



# ATEM MATTERS

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<p>WELCOME FROM THE EDITOR</p>	<p>Welcome to the October edition of ATEM Matters, and my final edition as Editor. Most of you will now be aware of my move to the position of Association Secretary and last month Council confirmed the appointment of Chris Pepper, of the Western Australian Branch, as Councillor at Large for a 2 year term. Chris will therefore be taking over ATEM Matters and I know he will appreciate any feedback/suggestions/comments on how we can improve the newsletter for you.</p> <p>This edition contains reports and feedback on the Tertiary Education Management Conference, held this year in Perth. Unfortunately the weather didn't welcome us (which I've been assured was totally unseasonal!), but the organizing committee and local members more than made up for it and those of us who made the trip to the far western reaches of Australia were well rewarded with the usual high quality workshops, keynotes, and presentations that we have come to expect from our key conference.</p> <p>I was especially delighted to see such a high number of New Zealand delegates. Despite having to travel the furthest, members from the New Zealand branch were one of the largest groups to register and Perth did not disappoint.</p> <p>If I had to recount one key point from the conference, it would have to be the issue of globalization and world rankings, and the comparability of Australasian institutions on the world stage. This was picked up on by a number of speakers and is undoubtedly going to be a key challenge for all of us. This was even</p>

more pertinent given I had just returned from representing my university at a series of Education Fairs in India, where the most common question being asked by potential students was about our university's ranking. Providing an adequate answer is a challenge, and difficult to ignore.

We are now heading into the final stages of the year – a typically peak time for most of us. I trust you will take the time, however, to enjoy the beginning of summer and take some time out to read this and distribute it amongst your colleagues.



TONI HODGE  
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## FROM THE PRESIDENT

The TEM Conference in Perth was a great success, with a range of very strong practitioner papers from ATEM members presented in the parallel sessions, with excellent support from our sponsors, and with an outstanding group of keynote speakers who set the scene, held the programme together, and then finished the Conference on an inspiring note.

Among those keynote speakers who so willingly gave of their time and talents, those who captured the attention and made us all think were obviously those who opened our Conference. That morning really raised the bar, and all three were outstanding individuals. The Governor of Western Australia (Lt Gen John Sanderson) who kindly consented to open the 2005 TEM was one of those who gave a clear statement about tertiary education, and made salient comments about the ways in which the support of governments needs to be increased and focused. While he may not have been listed as a "key note speaker", the Governor took on that role as part of his opening remarks to the Conference, as did Prof Lance Twomey (VC of Curtin) who also pushed us in the right direction in terms of getting us thinking about the issues. We were all pleased to listen to these two speakers extend their roles into areas of real relevance, and to listen to their shared views. The input from John Colvin from the legal firm, Freehill entertained, challenged and entertained us (often all at the same time) and gave an important perspective on the industrial environment we all have to work with. To close the Conference, the WA organisers introduced us to Dr Fiona Wood, the 2005 Australian of the Year. What an inspirational person, and what a skilled, refreshing and open speaker she turned out to be as well. I talked to other delegates later, who were simply inspired by her and all she has accomplished so far, and the importance of what she has accomplished.

In amongst all these highlights, we also had to transact the "business" of ATEM, and to hold our key meetings of the Foundation, the Executive, and the Council, to lead our Members Forum, to make our awards and acknowledge our successes and the changes in membership grades, and to hold our important AGM for ATEM Inc. These meetings and events were also all in the same spirit as the rest of the Conference. There were quite key changes to ATEM made during those few days. I won't go through each of the developments in detail here, but they are all in the minutes and commentaries that are elsewhere on the website. The comment I wanted to make was that these were some of the most progressive and positive meeting of ATEM that I have ever attended, that they transacted more business than I could have hoped for, and that business was all transacted in a real spirit of colleagues all focussed on the same direction and vision and all determined to move ATEM along the reform path that we refined for us all, two years ago.

My grateful thanks to everyone who took part in the activities and business in Perth, to all those whose times on the ATEM Council came to a close in Perth, and to all those who have stepped up and taken those roles to move them forward over the next phase of ATEM's development. My congratulations to those who have been elected to the roles on the Executive and Council. You have done a lot already, and there is more to come!!

