



ATEM MATTERS

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<p>WELCOME FROM THE EDITOR</p>	<p>Welcome to Edition 23 of ATEM Matters, and the final edition for 2004. This month reports from the Secretariat and President take a retrospective look at the year and highlight the major activities and direction the Association has taken. After taking a quick look at the level of activity throughout the association, it is no wonder many are looking forward to the next few weeks' break we have ahead!</p> <p>With the exception of the two retrospectives therefore, this edition is relatively light in content, the highlight being some Christmas-related articles sourced specifically for your entertainment over the holiday break.</p> <p>Enjoy, and have a happy, safe, and relaxing break.</p> <p>TONI HODGE COUNCILLOR AT LARGE toni.hodge@canterbury.ac.nz</p>
<p>FROM THE PRESIDENT</p>	<p>I am pleased to have been asked to add some brief comment to this final ATEM Matters for 2004. I am now into my second year as ATEM President, and what a year the first one has been. As I said at the AGM in Hobart, I am very fortunate to have been able to inherit the results of all the work done by those who have been in this role before me, and to be able to have a tremendous team on the ATEM Council and the Executive, and in the Secretariat to support me and take the lead in implementing the changes we have all now agreed are necessary. Before I do anything else, I want to thank all those fine members of ATEM who have worked with me so well in 2004, especially the Branches and the members of Council and the Executive. I also want to acknowledge again the work of our Secretariat team of Giles Pickford and Peter Scardoni. I am just glad we have a contract with them and are not paying them by the hour!!</p> <p>I don't want to rehash a lot of material that we have already communicated to you, but I think that as we head into Christmas 2004, it is worth just listing just some of the many achievements of ATEM over the past year:</p>

1. We have formed a good working relationship with John Mullarvey and his staff at AVCC. We are working together on giving some form to the concept of selecting courses from the AVCC and ATEM Branch offerings and delivering them through the ATEM Branches as "jointly-badged" and jointly marketed professional development opportunities. In addition, I had the chance to present an update on ATEM at the AVCC Senior Staff Seminar in Cairns in July, and John Mullarvey is representing ATEM at an AUA-sponsored seminar in London in January.

2. We have now resolved how we will manage ATEM finances from here on, through very productive and cooperative work through the ATEM Council. An advisory group on this matter has been formed (coordinated by Richard Easter) and this will help us to all understand better the financial imperatives we face and to deal with them sensibly and without divisions.

3. We also set out to "clean up" our database of members, establish the true membership position, and to have our recently appointed Membership Coordinators in the Branches, begin the work of growing our real membership numbers. There have been some notable successes in this task already (NSW has stood out as one such example) and all Branches are now actively engaged in this key task. I met with the Membership Coordinators who could make it to the TEM Conference in Hobart, and I came away impressed (and somewhat overwhelmed) by their enthusiasm and their excellent plans. The rest of us just have to keep up now!

4. We have begun to put together a strategy to boost the ATEM Foundation and to be able to use the income from a good capital base to fund the ATEM Awards and Scholarships, and so take them off the ATEM Council budget. Richard and his team will report to us with a fully developed and agreed set of finance policies early in 2005.

5. In September, we had a simply excellent TEM Conference in Hobart. It was a record in terms of delegate numbers, but also in terms of the links with commercial partners of ATEM, and in terms of the quality of the presentations and practitioner papers.

6. We have agreed to go out with a tender to select a Professional Conference Organiser who can manage several TEM Conferences on end for us and our partner (TEFMA), and a joint ATEM/TEFMA tender management group is working on that now.

7. In the meantime, Chris Jeffery and his team are working towards TEM 2005, to be held in Western Australia, and they are lucky to be able to be guided by the new "TEM Conference Manual", jointly developed by a group from both ATEM and TEFMA. For ATEM, this input was managed by the Association Secretary, Margie Cole.

