

The establishment of AITEA: a short history

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Introduction

The Australasian Institute of Tertiary Education Administrators (AITEA) was officially established on 30 April 1976, but the Institute originated some eighteen months earlier during 1974. This paper outlines the history of the establishment of the Institute, not only for historical records but also so that members are aware of AITEA's origins and the role played by colleges of advanced education and universities in AITEA's formation.

On a general level, histories such as these are important to understand the structure and functions of the Institute today, and to provide background to current discussions about the direction in which the Institute is now heading. This paper is written however, more as a narrative than as an interpretative history, and is intentionally not put in context, for example, of professional association development, since that would require a more substantial piece of work than is possible. It is intended, rather, to provide a source of information about AITEA's beginnings for its members.

AITEA's role in developing the educational administration profession has emphasised the training of administrators and encouraging administrators to recognise the value of, and need for, this training. At times, both the Council and individual branches have made submissions to governments about education related inquiries, but its primary role and major attraction for members has been professional development. AITEA's training aspect is now well developed and the Institute is recognised as a key provider in the higher education sector. A changing higher education environment and links with the Australian Vice-Chancellors' Committee have allowed AITEA both to consolidate its training role and further develop its activities. This potential for growth focuses attention on future directions for the Institute and possible sustained development in areas other than professional development. This history aims to provide one framework within which this potential can be viewed.

Initial planning for the Institute

The Institute began as the **Australian Institute of College Administrators**, an association established after a working party in Victoria investigated the feasibility of a college-wide professional organisation for administrators in 1974/75. This working party was established under the auspices of the Caulfield Institute of Technology Administrative Officers Association (CITAOA).

CITAOA was formed at Caulfield Institute in August 1974 as a response to the perceived inadequacy of existing staff associations in colleges of advanced education and specifically at Caulfield. The staff associations, while achieving some success at local levels in interpreting employment terms and conditions, had little success in securing representation in the Victoria Institute of Colleges, which set these terms and conditions. In addition, there had been a significant increase in senior administrative positions over a relatively short period of time.

In July 1974, Maurie Blank, then Registrar at Caulfield, wrote to other administrative officers in the Institute about the possibility of forming a professional body for administrative staff to raise their status in college administration. He stated in this correspondence that he considered 'the aims of the association must include the formation of a state-wide (later Australia-wide) organisation of similarly constituted bodies'. CITAOA's membership was originally restricted to staff appointed at the level of administrative officer and above, although membership was expanded to include administrative assistants in 1978. It was an organisation concerned with industrial matters and the terms and conditions of employment of its members, an element later specifically excluded from AITEA's charter.

The aims of CITAOA were to: (a) foster and represent the interests and welfare of members of the Association: (b) actively promote the formation of a Victorian Association of similarly constituted bodies; and (c) promote cooperation with other staff groups at CIT. As one of its first activities, CITAOA organised a meeting of administrative staff in Victorian colleges of advanced education to canvass the possibility of a Victorian association of college administrators. Formal invitations were sent by CITAOA to the registrars and business managers of all Victorian colleges to attend this meeting¹, to be held on 25 October 1974.

CITAOA agreed that this meeting would discuss the 'need for sharing problems and solutions between colleges, the need for a career structure of administrative officers, the need for a uniformity of structure in the administrative areas of colleges by means of a fixed ratio of senior administrators to administrative staff as a whole, and the, at times, impossible demands made by the central administration of the Victoria Institute of Colleges'.² These points for discussion, while reflecting the state of higher education at the time CITAOA existed, also identified two areas still reflected in current debate – the career prospects for educational administrators and the pressure exerted upon institutions by external forces.

The 25 October 1974 meeting was held at Caulfield Institute of Technology. It established a working party to draft a constitution for a Victorian association of administrative officers in colleges of advanced education, and to consider a variety of related issues. The working party was chaired by Mr B Grogan, then Business Manager at Caulfield, and members were:

L Cullen, Prahran Institute of Technology
D Hutton, Melbourne State College
V Jones, Footscray Institute of Technology
R Klose, Gippsland Institute of Advanced Education
R Morrell, Ballarat Institute of Advanced Education
J Price, Lincoln Institute of Health Sciences
G Richards, Melbourne State College

While the working party was deliberating, CITAOA continued to support the development of a professional association for administrators. In response to a request from a colleague at the University of Tasmania, CITAOA agreed to advise 'of the formation of CITAOA and its efforts to promote the development of an Australia-wide association in the future, and that CITAOA considers that there was a particular need for an association of professional administrators'.³