Kindest 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

Tadija Hill	Michael Lammas	John Molt
Bevan O'Neill		

### New South Wales

Mark Abou-Lehaf	Lexie Blyth	Pamela Brass
Gordon Buckley	Jeni Buttery	Cathy Chew
Geoffrey Christie	Susan Clutterham	Robert Collins
Grant Cooley	Colleen Croxford	Bill Earl
Angela Gillmore	Louisa Gow	Satya Graham
Karen Harman	Hellen Knight	Marilyn McMurray
Janice Messina	Ross Milne	Jodie O'Halloran
Linda Purcell	John Roth	Darlene Sebalj
Michael Thomson	Peter Walsh	Robbie Whitley

### New Zealand

Pauline Anderson	Cameron Bruce	Michael Collins
Francesca Comber	Marianne Davison	Christina Field
Diane Gray	Marlene Moir	Katherine Patrick
Brett Shaw	Martin Shiner	Aldo Stewart
Ross Timutimu	Brigitte Tipene-Matua	Stuart Walsh
Adrian Williams		

### Northern Territory

Matt Kayrooz

### Queensland

Ngareta Dyke	Andreas Head	Karen Jumelet
Rebecca Lean	Colleen Lovegrove	Carroll Swinton
Anthony Thomson		

### South Australia

Michael Bingley	Sandra Boehm	Simon McIver
Graeme Petronijevic	Adriana Torjul	

### Tasmania

Louise Fyfe	Heather Kapeller	Nicki Lillis
Veronika Lindsay	Jeff Stanesby	Jennifer Turner

### Victoria

Chiara Aanensen	Pauline Auguste	Laurie Barnett
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	Trish Brandwyk Janet Burns Pat Coyle Helen Fernandes Caroline Gray Veronica Hendriks Valerie Kerlin Delanie McDowell Christine Poynton Amanda Rickey Gerard Sinel Kylie Syme Carleen West	Louise Bauers Murray Ciacia Neil Dean Michael Gangi Catherine Harrison John Hibberd Vanessa Love David Pecoraro Tony Reid Kathryn Rutter Geoffrey Stubbings Clare Thomas Peter Woodward	Sioe-Gek Buchhorn Jan Condotta Darlene Dianiska Nola Gardner Bernard Heggie Sandra Keating Amy Macmahon Astrid Phillips Robin Richardson Barbara Sette Susie Styles Barbara Webster Michael Wright
	Western Australia Margaret Beresford Michelle Rogers	Glen Ellis Robyn Smith	Carole Fitzpatrick

<b>MEMBERSHIP CATEGORY CHANGES</b>	The following ATEM Members have been successful with their applications to upgrade their membership classification since the last edition of ATEM Matters:		
	<b>BRANCH</b>	<b>CANDIDATE</b>	<b>NEW STATUS</b>
	<b>NSW</b>	Alison Bridger ATEMAF	Associate Fellow
		Wayne Bleakley ATEMAF	Associate Fellow
	<b>New Zealand</b>	Toni Hodge ATEMAF	Associate Fellow
		Bob Hall ATEMAF	Associate Fellow
		Judith Nathan ATEMF	Fellow
		Neil Voyce ATEMF	Fellow
		Bruce Knox ATEMF	Fellow
		Audrey Gan ATEMF	Fellow
Gita Prasad ATEMAF		Associate Fellow	
Julie Wood ATEMF		Fellow	
Jeff Long ATEMF		Fellow	
Bobbie Wisneski ATEMF		Fellow	
Anne Walker ATEMF	Fellow		
<b>Queensland</b>	Margie Cole ATEMF	Fellow	
<b>South Australia</b>	Samantha Jacob ATEMF	Fellow	
	Judy Szekeres ATEMF	Fellow	
	Lucy Schulz ATEMF	Fellow	
	John Pryzibilla ATEMF	Fellow	
	Ion Wallace ATEMF	Fellow	
Liz Pryzibilla ATEMF	Fellow		
<b>Tasmania</b>	Joan Rodrigues ATEMAF	Associate Fellow	
<b>Victoria</b>	Anthony Manahan ATEMAF	Associate Fellow	
	Karin Diamond ATEMAF	Associate Fellow	
	Bob Speechley ATEMF	Fellow	
	Michael Halls ATEMF	Fellow	
	Dr Raj Sharma ATEMF	Fellow	