8. To avoid the old habits of having matters "take up permanent residence" on the agendas for the ATEM Council and Executive because they were not resolved between meetings, we have introduced an "Action List", managed by the Secretariat team. This Action List makes sure things are dealt with in a speedy and complete way by those with the responsibility. I was delighted to be able to say at the September Council meeting that there were no outstanding matters on that list - at that stage. Right now, of course, we have the matters Council wants dealt with from the September Council meeting!

9. The most significant matter for us all at this stage, is the work that Chris Jeffery and Linda MacLain are working through for us on ATEM's membership classes and related membership fees, and the related introduction of the structured Professional Development requirements. All of this was agreed by the ATEM Council in September and announced at the AGM in Hobart. The details of the introduction of this fundamental change will be with Branches before the end of 2004, and we will introduce the new membership and PD schemes as soon as possible at the beginning of 2005. Many of you will have been involved in thinking about and commenting on these proposals, and in modifying the drafts around some short timelines. My grateful thanks for all of that work.

As I said, it has been a busy but productive year for ATEM, and we have managed to finally address some big issues that had been around for some time. Now we need to look ahead, and use our shared vision of us all joining ATEM and delivering what we need to deliver through strong and active Branches with a growing membership, to make ATEM the peak

professional association for those who lead, manage and administer tertiary institutions in Australia and New Zealand.

I hope that you and those you care for and care about have a great Christmas, recharge the energy levels, and lead ATEM through another powerful year in 2005.

Kind regards

TOM GREGG

PRESIDENT

WELCOME TO
NEW
MEMBERS

The following people have joined ATEM since the last edition of ATEM Matters was published. On behalf of all members, welcome to you all and I hope you have a long and fruitful relationship with ATEM.

