast in August. Bruce McCallum is the organising chair. He brings a wealth of experience to this role having organised a number of Queensland state conferences in the past.

Carl Rallings  
Regional Chair, SE Queensland/Northern Rivers  
Carl.rallings@atem.org.au
**Tropical Region**

I am delighted to announce that the 6th Student Service Centres Conference was successfully held in Cairns May 9th – 12th at the Hilton Hotel. We had 127 participants with many first time attendees to the Conference who also enjoyed their first visit to the Region which was pleasing. It was especially gratifying to see our colleagues representing other tertiary institutions of TAFE, Polytechnics and private colleges. I similarly enjoyed the challenge of the Conference as it was my first involvement both as the organizing Chair and as a delegate. A more detailed report can be found in this issue on page 10.

We are now looking forward to continuing our expanded schedule of PD programs for 2011 throughout the Region, with the ATEM Flagship program of Middle Managers taking place at the Hilton in Cairns on 25th and 26th May. I am very pleased to be welcoming Hilary Langford back to Cairns and personally attending the workshop when she presents her Expanding Your Influence program in July.

Finally, it is with some sadness that we farewell Barb Stubbs as Regional Executive Officer for the Tropical Region. Barb has worked tirelessly behind the scenes to ensure that all ATEM programs are delivered professionally, attending to the needs of presenters and attendees graciously and efficiently. Our Student Service Centres Conference would not have been possible without Barb’s consistent efforts, attention to detail and liaising with the many individuals involved. I wish to thank Barb personally and on behalf of the Region and acknowledge her dedication and ongoing efforts in promoting and supporting ATEM.

I have enjoyed working with Barb and have appreciated the friendship, good humoured advice, down to earth attitude and support that she has given me, especially since taking up the role of Chair. Although I will undoubtedly miss our working relationship, I wish Barb much happiness and all the very best in her future endeavours.

Warmest Regards.

Anna-Marie Williams  
Chair, Tropical Region  
annamarie.williams@atem.org.au

---

**Western Region**

Two professional development events have been held so far this year. The year’s program was launched in February with a well-attended half-day seminar given by Nick Leigh, Associate Director of the Digital Media Unit at Curtin University, on social networking and how it affects student recruitment and other aspects of institutions’ operations. The failure of the air-conditioning system on a 40 degree day did not diminish participants’ interest in this very topical issue.

The Association full-day program Orientation to the Tertiary Education Sector was given in March, including presentations by Giles Pickford of ATEM, Maree Conway of Thinking Futures and Professor Bill Louden, Senior Deputy Vice-Chancellor, UWA. The program also included sessions on career development. In June there will be two PD events, one on marketing and promotion and the other on changes to the Occupational Health and Safety Act. The schedule for the rest of the year includes the Association program on issues and practice in R&D management.

The Western Region Committee is in the process of reviewing its three-year operational plan, and has agreed on the following objectives for 2011:
1. Maintain and increase ATEM membership, taking account of the balance across institutions

2. Review membership of the Regional Committee and provide appropriate support for Institutional Co-coordinators

3. Promote the profile of ATEM

4. Provide a high-quality and relevant professional development program

5. A series of discussion papers is under consideration on how best to achieve these objectives.

Three competitive grants of $1500 each have been advertised to assist Western Region members to attend the 2011 TEM Conference.

Planning has begun in association with TEFMA for the 2014 Tertiary Education Management Conference to be held in Perth.

Ken McCluskey
Regional Chair, Western
ken.mccluskey@atem.org.au

Email Addresses to Contact ATEM Regions

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

Map of the ATEM Regions
Here are selected items summarised from the April meeting of the ATEM Council.

**Generational Change in ATEM**

Council noted that Jenny Martin is in the process of gathering data. Some of it is from PD attendees, but most of it will come from the Membership Survey. The final report will be tabled at the December, 2011 meeting.

**President’s Report**

Council resolved to receive the President’s Report. It noted in relation to the Patrons that both Professor Jane den Hollander (VC Deakin) and the Hon Steve Maharey (VC Massey) had accepted the invitation to become Patrons of ATEM. Council resolved to confirm these appointments and to invite both Patrons to the 2011 TEMC, the ATEM Breakfast, and to a session with the ATEM Council. They will also be invited to join the TEMC Panel Discussion scheduled for 11.00 am on the Tuesday.

Council noted that calls for expressions of interest in the position of Convenor of Ghosts had been circulated and that one had been received from Giles Pickford. Council resolved to appoint Giles Pickford to a further term ending in April 2014, and resolved to thank the Emeritus Chapter for its work in support of the ATEM Foundation in particular and for ATEM in general.