	<p>Western Australia      Andrew Crevald ATEMF      Fellow  Kevin Smith ATEMF      Fellow  Shelda Debowski ATEMF      Fellow  Linda McLain ATEMF      Fellow</p> <p>If you have any queries about your candidature you can ask your Branch President or <a href="mailto:giles.pickford@bigpond.com">giles.pickford@bigpond.com</a></p>
<p>LETTER TO  THE  SECRETARIAT</p>	<p>-----Original Message-----  From: Deidre WHITELAW [<a href="mailto:d.whitelaw@ecu.edu.au">mailto:d.whitelaw@ecu.edu.au</a>]  Sent: Tuesday, 9 August 2005 4:05 PM  To: Giles.pickford@bigpond.com  Subject: Associate Fellows of ATEM</p> <p>Mr Giles Pickford and Mr Peter Scardoni  Association for Tertiary Management  PO Box 6050  O'Connor ACT 2602</p> <p>Dear Giles and Peter</p> <p>I was delighted to receive your recent letters advising me that three ECU staff have been raised to the status of Associate Fellow of ATEM. I was very pleased to hear this and have passed on my congratulations to all of them.</p> <p>I am writing also to say that I have been watching ATEM grow in stature over the years and I believe it is a very credible professional association. I strongly encourage my staff to be members of ATEM and know that a number are actively involved in the WA Branch. I congratulate you on the success of the organisation, which I know in large part is due to your hard work.</p> <p>Kind Regards</p> <p>Professor Millicent E Poole  Vice-Chancellor and President  Edith Cowan University  100 Joondalup Drive  Joondalup WA 6027  Phone: 61 8 6304 2205  Fax: 61 8 6304 2666  vc@ecu.edu.au</p>
<p>FROM THE  SECRETARIAT</p>	<p><b>Report on the meeting of the ATEM Council held on Tuesday 27 September 2005</b>  Compiled by the ATEM Secretariat</p> <p><b>1 AVCC/ATEM Joint Courses</b>  Council received a report from VP Margie Cole on the first pilot in Darwin of the jointly badged AVCC/ATEM Course 'Challenges for Universities and Individuals' held in late July at Charles Darwin University. Council noted that the course had been well attended by the target group HEW 5-7 and had been very well received.</p> <p>Council noted that the second pilot would be held in Perth early in 2006.</p>

## **2 Appointment of a Councillor at Large**

That Chris Pepper of the Western Australian Branch was appointed Councillor at Large for the two year period ending after the 2007 Annual General Meeting.

## **3 Survey of Members**

Lucy Schulz reported on the results of the survey of members. Council was pleased with the largely positive response. The Secretariat was requested to investigate the suggestion made in the responses and report back to the Executive Committee.

## **4 Membership Coordinators**

Council noted Lucy Schulz's communication with 53 ATEM Membership Coordinators, and the arrangements for the Breakfast to be held the next day.

## **5 Implementing the Membership Categories**

Council noted a report on the implementation of the new membership levels which had been prepared by the ATEM Secretariat. Council agreed that the adoption of the new levels was proceeding smoothly. It agreed that the availability of the levels, and ease of application, should be promoted more vigorously by Branches and the ATEM Secretariat. It was agreed that the \$100 application fee, due for implementation on 1 January 2006, be discarded

## **6 Corporate Members Campaign**

Council noted that the 2005 Corporate Members campaign was a success with only two institutions failing to renew, and with four new members joining during the year. Council noted that there were now only three universities in Australia and one in New Zealand that had not yet joined.

## **7 Report on the 2006 TEM Conference**

Council received a report from BP Kay Hemsall on the arrangements for TEM Conference which would coincide with ATEM's 30<sup>th</sup> Anniversary. It was agreed that:

(a) That Council strongly supports the concept of packaging registration and accommodation as a single cost, subject to the practicalities being worked out by the PCO. It noted that the overall package would not be excessive when compared to other Conferences

(b) That Council seek sponsorship for 30<sup>th</sup> Anniversary give-away 'prizes' and fund one itself in the form of a free registration to the 2006 TEM Conference.

(c) That a Birthday Blog be created on the web for the duration of 2006

(d) That the award presentation of Honorary Fellow for Grant Harman be deferred until the 2006 TEM Conference ATEM Awards Breakfast

(e) That the Conference Manual is checked and edited if necessary to ensure that there is no reference to Conference profits, and that it is clearly explained in the Manual that any surplus from the Conference is fully expended on ATEM activities without the cost being added to the Membership Fee.

## **8 Future Conferences**

Council noted that future Conferences will be Canberra 7-10 October 2007, New Zealand 28 September - 1 October 2008, Darwin 2009, Melbourne 2010 and Brisbane 2011. This schedule has the agreement of TEFMA.

## **9 Financial Delegations for Conferences**

Council noted the provisions in the Finance Manual concerning financial oversight of the Conference.

It was agreed that the Conference Manual was now a large volume and that it would be made more accessible by the compilation of a Checklist for use by the PCO and Organising Committees.

## **10 The Journal of Higher Education Policy and Management**

Council noted a report from the Joint Editors of the Journal. It noted that the Journal was now attracting so many articles that the rejection rate had risen to 60%. This is proof of the standing that the Journal now has in the international community.