Australian Capital Territory

John Baird

Gregory Jones

New South Wales

Georgina Barratt-See

Sarah Bishop

Irene Burgess

Cathy Cameron

Charles Cheung

Brian Cox

Tina Crawford

Elizabeth Cuthbert

Gill de la Motte

Hart Devitt

Sally Foster

Diane Gardoll

Tracy Garlick

Stephanie Gee

Neil Grant

Bronwyn Greene

Sandra Harrison

David Hawkins

Phyllis Heggie

Marlyn Horgan

Christine Kueh

Heni Kusuma

Kirstin Larsen

Jodie Lawer

Gail Lawler

Kathleen Little

Harwood A Lockton

Richard Lum

Peter Maxwell

AnneMarie Moloney

Veronica Moschione

Lisa Neal

Jennifer Newton

Paul Nicol

Pamela O'Hara

Brendan Quinlivan

Dana Raboy New

Angela Ragusa

John Reynolds

Glenys Rich

Carol Ryding

Michele Scoufis

Kylie Shaw

Di Stevens

Kate Taylor

Britt Walsh

Susan Walton

Sui-Wah Wan

Amanda Waren

Brett White

Gaye Wolnizer

New Zealand

Fiona Campbell

Thelma Fisher-Te Wake

Sandi Keen

Graham Stoop

Mary Waugh

Northern Territory

Richard Anthony John

Jo-Anne Ruscoe

Queensland

Helen Keown

South Australia

Michael Choularton

Tina Daniels

Emma Fey

Jennie Hayes

Sue Irvine

Allan John Tabor

Victoria

Tanya Adair

Kirrilee Alexander

Euan Drumm

Josephine Georgakopoulos

Hoon Koh

Maddy McMaster

Eric Skuja

Sue Thomas

Colin Warren

Western Australia

Sen Lee Lim

Kellie O'Hare

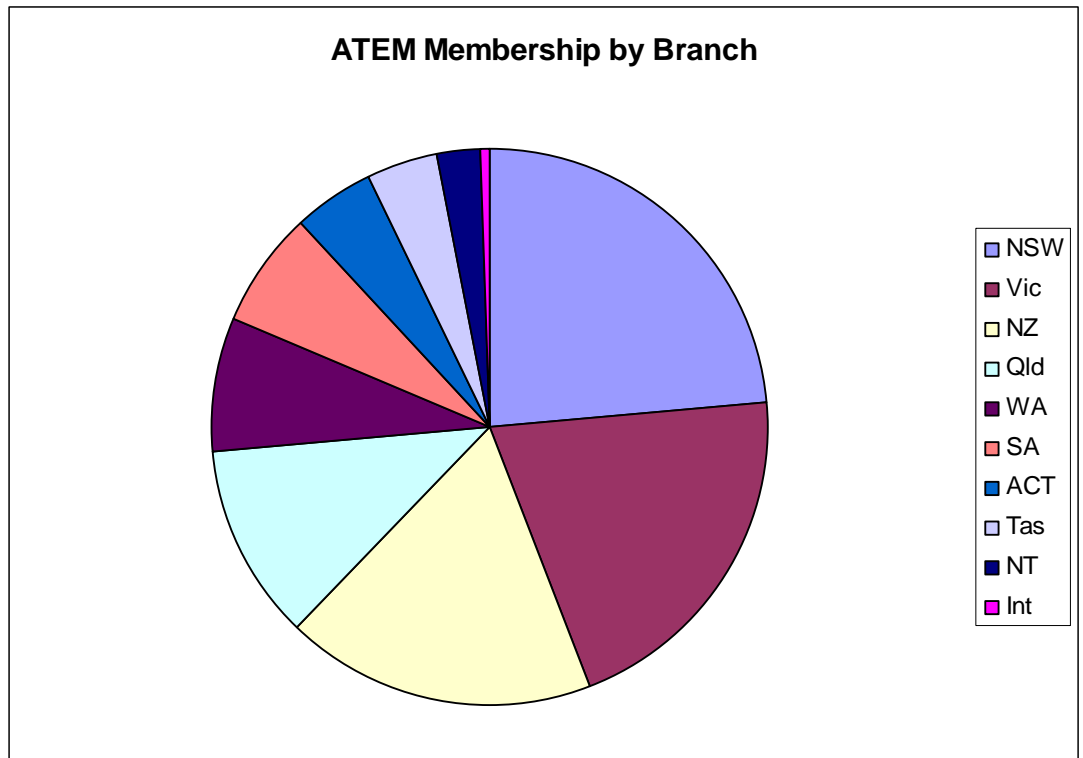
CHRISTMAS
MESSAGE
FROM THE
SECRETARIAT

We can all look back with some pride on ATEM's achievements this year.

Here are some of the highlights.

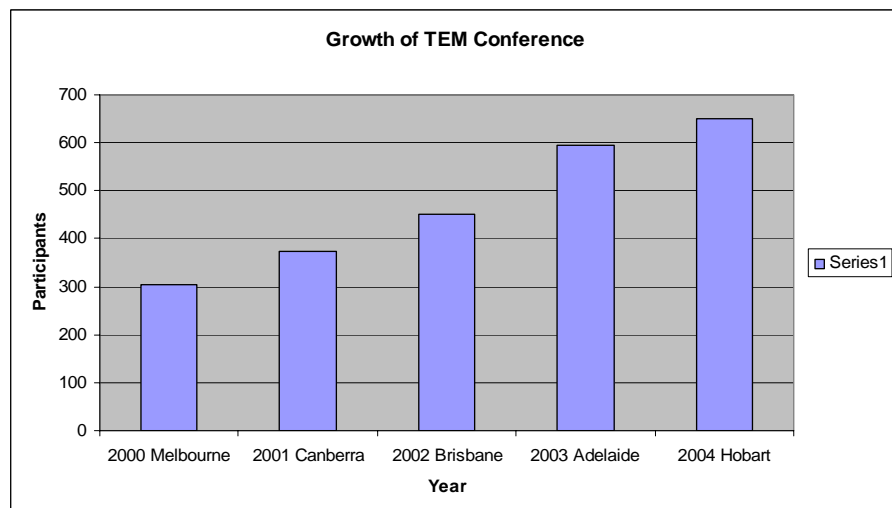
MEMBERSHIP

A strong growing membership is absolutely vital for ATEM. It keeps the membership subscription down. It affirms our pre-eminence in the sector. It gives prestige to its members. Here is a pie chart of the membership as at 23 November 2004. The total is 1,757 members.