In June 1975, the working party reported to Maurie Blank as President of CITAOA, and in September 1975, CITAOA agreed that another meeting should be held with administrative staff from Victorian colleges to discuss the report on 30 October 1975 at Preston Institute of Technology. Recognising growing interstate interest in the activities of the working party, invitations to attend the meeting were sent to senior staff in colleges of advanced education throughout Australia. Despite the interstate support however, CITAOA considered the Preston meeting as an opportunity initially to establish a Victorian association only:

It was noted however, that the meeting would be concerned to establish only a statewide organisation at this stage which might act as an impetus to the establishment of similar organisations in other states.⁴

The Preston meeting

¹ Memo from Maurie Blank, 16 July 1974

² Minutes of CITAOA meeting, 16 October 1974

³ Minutes of CITAOA meeting, 3 March 1975

⁴ Minutes of CITAOA meeting, 16 September 1975

Forty-seven people attended the Preston meeting; all except one were staff at colleges of advanced education. The working party report considered at this meeting included a draft constitution, not unlike the CITAOA constitution, and the results of a 'market survey' of senior staff in Victorian colleges of advanced education which indicated unanimous support for a professional association. The report recommended the formation of the **Institute of College Administrators**.

The draft constitution stated the aims of the Institute as:

1. to raise the standard of professional qualifications in the field of Educational Administration covered by the Institute membership; to aid the personal development and uphold ethical standards of conduct amongst Institute members engaged in the field of Educational Administration;
2. to provide a forum for discussion, learning and the formation of consensus opinion of the Institute;
3. to foster and represent the interests of members of the Institute.

The inclusion of ethical conduct was deleted from later versions of the constitution, although the debate about whether AITEA should have a code of ethics has continued at various times.⁵

The working party report did not include any reference to a possible industrial role for AITEA, even though it had been previously discussed:

Within particular limits on broad issues there may well be times when the institution would make an official statement on what may be considered as industrial matters.⁶

Many senior college officers, however, believed an industrial role would be inappropriate and would detract from the development of an effective professional association⁷, and any suggestion of such a role was quashed early in AITEA's development (see Activities of the Australian Institute of College Administrators, below).

Membership of the Institute was to be open to persons occupying a full-time professional administrative position in the field of educational administration within a college of advanced education or appropriate coordinating body. Associate membership was open to persons occupying a full-time professional position who either had a degree but little work experience, or persons completing an appropriate tertiary qualification with little work experience and associated professional responsibility. The membership subscription was \$20 with a \$5 joining fee. The Associate Member category was abolished in 1989, but discussion about the need to differentiate between those who are 'professional' administrators and other members has continued throughout the Institute's history for example, see Joyce, 1980; Notice of Motion tabled at 1990 Annual General Meeting⁸).

The Preston meeting noted that the working party believed that 'any association of administrative officers should make its membership open to those who were not necessarily classified as

⁵ See Moodie, G. Ethically Speaking: A Role for AITEA? Paper delivered at AITEA National Conference, Canberra, 1990.

⁶ Administrative Officer, Possible Association, Working Party minutes 13 January 1975, Chisholm Institute of Technology file 78/332. Cited in P.Rodan, The Victorian Colleges Staff Association. Journal of Tertiary Educational Administration, October 1987, 120.

⁷ Personal conversation, Alan Young and Bob Morrell.

⁸ Joyce, G.M.W., The Development of Professional Attitudes Among Administrative Staff in Universities and Colleges of Advanced Education in Australia, Journal of Tertiary Educational Administration, May 1980, 12-16. At the 1990 Annual General Meeting, a motion was tabled concerning the need to establish membership exams in the form of required reading and an exam to be coordinated by the University of New England. This motion was subsequently not adopted, although the reading list proposed by Giles Pickford is the basis of a distance education professional development program now offered by the Victorian Branch.

administrative staff but performed duties in closely related areas; senior academic staff who had an administrative role by virtue of their seniority could well make a significant contribution to the association⁹ The need for effective training of administrators at all levels and the need to develop training programs for college administrators was highlighted. Key points raised in discussion of the report included:

Any association must involve administrative staff at lower levels of appointment to provide such staff with opportunities for personal development;

The particular nature of administration in colleges of advanced education and the nascent development of courses specifically for college administrators; and

One endeavour of any association should be to improve training of administrative staff as this was an area which had been neglected to date¹⁰

It was also noted that 'there was no national association of administrative staff as a collective group in the universities, and it was agreed that should an association of college administrative staff be formed, the universities should be advised at an early date¹¹.' This agreement to advise the universities belies the fact that there was opposition (not recorded in the minutes) at this meeting to including university administrators in the Institute's membership,¹² and the Institute's early development was dogged by this sort of antagonism between the college and university sectors.