### **11 Report of the Awards and Grants Committee**

Council noted the following Awards and Grants:

Maurie Blank Study Scholarship	Julie McFarland, Victorian Branch
Peter Karmel International Study Scholarship	Anne Walker, New Zealand Branch
Meritorious Service Award	Neil Voyce, New Zealand Branch
	Chris Jeffery, WA Branch
Certificate of Appreciation	Patricia Berry, SA Branch
	Alister Richards, SA Branch
Honorary Fellow	Grant Harman, NSW Branch (to be presented in 2006)

### **12 Report of the Returning Officer**

Council noted the Returning Officer's Report of the 2005 Council Elections which had elected the Officers below for a term of office ending after the 2007 Annual General Meeting.

**PRESIDENT:**

Tom Gregg (NZ Branch) moved Alan Hayward seconded Roy Sharp

**VICE-PRESIDENT**

Richard Easterher (Tasmanian Branch) moved Tom Gregg seconded Carol Harding

**TREASURER**

Neil Voyce (New Zealand Branch) moved Tom Gregg seconded Richard Easterher

### **13 Financial Management Advisory Committee**

Council received a report from the FMAC Chair, VP Richard Easterher. It was agreed that:

(a) That FMAC is regarded as a standing committee of Council, and that the membership should not be varied.

(b) That Executive Committee will give assistance to VP Richard Easterher with his duties as the Vice-President overseeing the TEM Conference, while FMAC will give him advice on finance and risk issues as they arise in relation to the TEM Conference.

(c) That the compliance sheet, showing how each Branch and the Journal complies with legal requirements, is noted, and that it is updated regularly.

(d) That Council will implement the idea, approved in May, of a 'whole of ATEM' budget process, which will involve the Branches, Council and the Journal creating a three-year rolling budget, based on known parameters, and adjusted annually at the May meeting of Council.

(e) That Council will implement the concept, approved in May, of an ATEM Development Fund of \$50,000 which will comprise funds donated by Council and by Branches which will be used to fund capital projects according to a priority determined by Council: and that VP Richard Easterher and the Treasurer implement the fund.

(f) That Council will implement the concept, approved in May, of a Pooled Investments Fund which will invest funds on behalf of Council and the Branches, thus improving the yield to ATEM Members.

(g) That ATEM appoints Moore Stephens as its tax agent and investigates the process of self-assessing itself as a public education provider. VP Richard Easterher is to report on the options that arise out of this investigation at the May meeting of Council.

(h) That ATEM takes out cover with CGU for fidelity guarantee, professional indemnity, and other risks. Council noted that at present ATEM is only covered for public liability.

(i) That ATEM will adopt a single accounting system to be implemented by Peter Scardoni assisted by Technik Pty Ltd using Quick Books Premier Accounting System. That Branches be offered a data-entry bureau service by the ATEM Secretariat, and that all Branches and the Journal accounts will be transferred to the single accounting system by 1 May 2007.

Council then adopted the 2005-7 Budgets and the Audited Annual Accounts and the Annual Report for 2004-2005.

#### **14 Members Forum**

Council noted that the Members' Forum this year will focus on (a) the new Membership Levels (address by Chris Jeffery) and on (b) the results of the Membership Survey of ATEM Communications (address by Lucy Schulz). Toni Hodge will chair the forum.

#### **15 Annual General Meeting of the ATEM Foundation Ltd**

Council reconvened itself as the Annual General Meeting of the ATEM Foundation Pty Ltd.

The report of the Board of Directors of the ATEM Foundation Pty Ltd was received and discussed, and it was agreed that:

- (a) That the resignation of VP Margie Cole from the Board of Directors was received with regret
- (b) That Neil Voyce, Association Treasurer, be appointed to the Board of Directors
- (c) That Richard Easter be appointed Chair of the Foundation Board
- (c) That Branches consider whether they are aware of any member with skills in either fundraising or investing and forward those names to the Company Secretary.
- (d) That it be noted that the ATEM Foundation has the status of a Charitable Company in Australia and a Charitable Trust in New Zealand
- (e) That the ATEM Emeritus Chapter (the Ghosts) be congratulated and thanked for its on-going donations to the Foundation
- (f) That it be noted that the interest-free long-term loan from the Victorian Branch is, with the consent of the Branch, converted to a donation
- (g) That the on-going donations from the NSW Branch are noted with appreciation
- (h) That Council notes that the accumulated operating profit of the Foundation is \$54,543; and that the Audited Annual Accounts be received and adopted
- (i) That the Annual Report of the Board of Directors of the ATEM Foundation Pty Ltd be received and adopted.