THE TEM CONFERENCE

The TEM Conference partnership with TEFMA and AAIR has proven itself. Here is a bar chart showing the growth in the Conference over the last five years.



THE FOUNDATION

The Victorian Branch has made the first landmark donation of \$50,000 to the ATEM Foundation. Together with donations made but the Emeritus Members, the Foundation now holds \$54,167 in its Bank account. We are now on our way to our target of \$120,000 which will fund in perpetuity the Maurie Blank Study Scholarship and the Peter Karmel International Travel Grant.

THE MEMBERSHIP LEVELS

The September meeting of Council gave the go ahead to new levels in the ATEM Membership, these now being:

Student Member*
Member
Associate Fellow*
Fellow
(* new from January 2005)

Early in 2005 members will be advised that they can apply to have their membership up-graded. Promotion to Associate Fellow and Fellow is dependant on the applicant proving continuing progress in professional education and training.

THE WEB SITE

Hits to the ATEM Web Site continue to boom. Here are the figures as at September 2004:
65,155 visitor sessions
224,213 page views
1,868,633 hits

OUR HEROES

Congratulations to our 2004 heroes:

Meritorious Service Award	John Chapman AM, OAM, ASM (NSW Branch)
Certificate of Appreciation	Vanessa North (NZ Branch)
Peter Karmel International Travel Grant	Tony Heywood (NSW Branch)
Maurie Blank Study Scholarship	Lois Booth (WA Branch)

The ATEM Secretariat wishes you all a good break over the summer holidays. Next year is going to be another record breaking year and we all need to be refreshed and recollected to be able to cope with it.

GILES PICKFORD & PETER SCARDONI
SECRETARIAT

CHRISTMAS READING

For whom the bell tolls

John Fleischman. Yankee. Dublin: Oct 1999. Vol.63, Iss. 10; pg. 27

Mountain day at Colby-Sawyer College in New London, New Hampshire, falls on a weekday sometime between mid-September and mid-October, but only President Anne Ponder (what a great name for a college president!) knows for sure. Since the 1850s, it has been the President's prerogative to suspend classes without warning and take the entire student body and faculty for a hike up Mount Kearsarge. The first person to hear is Mike Heffernan, the Director of college food service, who needs time to fire up barbecue pits at the trailhead in order to provide lunch for 650 to 750 hungry mountaineers. Heffernan gets a tip-off from the president at 6 A.M. Everyone else gets the news at 10:05 A.M., when the college bell in Colgate Hall starts ringing. If President Ponder

picks the proper sparkling fall day, those assembled at the 2,937-foot summit will be able to see the White Mountains to the north and the Boston skyline to the south.

Connecticut gives dead their own day

Anonymous. The Chronicle of Higher Education. Washington: Oct 30, 1998.Vol.45, Iss. 10; pg. A10, 1 pgs

STORRS, CONN.-The University of Connecticut art museum this week was scheduled to explore a holiday of Mexico in which people "visit" with deceased relatives and friends.

The university's William Benton Museum of Art planned to celebrate "The Day of the Dead," a Mexican holiday that involves food, music, and elaborate altars that people create in their homes to honor lost loved ones. This is the first year the museum was to mark the holiday.

According to Mexican tradition, the souls of the dead return from the afterlife to be with their families on the first two days of November.

Connecticut's event was to include exhibits of two replicas of home altars as well as photographs of authentic altars that were taken by the Mexican photographer Dana Salvo. Also to be displayed were items that people in the past have used to adorn their altars, including a papiermache skull (above) designed by a resident of Mexico City. Such skulls often are decorated with animals or plants.