**Treasurer’s Report**

The Treasurer’s report was discussed. He stated that Council had recorded a deficit of $155,000 in 2010, was planning a deficit of $45,000 in 2011 and that it could not continue to do so for another year. Whilst $100,000 of the 2010 deficit had been planned to upgrade the website and $40,000 of the $45,000 deficit for 2011 was planned to fund the Professional Leaders Project ($25K) and Membership Survey ($15K), Council strongly endorsed the view that 2012 must feature a balanced budget with surpluses to be targeted in subsequent years. There was much discussion about the inaccessibility of data on financial transactions which could be overcome once the imprest accounts for Bass and NSW/ACT were closed and all funds would be managed centrally.

There was approval for the Treasurer’s recommendation that membership fees should rise in 2012 and that all PD Programs should generate a surplus of at least 10% of income to return to consolidated revenue. It was also agreed that the TEMC Organising Committees be informed that a 10% return on income must also be generated, with 5% being returned to ATEM and TEFMA equally.

Council noted that only Central and NSW/ACT had made acceptable surpluses, while Bass and Western had made small surpluses. SEQ/NR had returned a small deficit and Aotearoa and Tropical had returned large deficits.

It was agreed that payroll deduction by Institutions is going out of favour and that the future lay in direct debit. A coordinated plan to phase out payroll deduction and bring in direct debit should be implemented.

Council resolved to accept the Balance Sheet and the Profit and Loss statement to 31 December 2010, and the budget for 2011, and publish them in the Annual Report for transmission to the AGM in May. It was agreed that payroll deduction by Institutions is going out of favour and that the future lay in direct debit. A coordinated plan to phase out payroll deduction and bring in direct debit should be implemented, including training sessions for REOs in relation to their financial duties.
ATEM Foundation Tri-Annual Report

Council noted VP Tony Heywood’s quarterly report on the ATEM Foundation. The Foundation’s action in assisting with cash flow issues in 2010 was noted.

Marketing Report

Council considered a detailed Marketing Report prepared by the Executive Director and approved the following recommendations:

- Posters/flyers will be printed for every campus of our corporate members and ICs will be instructed to place them in high traffic areas frequented by professional staff, lunch rooms etc. The draft flyer was approved.
- ATEM should offer articles to Campus Review, the Australian Higher Education supplement, the AFR and University World News. The Executive Director will seek for a team of experts that are confident enough to respond to issues as they come up. For this to occur we need to set up a group from our membership who are willing to be the people the media rings for a comment on an issue on behalf of ATEM.

Various other concepts were all approved to be further explored and actioned by the ED.

Council agreed to form a Marketing Committee of marketing professionals and interested others, gathered from our membership, to go about implementing these recommendations and to give advice on how to promote PD, membership and the conference, as well as to oversee and assist in the Membership Needs Survey being conducted by Carl Rallings.

Best Practice Awards Night Submission

Council requested the Awards and Grants Committee to bring a full-fledged proposal for a Best Practice Awards night to the next Council meeting in August.

Proposed ATEM KPI Dashboard

The KPI Dashboard, prepared by the Executive Director was well received and extensively discussed and approved subject to the addition of KPIs for

- Financial Returns from PD and the TEMC and
- Outreach activities which can be derived from Google Analytics data on our readership of Weekend Update (currently 27%), ATEM Matters, and outer outreach activities.

Leadership Development Framework – a research project

VP Linda McLain McKellar’s Leadership Development Survey was discussed. Council noted that this project had attracted support, in the form of a $10,000 grant, from the L H Martin Institute. The next stage is to identify appropriate participants and Council members and Institutional Co-Ordinators have been asked to help in this regard. There was some concern that the survey had a higher education focus and therefore may not get a good response from the Polytechnics and private providers in Aotearoa.

Membership Recruitment

Council noted that RC Carl Rallings (SEQld/NR) is leading a project to provide qualitative and quantitative research into ATEM membership. This research will investigate and explain the environment and challenging factors affecting membership, new membership and renewals, and provide strategic advice to ensure ATEM’s membership is efficient and sustainable. The project will undertake a Member Needs Assessment Survey, interviews, provide feedback on membership analysis, and develop a new strategy for membership recruitment and renewal. The final report will be made in July 2011.