#### **16 2006 Meetings Calendar**

##### **CANBERRA**

- 18 May at 3.00 pm: ATEM Executive Committee
- 18 May at 4.30 pm: FMAC
- 18 May at 6.30 pm: Dinner with Patron and AVCC
- 19 May at 9.30 am: ATEM Council. Close by 3.00 pm

##### **SYDNEY**

- 27 August at 8.30 am: ATEM Foundation Board
- 27 August at 9.00 am: ATEM Executive
- 27 August at 10.00 am: FMAC
- 27 August at 1.00 pm: ATEM Council
- 29 August at 7.15 am: ATEM Awards Breakfast
- 29 August at 7.30 am: Members' Forum
- 29 August at 8.15 am: ATEM Annual General Meeting
- 29 August at 12.30 pm: ATEM Ghosts' Lunch at the Aria Restaurant, 1 Macquarie St, Sydney

GILES PICKFORD & PETER SCARDONI  
SECRETARIAT



<p style="text-align: center;">THE AEGIDIUS YARNS</p>	<p><b>Yarn 2      <i>Ægidius and the Media Release Nightmare</i></b></p> <p>The Professor of Electrics had recently achieved a breakthrough after fifteen years of research which had so far only caused ripples in the media as a result of the investigations of the Parliamentary Waste Watch Committee, which had made many comments about the absolute sterility of this man's struggle to discover.</p> <p>The breakthrough came when he finally worked out a way of generating power from the reaction of vegetable oils and urine in a lattice of germanium crystals at room temperature. Our Professor was a uni-directional and rather private person who had not noticed the stirring of the Waste Watch Committee. He had no real idea of the importance of his discovery.</p> <p>Put simply, he had found a way of heating a house with nothing more than some peanut oil, a cheap crystalline device and the end result of consuming five glasses of beer. To him this was the same as successfully working out the <i>Times</i> crossword puzzle: having done it gives satisfaction enough, seeking glory did not enter his head.</p> <p>He was busy getting his paper ready for publication in <i>Nature</i> when a colleague leaked the story to the producer of the 7.30 Report. This program was already in the middle of a rather negative story about the Academy. The animal liberationists had invaded the campus at night and released all the ferrets from the laboratories of the Biochemistry Department. The Vice-Chancellor had risen to the occasion on local radio advising citizens to wear bicycle clips around their trouser bottoms in order to prevent an insurgency. The 7.30 Report broke the story along the lines that in spite of the well documented mismanagement of our campus, one of the boffins had actually done something useful for once.</p> <p><i>Ægidius's</i> mobile phone started ringing at 8.00 pm that night when he was down at the University Club enjoying his fourth Whiskey.</p> <p>'Why didn't we get the Press Release?' was the question from the twenty eight anxious journalists who rang between 8.00 pm and 9.00 am the following day.</p> <p><i>Ægidius</i> rang Electrics the following morning at about 9.30 am, the starting time for Departmental Secretaries. 'The Professor is not available...No, you cannot get him at home...He has asked me not to disturb him...He is writing up some work for publication in <i>Nature</i>...No I did not watch the 7.30 Report last night...Oh dear is that so!... I will ring him myself now to get instructions'.</p> <p>The Professor rang about 30 minutes later. It was a miracle he could get through as the phone was now ringing continuously. 'Hullo' he said 'There is something wrong with your phone connection, you should ring Telstra about it'. <i>Aegidius</i> told him the whole catastrophe. 'Gosh' he said ' I had no idea anyone would find it all that interesting'.</p>
<p style="text-align: center;">IF OPPORTUNITY KNOCKS....</p>	<p>I have been fortunate to travel twice to the United States for work purposes. Neither came as a result of considered and thoughtful planning on my part, which of course is my natural predisposition!</p> <p>The first was in 2002 when ATEM sought a delegate for the 88th Annual Meeting of the American Association of Collegiate Registrars and Admissions Officers (AACRAO). After the meeting, and with the support of my employer (QUT), I undertook site visits to Minnesota (U of M), Indiana (IU) and Ball State (BSU) universities. This was my first opportunity for overseas professional travel in twenty years of higher education employment, and one for which I was extremely grateful (thanks ATEM).</p> <p>My reflections in 2002 were: I gained a deeper understanding of my own higher education experience and practice while trying to describe it in the American context and culture; the experience was of immense value personally and professionally; I returned with useful knowledge, concepts and practice to contribute to discussion and improvement at QUT.</p>