Skunking Tree Thieves

SARA LIPKA. The Chronicle of Higher Education. Washington: Dec 19, 2003.Vol.50, Iss. 17; pg. A.7

People who poach their Christmas trees from the grounds of the University of Minnesota-Twin Cities this holiday season will face a novel punishment. University gardeners have sprayed campus evergreens with a skunk scent that is unnoticeable in cold weather but unmistakable in warm, indoor air. The spray will wear off with heavy snows or spring rains.

The Christmastime theft of Minnesota's trees "has been going on for years," says Les Potts, the university's grounds superintendent. Last year rustlers lopped off the tops of seven 15- to 20-foot evergreens, permanently disfiguring the trees and causing thousands of dollars' worth of damage. "We're done putting up with this," Mr. Potts says.

Gardeners, on the defensive, misted 400 to 500 trees with skunk essence, a cover scent used by hunters. They finished the job by Thanksgiving, carefully avoiding passersby but hitting firs, pines, and "any tree that might be a candidate for a Christmas tree," says Mr. Potts. The process is simple, as long as "you make darn sure you're upwind."

Mr. Potts tried to spread the word about the spraying so that it would serve as a deterrent rather than a punishment. "Our goal isn't to get even or anything," he says. "It's to make people stop. We're just trained to take care of what we got here, and to lose a tree that's been growing for 15 to 20 years ... it upsets you."

Wanted for Christmas: the Ideal Tree

PETER MONAGHAN. The Chronicle of Higher Education. Washington: Dec 19, 2003.Vol.50, Iss. 17; pg. A.48

For Gary A. Chastagner, the perfect Christmas tree has the layered look that is favoured in Europe more than in the United States. Here, since the 1940s, the festive firs have generally been sheared and shaped like pampered poodles.

"I just like ones that tend to be more natural in appearance," he says.

More important, he adds, squeezing into a sunlit, crowded stand of experimental firs, his ideal tree

is disease-free and has excellent needle retention. Healthy, longer-lasting, and thus more-marketable Christmas trees have been Mr. Chastagner's quest for 11 years here at Washington State University's Research and Extension Centre, 30 miles south of Seattle.

The professor of plant pathology is one of a few researchers who assist the country's 15,000 Christmas-tree growers, who are concentrated in the Pacific Northwest, the Northeast, the Midwest, and North Carolina. He focuses not just on shielding trees from diseases, but also on breeding trees that will retain their needles longer once they have been decked with baubles, tugged at by children, and peed on by the family dog.

Certainly, he knows a good deal more about Christmas trees than virtually all of the 35 million Americans who heighten Yuletide cheer with one of 15 natural varieties. But hemmed in by true firs, noble firs, Douglas firs, Fraser firs, he claims no favourite. "I'm not doing this work because of some personal love of Christmas trees," he says with a jolly chuckle, his eyes glimmering.

He was drafted to the cause after growers in Washington sang their financial woes to legislators, who directed the university to solve them. "One day," he recalls, "an administrator came over and said, 'Gary, you're the most likely person to work on Christmas trees. When can you start?'"

Car engines sound from country roads far over the fields. Mr. Chastagner (whose name derives from the French for "chestnut tree") says that although he first specialized in turf grasses and ornamental bulbs, "I've enjoyed very much working with Christmas-tree growers. We're fortunate that we've been able to solve some significant problems with them."

To a degree, fussy consumers create those problems. Many purchase a tree right after Thanksgiving and get huffy if it tires by New Year's Eve. Still, that's nothing compared with how homeowners react if the tree desiccates, catches fire, and fries three Barbie dolls, two PlayStations, and a pack of Yu-Gi-Oh! cards wrapped beneath it, while the family is at Christmas Eve church service.