Corporate Membership: Tri-Annual Report

Council noted that:

- All invoices for 2011 have been sent out and payments are coming in. There have been no rejections.
- All institutions were advised of persons covered by the corporate membership and sent a form to update these if necessary.
That process is working well and membership updates are coming in with the payments. These will be updated on the CMS.

Policy Document Review Schedule

Council noted that the following policies are up for review in 2011:

- ATEM Constitutions (Aotearoa has already started its review of its Constitution)
- Code of Conduct
- International Links
- Membership Recruitment
- Staff Exchanges and Study Tours

The Code of Conduct and International Links were reviewed and approved by Council, subject to the mentions of quarterly meetings throughout being corrected to refer to tri-annual meetings.

There was considerable discussion regarding the Induction Package for New Councillors and recognition that further work was required to articulate the role of Regional Chairs and explore further the issue of Delegations (see below). A subsequent version should return to the August Council. There were some reservations concerning the delegations to spend without prior approval from Council. It was agreed to refer this issue back to the Treasurer.

Council resolved to conduct the Triennial Risk Assessment Exercise prior to the December meeting. The author of the risk assessment process, ATEM Ghost Chris Pepper, will be asked to assist.

Council agreed that the Organisational Responsibilities policy be deleted from the schedule because it has been absorbed into the Induction Package for New Councillors policy which will be reviewed annually.

TEMC 2010 Final Report

The TEMC 2010 final report was discussed. The perennial problem of a bias towards Australia and Higher Education was raised by the RC Aotearoa. It was agreed to recommend to TEFMA that New Zealand Representatives from both ATEM and TEFMA need to be appointed to all Local Organising Committees as a standing practice and that if TEFMA agrees that the Conference Manual be amended accordingly.

The financial statements and the return to ATEM were discussed. There was disappointment expressed that net the return to ATEM was far below past returns. It was agreed that in future the target for returns should be at least 10% of gross income.

Report from the ATEM Web Site Working Party

The Report of the Web Site Working Party was noted and generally approved. The Executive Director was asked to approach E7 on the question of costs. Council resolved to seek advice on who owns the intellectual property contained in the site. The Executive Director will pursue these issues and report back to Council when appropriate.

Final Report from Susan Hudson

Council discussed the report from Susan Hudson on her visit to the UK as part of her Karmel International Travel Grant. Council resolved as follows:

1. That Susan Hudson be thanked for her report and requested to update the schedule of current terminology usage (Appendix One) with HR Directors.
2. That Council resolved to formally adopt the title of ‘Professional Staff’ as the preferred nomenclature for use in the Australian Higher Education Sector and convey this to Universities Australia for adoption by UA, DEEWR and member universities.
3. That the Aotearoa Regional Committee be invited to consider the report and assess the appropriateness or otherwise of the use of ‘Professional Staff’ in New Zealand.

Giles Pickford, Secretariat

 Giles.pickford@atem.org.au
Building capacity for higher education growth

By Anne Qualter  Head of Educational Development at the University of Liverpool and Head of the University's E-learning Unit.

The growth of higher education is increasingly impacting on the organisational structures and strategic direction of universities in the developed and developing world alike. The 50% increase in student enrolments across the world over the last decade has changed the face of the university sector, with increased institutional diversity, new forms of private higher education and so on.

The literature on higher education clearly demonstrates that middle managers, often drawn from the academic community, are crucial to the processes of development and change. As Professor Ron Barnett of the Institute of Education in London puts it: "Much more than capable management, across the world universities need creative, visionary and effective leadership with a global perspective that understands the capacities of universities in promoting the public good."

Higher education is seen as the key to increasing economic competitiveness with a wide range of strategies adopted by universities to achieve expansion with internationalisation. These include leading universities establishing overseas campuses, and a slew of collaborative ventures between universities within and across countries. Yet, for any country, particularly those gaining in presence on the world stage, the focus is more towards seeking to build world-class universities.

This entrepreneurial trend at the highest levels must be underpinned by capacity building within the institution. This is done in a number of ways, through appointments to key positions of international staff, the upskilling of academic staff through sponsorship of international PhDs and support for professional services staff in taking masters qualifications such as MBAs.

As the sector grows and becomes more complex so our staff numbers grow and become more differentiated. One study by Celia Whitchurch in the journal Perspectives: Policy and Practice in Higher Education describes how the boundaries are blurring between academic territory and administration and management. "Quasi-academic territories are developing in which professional managers’ activities converge and overlap with those of academic and other colleagues," she writes.

How do we ensure that the people holding these varied and crucial middle and senior leadership roles have the capacity to act in this arena such that they do not ‘lag behind’ change? Increasingly programmes are being developed aimed specifically at higher education professionals. One area of growth is the professional doctorate.