	<p>Through my association with Ball State I was invited back to the USA in 2005 to present to the 3<sup>rd</sup> Biennial Conference on Transfer and Articulation hosted by the Indiana Commission for Higher Education and their State Transfer and Articulation Committee. The conference was held in Indianapolis in July with principal conference themes:</p> <ul style="list-style-type: none"> <li>• Promises and limitations of technology in aiding transfer</li> <li>• Transfer initiatives in other countries</li> <li>• Multi-directional realities of transfer between and within sectors.</li> </ul> <p>My invitation on both occasions was a result of the unfortunate (for them) withdrawal of other delegates. For my own part the timing was inconvenient and I had little time to plan arrangements, both for the travel and for my absence at home and work. In hindsight I don't regret this inconvenience one little bit.</p> <p>I encourage members to be alert to the opportunity to take their Australian experience offshore. Have the passport ready, be on good terms with your supervisor and institution, and be aware of the support your institution or professional association can provide. While overseas, make strong personal connections because you never know the further development opportunities that can flow.</p> <p><i>Bruce McCallum is Associate Director in the Student Business Services Department at Queensland University of Technology and Queensland Branch Vice-President. Email <a href="mailto:b.mccallum@qut.edu.au">b.mccallum@qut.edu.au</a></i></p>
<p>CONFERENCE REPORT</p>	<p><b>Strategic Higher and Vocational Education Marketing Conference 28-29 June, 2005, Sydney</b></p> <p>Earlier this year I was fortunate to be awarded the ATEM place at the Strategic Higher and Vocational Education Marketing Conference in Sydney. It was a valuable opportunity for marketers across the tertiary sector to network, share experiences and discuss the increasingly complex issues we now face.</p> <p>With attendees from both Australia and New Zealand, it is clear that there is a growing emphasis across the tertiary sector on branding, and effective and professional marketing as a result of an increasingly competitive and changeable environment.</p> <p>Speakers and panellists were drawn from universities, TAFEs and Polytechnics, with marketing, community relations and communications experts from outside the tertiary sector also providing examples of best practice.</p> <p>Dr Lianne Cretney-Barnes, Director of Marketing and Development, Edith Cowan University, set the tone of the conference by reinforcing the big challenges in the tertiary sector – high employment, changing government policies, increasing competition for research funding, questions over the sustainability of key international markets and an increasing emphasis on student fees.</p> <p>In this context the importance of a strong marketing plan, linked to the strategic and operational priorities of an institution, and based on clear vision, goals and values was emphasised. The reputation of an institution is represented in its brand, and this is important not just for student recruitment, but for attracting staff, funding and influencing key stakeholders.</p> <p>The challenges of communicating to today's Youth Market were also a topic of interest. Toby Dewar of Ikon Communications pointed to the huge changes over the last ten years, with internet, mobile phones and other technological advancements diversifying communication channels. "Technology is now a necessity, not a luxury." In his view, the marketing focus is moving towards interactivity and accessibility, and the need to be honest, real and passionate in our communication with this media-aware, 'instant' generation. Stephen Knightly, Director of Marketing at Waikato University, reinforced the message of using appropriate media to communicate, not patronising youth, and the importance of engagement, integrity and relevance.</p>