For dryness, try water. That is one of Mr. Chastagner's simpler solutions. Most commercial tree stands cannot hold the surprising three-quarters of a gallon per day that a typical tree needs. He recommends the old trick of half-filling a medium-size trash can with rocks and water and swaddling it with gift paper.

Tree aesthetics are, he notes, matters of preference, and fashion. Once-the-rage Scotch pines, cultured and dense, now are passe. And after three weeks they are nearly "childproof," he notes, because "when they dry, they're prone to have very sharp needles." He glimmers again and suddenly brings to mind a slightly unsettling children's-tale woodsman, tall and stout.

Almost no one will buy a tree with gaps, so growers shear trees each summer as they grow, to give shoots more room to bloom and fill in space. Even more important to Americans, surveys show, is needle retention (Europeans, who generally display trees for only five or six days, are less fussy). Pests and diseases, the Grinches of fir plantations, make it difficult to achieve that consistently.

Different species are prone to different ills. Pointing to a rather yellowed tree, Mr. Chastagner says, "you get tremendous spider-mite damage on Fraser firs, like that, but very little on this one here, which is a grand fir, and is typically grown here, but it doesn't have the needle retention we'd like."

As he discusses shoot blight, twig aphids, woolly adelgids, frass, needle necrosis, stem canker, and root rot, which cause discolouring of needles, branch distortion, and diebacks, the argot of his science seems rather removed from tinsel and colored lights. What, one wonders, would Santa make of sentences in his articles like "The *Mycosphaerella*-like fungus associated with symptomatic needles produces partly erumpent, black pseudothecia and ascospores that are hyaline, fusiform, 1-septate, and slightly constricted at the septum."

Of course, the most dreaded parasite of all for the Christmas-fir forester is the artificial tree. It accounts for 68 percent of American Christmas-tree sales, up 150 percent since the late 1950s. During that period, the U.S. population has doubled, yet annual sales of natural trees have increased only from 30 million to 35 million (compared with 60 million in Europe) -- figures that Mr. Chastagner clearly rues.

On the extension campus's thriving turf lawns stands a tangle of PVC piping that is either an experimental crop-watering system or some agricultural-scientist's idea of conceptual art. Nearby is a hut in which hundreds of Christmas trees hang by string from the ceiling, some into cans of water, some to the concrete floor.

The confines of the shed concentrate the familiar sweet aroma of fir sap. This, explains Mr. Chastagner, is where he and his colleagues, in collaboration with a geneticist in Denmark, Ulrik Nielsen, are designing better Christmas trees through selective breeding and genetic tinkering. Over several weeks, they monitor the cut trees' moisture content, needle loss, color, and other properties. They identify trees -- groups from one location, or even individual specimens -- that perform well after being harvested. Mr. Chastagner has shown that the performance of a cut branch matches that of the whole tree from which it came. So he can study trees' post-harvest needle retention year by year. Once he has identified ideal performers, he says, standing over a row of potted seedlings with a cutting in his hand, "we'll cut off a small shoot, such as this one here, and then graft it onto a root stock so we can clonally propagate the tree." Or he grafts trees in the field, or gathers seeds from ideal trees' cones and propagates those.

In general, he, like growers, is looking for trees that do well in particular parts of the country. Fraser and noble firs have excellent needle retention; with plenty of water, they hold their needles for six weeks. But they take 12 to 15 years to grow from nursery seedling to seven-foot plantation tree. So, while the variety has come to dominate the American market, Mr. Chastagner and his colleagues have been devoting a lot of time to Nordmann firs, which grow naturally in places like Turkey and the former Soviet republic Georgia, and which resist most diseases of the Pacific Northwest.

Ultimately, what he and his colleagues do -- and what the growers and sellers who provide grants for their work want of them -- is to alert the industry, and consumers, to best tree practices. "If it's the third of December, and a customer is going to display a tree out of water," he says, "then there are a whole lot of species that the industry shouldn't sell to that customer.