Once the poor relation of doctoral-level study, the professional doctorate is increasingly being seen as the preferred route to higher degree qualification for serving professionals. A good number of these are in management, with growing numbers in education, but rather fewer relate to leadership of higher education. Most are designed in two parts; the first involves the study of a number of modules including research methods as well specialist areas; the second involves a supervised research thesis. Participants value the opportunity to interact with fellow students from around the world, indeed an international cohort is an essential part of the learning. Often the programmes are designed to be delivered in blocks so that international participants can engage on a part-time basis. This is an important consideration when releasing valuable and experienced professional staff for extended periods of study.

It was the challenge of offering a high quality, international professional doctorate to busy professionals who may not be in a position to spend extended periods in full-time study that led to the suggestion that we develop a fully online professional doctorate in higher education at the University of Liverpool. The programme aims to provide opportunities for international networks of highly qualified staff to contribute to building the capacity of institutions around the world.

Our Vice-chancellor, Sir Howard Newby says: "The culture of the academic profession has, on the whole, lagged behind the changes in the structure and organisation of higher education and learning."
need to use every tool they have at their disposal to develop in a challenging global environment. It will be interesting to see how the professional doctorate contributes to the institutional toolkit.

This article was first published in Issue 161 of University World News on 6 March 2011 and has been reprinted with permission from University World News

---

**Book Review: Beyond Doctorates Downunder: Maximising the Impact of Your Doctorate from Australia and New Zealand.**

Edited by Carey Denholm and Terry Evans, Melbourne, ACER Press, 2009.

Reviewed by Dr Terry Fulljames, ATEM Councillor and Director Academic Bay of Plenty Polytechnic, NZ

This is a “must read” for any person currently in candidature for a doctorate or who has recently completed a doctorate. While particularly focusing on doctorates from Australian and New Zealand Universities, the principles espoused and experiences shared by the various writers could apply universally. However the editors do acknowledge that there is literature available from other jurisdictions and they explain that this book provides more specific features applicable to the “downunder” environment.

The foreword by Professor Paul Callaghan gives wise words of encouragement to readers and sets an excellent foundation for what lies ahead in the book.

Some thirty-three authors as well as the editors have contributed to this publication. They come from a wide range of disciplines and each author discusses their journey through and post completion of the doctorate.

The book is divided into five sections: Concluding the doctoral experience; Applying a doctorate to specific environments; Reflecting on postgraduation experiences; Being strategic in the first five years; and finally; Pulling the messages together – where the editors give some concluding comments.

Chapter one stands alone and is written by the editors. It explains their journey to publishing this book – the third part of a trilogy they never set out intentionally to write. The first two books – Doctorates Downunder: Keys to successful doctoral study in Australia and New Zealand; and Supervising Doctorates Downunder: Keys to effective supervision in Australia and New Zealand were written specifically as resources for the context of the two nations. As a result of consistent comments about the first two books and particularly the query from graduates and supervisors of “where to from here”, the concept of this third book was birthed.

The book then moves into the first of the five sections mentioned above. Each writer gives an account of their personal journey, in many cases during their doctoral candidature with opportunities to publish papers and speak at conferences. Others write of applying for post-doctoral fellowships, research grants and teaching opportunities.
There is a whole section where writers describe career opportunities in various spheres such as industry, public service, creative arts and other professions, as an alternative to the often assumed pathway of doctorates into academia or research institutes.

For some readers they will want to enjoy and learn from reading of the experiences of every writer while others may wish to study specific chapters more relevant to their career pursuits.

All in all this is a highly recommended book for any doctoral student and recent or not-so-recent graduates from an Australian or New Zealand University.

For more details about the book as well as links to ACER’s online shop, please visit https://shop.acer.edu.au/acer-shop/product/A5010BK/39.

---

**Management-Issues – Cultural intelligence and creativity**

11 April 2011 | By David Livermore

My MacBook Pro makes me happy. Really! I'm a happier man because I'm writing this article on my slick Mac. My i-Phone has the same effect on me. And even though I'm loathe to EVER wait in lines, I did exactly that for 3 hours a few weeks ago so I could be among the first to own the latest and greatest i-Pad 2.0.

Apple and innovation seem to be pretty much synonymous these days. With each product launch, they remind us that the new competitive frontier in the global economy is innovation and creativity. And they keep doing it.

Now there's a new way to up your creativity – by improving your CQ or cultural intelligence.