	<p>Communicating one clear message, being consistent, and involving staff and students in the brand were also themes of the conference. Dr Robert Bontrager, Assistant Provost for Enrolment Management at Oregon State University described a brand as 'what the public expects from you ... a promise to deliver a certain kind of experience'. His challenge to delegates was to build a strong brand by reducing the gap between expectation and reality, to deliver on brand promises in every experience and interaction students have with an institution. Simply put, 'the quality of our students' experiences is determined by the quality of our relationships with them.'</p> <p>CRM (customer relationship management) is now being enhanced by technology to assist create customised and consistent experiences. However, according to Pankaj Singh, Head of Customer Campaign Management at ANZ, technology is only 5-10% of the investment in a good CRM strategy. Knowing your customers, developing value propositions and then delivering on them are key to a sustainable and positive relationship.</p> <p>The conference also addressed postgraduate recruitment – often the forgotten strategy in the quest to recruit school leavers – fundraising and development models and how to use surveys and statistics available to target markets effectively. It was an excellent opportunity to learn, question, network and discuss the challenges ahead.</p> <p><b>Brigitte Murray</b>  <b>Director of Marketing</b>  <b>University of Canterbury</b></p>
<p>TERTIARY  EDUCATION  MANAGEMENT  CONFERENCE</p>	<p>Thank you to everyone who sent in their stories from this year's TEM Conference. Once again, this event has proven to be a highlight on all our calendars, as you'll see from the feedback received below.</p> <p>-----</p> <p>I have attended the past three conferences and for me Perth was the most informative. This could be because I went Adelaide as a member of the Hobart organising committee (for others who also attended, I was the Tassie Devil!) and spent much of my time there noting what worked and what didn't. I then was in Hobart as an organiser and that was like being the host at a large dinner party. Would everything flow on time and as planned or would something go terribly wrong?</p> <p>At Perth I was just a standard delegate and could at last concentrate on the presentations.</p> <p>As a member of both ATEM and TEFMA I split my time between sessions relevant to both organisations and to my delight selected a really informative set of presentations. I would like to take this opportunity to congratulate the following ATEM presenters whose sessions I attended.</p> <ul style="list-style-type: none"> <li>• Jan Williams and Jayne Hughes for their session on challenging the status-quo at Salford University,</li> <li>• Mark Bennett for the report of his survey of staff perceptions in the Menzies Centre,</li> <li>• Clive Jones for explaining what is meant by "disruptive innovation",</li> <li>• Sue Carretht, Maddy McMaster and Celia Whitechurch for their very interesting sessions on professional development for University managers.</li> </ul> <p>All of the keynote speakers were similarly excellent, but I was particularly inspired by Professor Michael (Kent State) when he asked what Universities wanted to thrive for. I suspect that for most the answer would be "so that we can do more than keep afloat and provide a service for students and salaries for staff". However, I also suspect that Professor Michael would not see that as "thriving", merely "surviving". I cannot answer his question but feel that having an inspirational vision of the place that the University aspires to occupy would</p>

be somewhere in the answer.

Another keynote speaker who really made me think was Mark McCrindle with his views on the different generations. I have always thought that the divisions into Boomers and Generations X, Y and Z were artificial and could not possibly reflect how people really behave and think. However, as his session progressed and as the mother of a Gen X and a Gen Y (with only 3 years between them) I could see both of my sons accurately depicted and I finally appreciated the challenges that are being presented to tertiary institutions as these individuals pass through, first as students and then prospective employees. (Yes, I am a slow learner!). Add Mark's comments to those of John Colvin on the first day in his presentation on employee relations and I can see that as a University manager I have a truly challenging time ahead.

Fiona Wood's keynote presentation was an excellent one to end on. I have no idea which of the generations she belongs to but her hard work and achievement, while raising six children, was awe- inspiring.

I am now looking forward to Sydney in 2006.

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The 2005 Ghosts' Lunch was held on Thursday 29 September at the University of Western Australia Club.

The Lunch resulted in a surplus of \$700 which will be donated to the ATEM Foundation.

The 30<sup>th</sup> Anniversary ATEM Ghosts' Lunch will be held on Tuesday 29 August 2006 at the Aria Restaurant, 1 Macquarie Street, East Circular Quay, Sydney.



Left to right: Peter Scardoni, Gerry Mayer, Carol Harding, Chris Jeffery, Giles Pickford, Tom Gregg.

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By all accounts the Conference went off well. As I was leaving the PCEC I received positive feedback from those who walked with me. It was personally rewarding to see the organisation come together - I take my hat off to the two Chris's who really put in the hard yards - Chris Pepper and Chris Jeffery.

Networking was definitely a highlight this year for me - especially meeting with Executive from ATEM branches and sharing our stories.

I thought the keynotes were exceptional and inspirational with some real standouts amongst them.

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I wanted to make a few points about the Conference dinner at the Fremantle Jail.

1. Evaluation form included a space for the dinner, yet hard to evaluate as we handed the forms in prior to the dinner commencing.

2. Disappointed with several aspects of the dinner. The staff didn't know where the pre-dinner drinks nor the toilets were. The main course was served 45minutes late (and that is being generous), the food was good but cold, the drinks service was non-existent for over an hour (you had to get it yourself if you wanted another drink) and lastly the overall organisation (whether it be ATEM or the venue) was poor.

Whilst the venue was a great idea to see another side of Perth for those of us who don't come from WA, it simply didn't come off.

Apart from that the conference was great and I had a fabulous time in Perth.

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**THE ADELPHI BAR AT THE PARMELIA HILTON PERTH - QUEENSLANDER'S HOME FROM HOME.**

Wednesday night at the Perth conference saw about 30 Queensland delegates and their partners network over a few drinks and pre-dinner snacks hosted by the branch executive committee. This was a very successful initiative and gave Queenslanders the opportunity to catch up with each other, something not always easily-achievable at home! It's not true that membership forms were passed out to the non-ATEM members (and their partners).....but the executive committee has ways of following up! Following the get-together, people departed in a number of smaller groups to restaurants around town. It was particularly pleasing to see TEFMA colleagues drop in for a quick refreshment on their way to the TEFMA dinner.