The idea of a professional association for administrative staff had broader appeal than CITAOA originally envisaged, and acknowledging the support of staff in interstate institutions, the constitution adopted at the Preston meeting created an **Australian Institute of College Administrators (AICA)** with a Coordinating Council and State Branches. The Preston meeting became the inaugural meeting of the Institute, and an Interim Coordinating Council was elected. Members were:

President	M Blank, Caulfield Institute of Technology
Vice-President	I Wren, Northern Rivers College of Advanced Education
Secretary	D Thompson, Frankston State College
Treasurer	G Jackson, Caulfield Institute of Technology
Committee	L Cullen, Prahran College of Advanced Education
	R Edwards, Lincoln Institute of Health Sciences
	J House, Warrnambool Institute of Advanced Education
	C Manley-Breen, Preston Institute of Technology
	R Morrell, Ballarat Institute of Advanced Education
	G Richards, Melbourne State College

It was agreed that the first Annual General Meeting of the Institute would be held in April 1976, at which time a revised constitution, which took into account discussion at the Preston meeting, would be considered.

CITAOA continued to operate until the late 1970s, seeing itself as an association concerned with both 'bread and butter' issues and promoting the professional nature of the role of the administrative officer at Caulfield Institute of Technology. Its role in establishing AITEA was pivotal, and the drive and vision of Maurie Blank must be recognised as instrumental in the successful establishment of the Institute. He remained as President of AITEA until 1978 and in 1977 was made the first Fellow of the Institute in recognition of his contribution to both educational administration and AITEA.

⁹ Report of the Preston meeting, 30 October 1975, page 1.

¹⁰ Report of the Preston meeting, 30 October 1975, page 2.

¹¹ Report of the Preston meeting, 30 October 1975, page 2

¹² Personal communication, Dr Vin Massaro.

Activities of the Australian Institute of College Administrators

The Interim Coordinating Council refined the original constitution after consultation with members and senior administrators in colleges and universities throughout Australia. Amendments to the constitution included a change of name for the Council to National Council, and following discussion at the Preston meeting, a proposal to include university administrators in the institute. The reasons given by Maurie Blank for including university administrators are, in retrospect and given the demise of the binary system, somewhat prophetic.

- (a) As there is no essential difference between the function of university and college administrators it would be unwise to attempt to distinguish between them;
- (b) The Institute will be strengthened professionally by the admission of experienced university administrators;
- (c) The capacity of the Institute to respond to and influence issues affecting tertiary education will be enhanced;
- (d) The existing, somewhat artificial, division between colleges and universities will disappear in time; in fact the merging of two Victorian colleges to form the basis of a university has already been approved;
- (e) There is frequent interchange of staff between the colleges and the universities¹³.

The comment about the artificial division between colleges and universities disappearing in time must have attracted some ire, as Maurie Blank was to 'clarify' his statement in later correspondence.

A number of senior university administrators have commented on my remark that the difference between universities and colleges will disappear in time. It is agreed this phrase was ill-worded in the interests of brevity and did not convey the full depth of meaning intended. Certainly, universities and colleges have different objectives and these differences should be recognised. However, with the increasing autonomy of colleges it is considered that the major differences in administrative practice will disappear in time¹⁴.

The major and only activity for the Australian Institute of College Administrators was a seminar held in March 1976, with the title of 'Recruitment and Training of Administrative Staff – For What Goal'. Fifty-eight people attended, 57 from colleges of advanced education, with Paul Morgan from the University of Melbourne as the only university administrator present. During the opening address, Maurie Blank briefly outlined the activities of the Australian Institute of College Administrators, saying that the answer to the question 'Why form another professional association?' was that 'no existing professional body or bodies meet the demanding and distinctive needs of these engaged in tertiary administration'¹⁵. In addition to confirming the training and development role of the Institute, this seminar resulted in a list of suggestions for future activities:

- to examine critically reports emanating from the various diverse sources on tertiary education, especially colleges of advanced education;
- to generate a publication summarising the outcome of the seminar on recruitment and training;

¹³ Letter dated 10 February 1976 from Maurie Blank to members of the Institute

¹⁴ Letter dated 24 March from Maurie Blank to members of the Institute

¹⁵ Report on Australian Institute of College Administrators Seminar, undated.