Creativity and innovation are the newest payoffs that have emerged from research on individuals who can be described as culturally intelligent - that is, they're capable of working effectively across various cultural contexts.

For a number of years, the research on cultural intelligence has found some other important and recurring results for individuals and organizations with higher levels of CQ: Superior cross-cultural adjustment, improved job performance, enhanced personal well-being, and greater cost-savings and profitability. But this newest finding – that increased CQ correlates with improved creativity and innovation - creates an entirely new impetus for assessing and developing CQ.

In the preliminary studies examining creativity and cultural intelligence, creativity was evaluated by assessing subjects' creative problem-solving skills and their ability to generate new and productive ideas. It's not surprising that creativity and cultural adaptability are correlated.

A great deal of what's required to work effectively in a cross-cultural context requires creative solutions: for example, "how will I negotiate this deal so that I come home with a signed contract?" The way you negotiate effectively with a Japanese firm will be very different from how you do so with a Saudi one. We could make the same argument about negotiating with two firms in the same country given their unique organizational cultures. But creative solutions are especially needed when negotiating across national borders.

The studies on creativity and CQ did not indicate that international experience by itself is what yields greater creativity. There are many globetrotting managers who continue to lead with their gut, unaware that their colleagues or clients in various cultures are the ones creatively adapting to them rather than vice versa. And when we travel widely but not deeply, the demand for creative adaptation is more subtle. When you return to the comforts of the Marriot at night, only certain aspects of your creative impulses have been exercised.
Bilinguals also scored better in creativity than mono-linguals. And creativity was found at relatively high rates among first and second-generation immigrants. But there were many other individuals who didn't have that kind of diverse background whose cultural intelligence still enhanced their overall creativity.

- On the whole, creativity was most likely to be higher among individuals who:
- Demonstrated an intrinsic interest and openness to the cultures they encountered
- Could not only describe a culture but could juxtapose it with their own by articulating both similarities and differences
- Could tolerate ambiguity, hold things in tension, and be okay without an abundance of firm, categorical answers
- Were members of diverse teams—not only nationally and ethnically but functionally and ideologically

Creativity is arguably the driving force determining the scope of your long-term impact. In what way does your work make an obvious contribution to your field? Does it add something new and substantial? Does it generate new spinoffs? And/or does it provide new and exciting ideas?

Cultural intelligence is one of many ways to increase your overall creativity. But given the growing importance today of being able to effectively work across a diversity of cultures, why not get the double benefit of improving your CQ and simultaneously improving your ability to be an innovator who makes a long-term impact.


This article is kindly provided by Management-Issues, Norfolk UK | www.management-issues.com
New Victorian laws to combat bullying: making offensive behaviour a criminal offence

by Kathryn Bion, Solicitor and John Cooper, Partner | 18 April 2011

In brief

- The proposed extension of the criminal law will apply to bullying in all environments, including workplaces.
- Under the new laws penalties of up to 10 years imprisonment may be imposed on individuals who engage in serious workplace bullying.
- Employers should remain vigilant in dealing with workplace bullying by periodically reviewing compliance, considering new control measures, ensuring effective risk management systems and educating employees.

Background

Stories of bullying, whether it be bullying in our workplaces, our schools or our broader social networks, are on the rise. There is no doubt that in Victoria there has been a much greater focus on bullying by WorkSafe, the government, Unions and the media in recent times, particularly since the Café Vamp case.

Broadening of criminal law offences

Under legislation currently being considered by the Victorian Parliament, it is proposed that existing criminal laws dealing with ‘stalking’ will be extended so as to apply in cases of serious bullying. More specifically, the Bill extends the definition of stalking so that a person stalks another person (the victim) if the offender engages in a course of conduct which includes:

- making threats to a person
- using abusive or offensive words to or in the presence of the victim
- performing abusive or offensive acts in the presence of the victim
- directing abusive or offensive acts towards the victim, and
- acting in a way that could reasonably be expected to cause physical or mental harm to the victim, including self-harm.

A person is only guilty of stalking if it can be established that they engaged in the stalking conduct and they did so with the intention:

- to cause physical or mental harm to the victim, or
- of arousing apprehension or fear in the victim for their own safety or that of another person.

The Bill makes clear that causing physical or mental harm includes causing a person to engage in self-harm or have suicidal thoughts. This is intended to address circumstances (such as the Café Vamp case) where a person is bullied to such an extent that they later commit suicide.