Attached are a couple of photos of staff from University of Western Sydney. We aren't sure who those 3 ring ins are behind us but they obviously were in dire straights to get their photo taken!

We had a strong contingent attend from UWS - among them some first time attendees and a first time presenter. All were impressed with their experience and agreed they got a great deal from the conference.

**QUEENSLAND  
BRANCH  
REPORT**

**Professional Development**

The QLD Branch has had a successful year, with good levels of participation and feedback for most professional development activities in 2005, with 7 workshops for the remainder of the year. Recent activities include "Contract Issues for Non-Lawyers" in May, the 3-day residential program "Towards Middle Management" at the end of June, "Project Management – Delivering Results" in July, and "Effective Workplace Writing" in August. Planning for the 2006 Professional Development program has recently begun, with the aim of finalising the program for distribution early in 2006.

## Conference

The Branch hopes to have finalised the QLD Branch's 2006 one-day conference by the end of November. Further details will be advised in the next issue of ATEM Matters.

## AGM and New Queensland Executive Committee

The QLD Branch recently held its Annual General Meeting at the Ship Inn at Southbank, and would like to express special thanks to those who attended.

At the AGM, ATEM Queensland endorsed its new executive group. The new executive has a powerful blend of new, recent and longer terms members – just right for advancing the Queensland branch.

### President

John Swinton, Griffith University

### Vice - Presidents

Ibi Repcsik, Queensland University of Technology

Bruce McCallum, Queensland University of Technology

### Secretary

Jan Gerlic, Queensland University of Technology

### Treasurer

Laurence Quinlivan, retired, ex- Griffith University

### Immediate Past President

Roger Byrom, University of Queensland

### Committee Members

Tracey Chatterton, Queensland University of Technology

Margie Cole, Queensland University of Technology

Cassandra Russell, Queensland University of Technology

Samantha Rose, University of Queensland

John Urquhart, Griffith University

Bryan Williams, USQ Toowoomba

In taking on the role of President, John Swinton from Griffith University thanked outgoing President Roger Byrom for leading Queensland through 2004/5 in another successful year. Roger did not nominate for office – having expressed his wish earlier to step down at the end of his term – but will take up the Immediate Past President position. His ongoing input to the executive will be strongly valued.

Also stepping down from the group was Sam Ragusa. Sam was warmly thanked for what many ATEM members will agree has been many years of sterling service including time as President.

JOHN SWINTON  
BRANCH PRESIDENT – QUEENSLAND



## VICTORIA BRANCH REPORT

The branch held a very successful mini-conference on Wednesday 17 August, entitled 'Customer Service and Networking'.

Almost 70 people attended. The guest speaker was Dr June Dunleavy from Queensland University of Technology, whose special area of study is customer service. She drew on a wide range of examples from inside and outside the tertiary sector to inspire us to plan, measure and evaluate our procedures for dealing with customers and for addressing complaints.

The afternoon included a session for special interest groups to share information and ideas across institutions about common aspects of our work.

	<p>The branch has a varied and successful range of professional development activities. The annual residential Middle Managers Program was held in Queenscliff in June. This includes a follow-up session for participants on Career Resume Writing and Interview Skills. Minute Taking, Events Management and Emotional Intelligence remain very popular courses. However, a new course this year, How to Succeed as a First Time Manager, was so well received that it was repeated within a matter of weeks. Two other new courses which were also well received were eMarketing and the Faculty Managers Forum. The forum was particularly interesting, with guest speaker Tony Heywood, Campion College, NSW presenting his research and findings from his recent international study tour, regarding the roles of Faculty Managers. Maddy McMaster, University of Melbourne also presented her research on how Faculty Managers and Deans work together.</p> <p>Sadly, our president, Gerard Toohey has decided to step down from the committee after three years of dedicated service as president. The branch will miss his expertise, his management skills and unfailing good humour.</p> <p>JOANNE AUSTIN BRANCH PRESIDENT - VICTORIA</p>
<p>FINAL THOUGHT</p>	<p style="text-align: center;"><b>Write it on your heart that every day is the best day in the year</b></p> <p style="text-align: right;"><i>- Ralph Waldo Emerson</i></p>
<p>NEXT EDITION</p>	<p>The next edition of ATEM Matters will be sent out in December 2005.</p> <p>Please email any contributions and reports to <a href="mailto:pepper@vc.curtin.edu.au">pepper@vc.curtin.edu.au</a> by</p> <p style="text-align: center;"><b>30 November 2005</b></p>