- to produce a glossary of the various administrative titles in use in various Colleges so that in due course a common nomenclature might be available;
- to run regular seminars;
- to produce a journal;
- to establish Committees on Staffing;
- to investigate staffing procedures in the various Colleges with a view to implementing standard practices and forms if this is appropriate;
- to formulate standards (?);
- to join with other professional organisations in the educational area to protest against Government reduction in funding;
- to set up a central policy register and to circulate College vacancies to all Colleges, much in the way that the Australia Vice-Chancellor's/Committee acts in these areas;
- to promote standard-sized advertisements to save costs;
- to organise a Seminar and Conference at the same time as Annual General Meetings;
- to subscribe to the journals of professional organisations of tertiary educational administrators in other countries; and
- to exchange legal advice between Colleges¹⁶

While many of these suggestions were specific to the seminar on recruitment and training, the idea that the Institute could have an industrial and staffing role was apparent. This concern with industrial issues reflected the interests of a group of staff in higher education at the time, but an industrial relations role for the Institute was ultimately rejected. The establishment of the Victorian Colleges Staff Association in 1979¹⁷ would fill this industrial relations void.

In addition to revenue from membership subscriptions, the Institute received funding of \$100 from each of nine Victorian colleges during its first year. Membership totalled more than 100 by the end of this year, with 40 coming from interstate institutions.

In Victoria, the response to the Institute by the three universities varied. Senior administrators at Monash University and La Trobe University were sceptical of the value of an organisation of college administrators and its relevance to university administrators and actively worked against AITEA (see University vs College below). A group of senior administrators at the University of Melbourne, including the Registrar, ATJ (Ding) Bell, were more supportive, believing that the aims and objectives of AITEA were fundamentally sound and that it would be the most appropriate group to undertake the task of improving professionalism and training of administrators in both colleges and universities. While this was not a formal policy decision, its effect and the efforts of the University of Melbourne staff involved to engender support among their university colleagues, was pivotal to AITEA's acceptance by university staff around Australia. It is important to note here The University of Melbourne would not have supported the Institute if it had planned an industrial role¹⁸.

¹⁶ Anonymous, undated document

¹⁷ Rodan, op cit, (1987)

¹⁸ Personal conversation, Paul Morgan.

The first Annual General Meeting

The first Annual General meeting of the Australian Institute of College Administrators was held on 30 April 1976. The meeting approved a revised constitution and the change of name to the Australian Institute of Tertiary Educational Administrators, required to 'broaden the scope of the Institute's membership and activities to embrace university administrators'¹⁹. It has been suggested (Joyce, 1980) that the Institute always intended to include university administrators and the change of name was incidental. It was only through the efforts of a few university and college administrators however, that the original constitution was amended to include staff working in universities. It is clear that the Institute was originally established for college administrators and was expanded to include administrators working in all areas of tertiary education, including technical and further education, only during the deliberations of the Interim Coordinating Council.

The Institute was to consist of State branches with a National Council, and conduct activities through conferences and seminars. Elections for both the National Council and the Victorian State Branch took place at the meeting. National Council membership was:

President	M. Blank (Caulfield Institute of Technology)
Vice-Presidents	W Williams (Adelaide College of Advanced Education) I Wren (Northern Rivers College of Advanced Education)
Secretary	D Thompson (State College of Victoria at Frankston)
Treasurer	G Jackson (Caulfield Institute of Technology)
Members	R Emes (Orange Agricultural College) R McLintock (Sydney Teachers College) P Morgan (The University of Melbourne) R Edwards (Lincoln Institute of Health Sciences) N Thompson (Sturt College of Advanced Education)

The objects of the Institute were now more diverse and emphasised training, professional development and providing a forum for networking, as well as recognising outstanding contributions to educational administrative practice. Administrators wanting to become members needed to be nominated by two current members rather than personal application, which perhaps reflected concern of some members that the Institute be conveyed as more closed than was originally intended, and this procedure was eliminated within a few years. Differentiation between AITEA's professional role and the potential industrial role mooted in early discussions was clearly defined in later versions of the constitution. AITEA's foundations as a professional association for administrators were established.