The maximum penalty for a stalking offence is 10 years imprisonment. While the Victorian OHS Act currently provides for the imposition of significant monetary penalties (maximum penalty for an individual is over $200,000) this has been viewed by some as inadequate in cases where the victim suffers significant (and potentially irreparable) damage.
Where do the offences apply?

The legislation is drafted to apply to circumstances where either:

- the victim was in Victoria (regardless of where the conduct occurred), or
- the conduct was in Victoria (regardless of where the victim was).

Given current technology, in particular texting, email and social networking, and the potential to use technology to bully a person, it is foreseeable that offences will occur where either the victim or the conduct is outside of Victoria.

What do these changes mean for business?

We have seen in recent times the significant legal and reputational costs for business that either fail to take steps to prevent inappropriate workplace behaviour or fail to respond appropriately when such behaviour does occur. Such failures can give rise to liability under OHS, workers’ compensation and anti-discrimination legislation and general employment law.

Each employer has a duty to ensure that the working environment it provides is safe and does not pose a risk to the health and safety of its employees. In the Second Reading speech for the Bill, Victorian Attorney General Robert Clark indicated that OHS legislation is (and will continue to be) the primary tool for prosecuting and punishing bullying cases and that this extension of the criminal law is intended to provide another response where bullying and its consequences are ‘extremely serious’.

These proposed changes are a timely reminder for employers to:

1. periodically review their policies and systems to assess whether they are achieving compliance with their obligations with respect to workplace bullying
2. consider whether there are any new measures they should be taking given recent cases or current thinking in this area
3. ensure they have systems in place to minimise harm (and their exposure to legal and reputational risk) should bullying occur in their workplace, and
4. educate their workforces in relation to bullying (including employees’ personal obligations) and the policies and systems in place to address it.

This article can be found at http://www.freehills.com.au/7098.aspx

--

Notes

1. In the employment law context bullying is generally defined as ‘repeated unreasonable behaviour directed towards a worker or a group of workers that creates a risk to health and safety’. Only one jurisdiction provides a legislated definition of bullying, which is reflective of the broader legal position. In South Australia, section 55A of the Occupational Health, Safety and Welfare Act 1986 (SA) defines bullying as ‘behaviour that is directed towards an employee or a group of employees, that is repeated and systematic, and that a reasonable person, having regard to all the circumstances, would expect to victimise, humiliate, undermine or threaten the employee or employees to whom the behaviour is directed and that creates a risk to health or safety.’ However, the Act also states that bullying does not include any of the following:
   - reasonable action taken in a reasonable manner by an employer to transfer, demote, discipline, counsel, retrench or dismiss an employee
   - a decision by an employer, based on reasonable grounds, not to award or provide a promotion, transfer, or benefit in connection with an employee’s employment, or
   - reasonable administrative action taken in a reasonable manner in connection with employment or under an Act affecting an employee.

Guidance materials produced by health and safety regulators, such as WorkSafe Victoria, make clear that bullying includes direct and overt behaviours such as verbal abuse, threats and physical assault as well as indirect and covert types of bullying such as unjustified criticism, denying access to information or other resources that are needed and imposing unreasonable timelines and demands.
2. In September 2010 the Victorian Government announced a $10.6 million program to tackle cyber bullying in every Victorian public school. In October 2010, WorkSafe Victoria released new guidance materials on bullying in the workplace. In November 2010, the Victorian Law Reform Commission commenced a review to assess the adequacy of existing laws for dealing with the most serious cases of bullying.

3. In September 2010, the Construction, Forestry, Mining and Energy Union (CFMEU) indicated that it would be seeking to have workplace bullying clauses inserted in enterprise agreements. The proposed draft clause would require employers to:

- move bullies away from their victims
- provide adequate support to victims
- keep records of meetings, and
- develop an anti-bullying policy and training.

The most significant aspect of the clause is the legal avenues that it would open up to employees (and their unions) to seek relief where bullying has occurred. Firstly, the clause would entitle employees to use of the dispute resolution procedure under the agreement and in turn (via the *Fair Work Act 2009* (Cth) (FWA)) provide the ability for the employee to take the issue to Fair Work Australia for mediation or arbitration if it is not resolved internally. Secondly, the employee may be able to take the matter straight to the Federal Court or the Federal Magistrates Court to seek an injunction requiring the employer to respond to the bullying complaint in a certain way.

4. The *Café Vamp* case was heard and determined in the Melbourne Magistrates Court. It involved the prosecution of four individuals and one business under the *Occupational Health and Safety Act* (Vic) (Victorian OHS Act). The case related to the severe and prolonged workplace bullying of a young waitress, who later committed suicide. In February 2011 the perpetrators of the bullying, the owner of Café Vamp and Café Vamp were all convicted of offences under the Victorian OHS Act. The penalties imposed in the case totalled $335,000 with the main perpetrator being fined $45,000 and the business being fined $220,000.