"A lot of other people get into Christmas-tree retailing for the short-term gain, and they don't necessarily know a lot about them," he continues. "But if you've been around any Christmas-tree lots, you realize that there are people in the retailing business who have been at it for a long time; they go to professional meetings, and they keep up on stuff."

His tone is so matter-of-fact, as he looks up from the row of seedlings, that a Christmas-tree conference does not seem unlikely, at all.

NEW
ZEALAND
BRANCH
CONFERENCE

New Zealand Branch Conference 4–5 July 2005

Theme:
**Education – A Changing Industry or the
Changing Face of Education?**

4 streams will be running, encompassing:

- Changing student population
- Changing funding and compliance issues
- Changing Maori and Pasifika participation
- Changing collaboration

Venue: Te Matauranga Maori
Christchurch Polytechnic Institute of Technology

	<p>Call for papers coming soon – start planning your abstracts now!</p> <p>For further information, contact: ATEM 2005 Conference, c/- The Conference Office, University of Canterbury, Private Bag 4800, Christchurch. Phone: +64 3 364 2534. Fax: +64 3 364 2324 or 364 2057 Email: atem2005@cont.canterbury.ac.nz</p> <p style="text-align: center;">www.cont.canterbury.ac.nz/conference/atem</p>
<p>NEW SOUTH WALES BRANCH REPORT</p>	<p>The NSW Branch rounded off a successful 2004 PD program with the three day residential Career Development Program hosted by The University of New England. The program was attended by 20 delegates and the feedback from the program was excellent. All agreed that the revised format (combination of plenary sessions, discussion groups and workshops of different lengths) was a significant development and helped to maintain focus and concentration during the three days. The delegates also thoroughly enjoyed visiting Armidale and sampling the food and wines of the region. The three day program featured an all inclusive registration fee (program, materials, accommodation and meals) which was also appreciated by the delegates.</p> <p>The final PD program for 2004 was a repeat session of the highly popular Contract Issues for Non-Lawyers on Thursday 2 December. This program was attended by 22 delegates. The previous session was booked out and a waiting list created. The Branch is very pleased with the continued increase in the participation in the PD program throughout 2004 and is looking forward to a even more varied and full program for 2005. The NSW Branch Executive wishes all ATEM members and their families a wonderful holiday season.</p> <p>KAY HEMPSALL NSW BRANCH PRESIDENT</p>
<p>SOUTH AUSTRALIA BRANCH REPORT</p>	<p>This has been a terrific year for the SA Branch and Committee with a number of people joining ATEM for the first time and a number of new faces on the committee as well. We have certainly been recognised at the Association Council meetings for our recruitment activity and professional development program, a big achievement given that we are one of the smaller branches run on the goodwill of a number of volunteers, all of whom have busy day jobs. From our first meeting we established two sub-committees Professional Development and Recruitment chaired by the respective Vice Presidents</p> <p>Professional Development</p> <p>This year's program has been very well attended overall, with attendances averaging at around 30, and some events attracting over 100 people. Our focus has been on issues affecting members in the sector and activities were intended to have broad appeal. We have recently evaluated this program and asked members for their input on next year's program. In addition to the activities which the Branch organises we have also received support from a number of external providers, notably Professional and Continuing Education (PCE) and the Executive Education Unit in the Adelaide Graduate School of Business (AGSB). Both organisations provide excellent discounts to ATEM members. In addition the AGBS and ATEM are running the Leading and Managing People program for a cohort of ATEM members in December at a significantly reduced rate. I would like to acknowledge the support of these organisations and I look forward to us working together in 2005. In addition ATEM and the three universities also sponsored a Backing Australia's Future workshop which enabled us to run a free activity complete with food and the all important coffee.</p>

Recruitment activity

Whilst our numbers are small we have certainly seen an increase in membership numbers for ATEM SA in 2004. I have reproduced the numbers available on the ATEM website which are as at April 2004 but more recent data shows our membership numbers as 112 (July 2004).