5. *Crimes Amendment (Bullying) Bill 2011 (Vic).*


7. A person will be considered to have such an intention if they know (or ought to have understood in all of the circumstances) that the conduct would be likely to cause the harm or apprehension.

8. Second Reading speech
On trial or probation? Requirements and consequences

By Rob Towner, Partner and Nikki Van der Sluis, Solicitor | 20 April 2011

Before the introduction of statutory trial periods in New Zealand in 2009, the terms "trial period" and "probationary period" were commonly used interchangeably to describe a test run period of employment. In fact, the Employment Relations Act (ERA) itself refers to a "trial" in section 67 describing probationary arrangements. However, with the advent of the statutory "trial period" as specifically defined, these terms take on different significance, and have different requirements and consequences.

Employers will want to take care to ensure that where a trial period or probationary period applies, the correct intended term is expressed in the individual's employment agreement and referred to in any exchanges concerning the employment. Employers wishing to engage new employees on a trial period should ensure that any probationary period provision contained in standard employment agreement templates is deleted. Further, an employment agreement containing a trial period provision should be signed and returned by the employee before they start working.

Effect of trial or probationary period on termination

An employee who is given notice of termination during a valid trial period cannot bring any legal proceedings (including a personal grievance) in respect of the dismissal. Further, the employer is not required to provide written reasons for dismissal on request, or information relevant to its decision and an opportunity to comment.

On the other hand, where a probationary period applies, there is no equivalent insulation from dismissal-related claims. An employee who is terminated during a probationary period can challenge the dismissal for being procedurally unfair and/or substantively unjustified. The statutory rights to written reasons for dismissal and consultation also apply.

This conceptual difference was highlighted last month by the Employment Relations Authority in finding that a deficient trial period provision amounted to a probationary period arrangement, and consequently the employee's dismissal was unjustified (Mitchell v Calla Bridal Limited).

Requirements for a valid trial period

Importantly, for a trial period to be effective, the parties must agree to a trial provision in the employment agreement before the employment commences. Trial periods are only available in respect of new employees. This means that a trial period will not be effective in respect of an existing employee who is promoted internally, or where a former employee returns to the workplace after a period of employment elsewhere.

A trial period provision must specify: the length of the trial period (up to 90 days - not three months); that during the trial period the employee may be dismissed; and that if dismissal occurs, the employee will not be entitled to bring a personal grievance or other legal proceedings in respect of the dismissal.

Therefore, it is critical for employers to ensure that systems are in place to check that employment documentation for new employees is signed and returned before day one of employment. Further, it would be prudent to review relevant policies that could be affected. Examples include disciplinary, misconduct and poor performance policies. For new employees whose work falls within the coverage clause
of a collective agreement (whether or not they are union members), a trial period will not be effective if it is inconsistent with an applicable collective agreement term.

**What is a probationary period?**

Typically, a probationary period refers to a preliminary period of employment during which the employer will assess the employee’s suitability for the role in question. Commonly, such a provision allows for a truncated notice period in the event of termination on expiry of the probationary period. It may also express the minimal procedural steps that the employer will follow before terminating, including discussing any concerns about performance or conduct, allowing the employee a chance to respond, and providing reasonable time and support to meet the company’s expectations.

The ERA requires only that the fact of the probationary period must be specified in writing in the employment agreement. There are no other statutory prescriptions as to the content of a probationary period provision.

**Requirements for termination**

**Trial period**

Care should be taken to comply with any contractual obligations, such as training and/or performance appraisals, before giving notice of termination.

An employee who is subject to a trial period is still entitled to their contractual notice period (or, if none, reasonable notice) in the event of termination. In other words, notice must be more than simple advice of dismissal. The actual date of termination need not fall within the trial period, provided that notice of termination is given during that time.

In addition, the statutory duty of good faith applies during trial periods, requiring an employer to be responsive and communicative. This includes in relation to any shortcomings an employee displays. Further, in a dismissal situation, if the employee asks for an explanation, the employer should provide reasons for dismissal.

**Probationary period**

In the recent *Mitchell* case, the Authority found that a trial period provision was defective because it failed to state the prescribed information required by statute (see above). The Authority went on to find that the provision should be classified as a probationary arrangement.

However, unlike a trial period, a probationary period does not affect the law relating to unjustified dismissal.

Where a probationary period applies, the standard of procedural fairness and reasonableness requirements may be less rigorous than otherwise, but an employer must still meet certain minimal obligations before terminating. These include:

- Point out the employee's shortcomings;
- Advise about any necessary improvements; and
- Warn of the likely consequences (i.e. dismissal) if communicated expectations are not met.

If the employee nevertheless fails to improve, they should be given fair warning before the end of the probationary period that the employment will be coming to an end.

Ms Mitchell was not aware that her job was at risk before she was dismissed. There had been a couple of informal discussions in which the company pointed out the shortcomings in Ms Mitchell's work, but she had not been told that a failure to meet the company's expectations would place her employment in jeopardy. Further, no notice of termination was given even though Ms Mitchell's contract provided for two weeks' notice. Consequently, the Authority held that her dismissal was unjustified.

This article can be found at [http://www.bellgully.co.nz/resources/resource.02819.asp](http://www.bellgully.co.nz/resources/resource.02819.asp).
ATEM Inc

ATEM Inc is the leading professional association in Australasia for those who manage and lead tertiary institutions, requiring a commitment to lifelong learning and continuous professional development and the highest standards of professional practice.

We provide members with an edge in their professional activities and give members a voice in their areas of expertise in the wider community. Joining ATEM Inc will provide you with many benefits, including:

- association with Australasia’s leading tertiary administrators and managers;
- conferences/seminars at a Branch level, and the 500-member strong Annual Conference which rotates around Australia and New Zealand;
- exclusive access to Members-only website;
- networking and learning opportunities at ATEM Inc functions;
- preferential rates for ATEM Inc professional development programs, conferences, special events;
- professional development programs;
- recognition by way of post nominals (e.g. ATEMM) that can be used as part of your personal career path management;
- topical and relevant information provided through our association publication ATEM Matters’, sent to members six times a year, and
- ATEM’s 'Journal of Higher Education Policy and Management', an internationally distributed, refereed publication produced under the Carfax imprint in Oxford. Have you published here yet?

However, joining ATEM Inc will provide you with much more. You will be joining a global network of fellow professionals and be supported and encouraged to achieve excellence in your career.

Contacts

ATEM Matters

Editor: Heather Davis
Please direct contributions and comments to AMEditor@atem.org.au.

ATEM Secretariat

Secretariat
Association for Tertiary Education Management
PO Box 6050
O’Connor ACT 2602, Australia
Email: secretariat@atem.org.au
For 35 years, the Association for Tertiary Education Management has been networking, promoting and developing staff in tertiary institutions. We are the only association which represents managers who work in tertiary education. But it is not just for managers, ATEM encourages all professional staff to stake their claim in a wonderful career at Australia and New Zealand’s universities, TAFEs and colleges.

Successful leaders understand the career benefits of professional membership.

So why should you?

To stake your claim.

Joining ATEM tells your employer that you are serious about your career.

Joining ATEM tells your prospective employer you are serious about working in the sector.

Because you are really good at your job.

Joining ATEM allows you to apply for international travel scholarships and make you eligible for awards for your excellence in tertiary education management.
Because there is someone you should meet that might help you in your job.

Joining ATEM allows you to network on on-line forums, at PD activities and at its annual conference, The Tertiary Education Management Conference to be held this year in August on the Gold Coast. Making career contacts is vital in expanding your influence.

Forming a topic working group is a good way to expand your area of interest and make you an expert in that field.

Joining ATEM is relatively inexpensive, only $165 per year and is fully tax deductible.

Because you are ready for a change.

Joining ATEM provides a job website which helps you search for a job in your region.

Joining ATEM means that you can use the letters ATEM after your name. This is a measure of quality that will assist you in any job application or promotion. Don't give the competition that advantage.

Because there is something you need to know about.

Joining ATEM means you receive a peer reviewed journal on tertiary education management— you could say that we tell you how to do your job. Weekend email updates and our quarterly newsletter keep you in touch.

Joining ATEM means you have access to over 130 professional development activities (PD) across Australia and New Zealand. Is there something you need to know about in customer service, the latest legislation, how to budget and a myriad of other topic areas. We welcome new ideas for new areas for PD from our members.

For more information on ATEM and to join on line go to our website at www.atem.org.au

ATEM is your professional association, so show you are serious about your job, become a member today.

For more information contact your institutional co-ordinator on campus. Go to http://www.atem.org.au/community/institutional-coordinators

OR

Phone ATEM on 0407 061 502

Email info@atem.org.au