Branch	Total	Total
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	<u>2004</u>	<u>2003</u>
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SA	101	94
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We produced a membership kit for all ATEM SA members which included information about ATEM and our professional development program as well as a nice pen. This kit is likely to be adopted across the Association in 2005. Storey and I are also rewriting the information brochure for the Association – something that our committee has been keen to improve for some time.

Our commitment to a steady increase in membership numbers will continue in 2005 to ensure we build a strong SA Branch which is able to support networking and professional development activities throughout the calendar year.

Special thanks

I would like to thank all members of the Branch Committee for their enthusiasm and hard work in ensuring that we have effectively run the affairs of the Branch including a well attended professional development program and the implementation of a membership recruitment strategy for the first time. Whilst it's always risky noting particular contributions there are some people who I would like to acknowledge - Ion Wallace and David French leave the committee this year but I have been particularly grateful for their guidance and support as "the wise men of the ATEM court".

I look forward to another positive year ahead with an active Committee committed to the professional development of its members.

Lucy Schulz
SA BRANCH PRESIDENT

VICTORIA
 BRANCH
 REPORT

2004 END OF YEAR FUNCTION

An end of year breakfast with a Christmas theme was held for members at the Hyatt on the Park Hotel in Melbourne on 1 December and was attended by approximately 60 members. The event provided me with an opportunity to publicly thank the members for their support during the year and acknowledge the work of the Victorian Executive, past and present. In this regard, I would particularly like to mention my thanks again to the departing members of the Branch Executive in 2004:

- Ms Jacqui Perdriau (Monash University and member of the Professional Development team)
- Ms Lisa Gartlan-Betinsky (Melba Conservatorium of Music and Branch Treasurer).

Attendees were treated to entertainment from a barbershop quartet and were provided with a specially made ATEM Christmas pudding.

PROFESSIONAL DEVELOPMENT PROGRAM

The 2004 Professional Development Program has now ended with the conduct of four very successful programs in October and another, *Resume Writing and Interview Skills* in November. Overall, the 2004 program has been well received with increased participation from staff in the sector and from Victorian Branch members.

	<p>The work that is involved in coordinating such a large Program is considerable and I am particularly grateful to the Professional Development Team of Joanne Austin, Terrie Healy and Jacqui Perdriau for their time and expertise in planning and coordinating the program.</p> <p>The biennial Branch Conference which was held in May was also a highlight in 2004. Again, a very dedicated conference planning team led by the Conference Convenor, Jacqui Perdriau, contributed enormously to the success of this event.</p> <p>LOOKING AHEAD TO 2005</p> <p>The Branch is well underway with its planning for 2005. The successful breakfast seminar program will continue as well as the comprehensive professional development program which will include an expanded range of offerings, particularly in the areas of marketing and management. Details of the 2005 program will be published on the ATEM website early in the new year.</p> <p>The Branch is also introducing a new professional development initiative in 2005. At the end of year function, I announced that the Branch will offer a Victorian member the opportunity to attend the annual Association of University Administrators National Conference in the UK and undertake the Postgraduate Certificate in Professional Practice. This exciting sponsorship opportunity is valued in excess of \$7,000. Further details regarding this initiative can be found on the ATEM website.</p> <p>GERARD TOOHEY BRANCH PRESIDENT - VICTORIA Gerard.Toohy@adm.monash.edu.au</p>
<p>FINAL THOUGHT</p>	<p>"Christmas gift suggestions:</p> <p>To your enemy, forgiveness. To an opponent, tolerance. To a friend, your heart. To a customer, service. To all, charity. To every child, a good example. To yourself, respect."</p> <p style="text-align: right;"><i>Oren Arnold</i></p>
<p>NEXT EDITION</p>	<p>The next edition of ATEM Matters will be sent out in March 2005.</p> <p>Please email any contributions and reports to toni.hodge@canterbury.ac.nz by</p> <p style="text-align: center;">28 February 2005</p>