Early growth and development

The focus of Institute activity was to be at Branch level and oriented to the needs of members. The Victorian State Branch was established at the same time as AITEA was established, followed shortly afterwards by New South Wales. The Australian Capital Territory branch was established in March 1977, in South Australia in February 1978 and in Queensland in 1979. Branches were established in Western Australia, Tasmania and the Northern Territory during the next ten years. TAFE members were formally included in Institute membership when that sector of tertiary education was established in 1978, and attracting TAFE membership was established as a National Council priority in 1979. Members of Branch and National Council Executive Committees were volunteers, elected by AITEA members and supported by the goodwill of their institutions.

A national newsletter with reports and short articles in addition to Branch and National Council news was established shortly after the 1976 Annual General Meeting, with David Muffet from Caulfield Institute of Technology as editor. This newsletter was quickly accepted by members and other contributors and continued in its original form until 1979, when it was superseded by the *Journal of*

¹⁹ AITEA Newsletter, July 1976.

Tertiary Education Administration. David Muffet continued as Editor of the *Journal* with Associate Editors, Vin Massaro, Josh Owen and Don Patterson. A National Bulletin has continued the newsletter role for Branch and National Council news and information.

The first national conference was held in April 1977 in Sydney with the joint themes of 'National policies in higher education' and 'Educational administration as a profession'. National conferences have been held annually since, hosted by each branch in rotation, and have become an important forum for networking and sharing of ideas.

AITEA's interest in professional development at a national level was apparent in these early years. Its involvement in discussions about the development of a national training program for administrators in colleges and universities under the auspices of the Kellogg Foundation during 1976/77 began a sequence of activities which culminated in AITEA membership of the Australian Vice-Chancellors' Committee (AVCC) training committee and sponsorship of a National Training Co-ordinate position in 1992.

In 1979 the AITEA logo was developed. It was intended to represent symbolically the relationship between post-secondary institutions and those who manage and administer those institutions. The institutions are represented by the figure enclosing the trencher on the left-hand side, and the right hand figure represents administrators of the institutions. The relationship between the figures indicates the role of the manager and administrator in nurturing the growth and fostering the interests of the institutions. The unbroken line which creates the logo represents the inter-dependence between the institutions and their administrators. There has been some discussion about changing the logo in recent years, since many members believe that the administrator's role is somewhat broader than the logo indicates. No acceptable alternative has yet been found.

University versus College

During these early years, there was still considerable, and by all reports, at times quite hostile, resistance from some senior university administrators to any involvement of their staff in AITEA, despite the active involvement and support of senior staff at The University of Melbourne. At Monash University for example, staff were effectively hindered from participating and were required to take annual leave to attend AITEA functions²⁰. This resistance may have initially arisen because of the potential of an industrial role but for some universities, the binary divide between university and college was regarded as sacrosanct and not to be crossed. The perseverance of staff in those universities to remain involved with AITEA must be noted.

The regular meeting of registrars of Australian universities considered in some detail the activities of AITEA in 1977/78 and, judging from some written correspondence, some registrars were not impressed. Mr H McCredie, Deputy registrar of The University of Sydney, prepared a paper for consideration by the registrars which read, in part:

People connected with AITEA seem to have a considerable more time available to pursue their interests than any university administratorI am of the opinion that much of the material AITEA is putting out is to say the least not only not useful to University administrators but harmful to the profession of university administration...that there is a fundamental difference between the 'two' administrations and this must be clearly pointed out constantly and continuously... that the interests of a university administration may be best served by a separate and restricted organisation ... Any university administrator who wishes to join (AITEA) may naturally do so but no encouragement should be given²¹

²⁰ Personal conversation, Alan Young. It is interesting to note that Monash University now plays a key role in the activities of the Victorian Branch, developing and offering programs in the Professional Development Program and providing administrative support and services.

²¹ Untitled paper dated 21 September 1978 prepared by Mr McCredie.

Mr McCredie also proposed that a separate organisation be established by the universities 'to promote at least (a) an annual conference for Australia and New Zealand administrators, (b) a professional journal, initially annually, and as a subsidiary to (a), (c) local conferences as appropriate', adding that he believed an affiliation with ANZAAS would also be beneficial and 'would take a lot less organisation than AITEA and will be more effective'²². Mr McCredie drafted a constitution for the Australian and New Zealand Conference of University Administrators, whose membership would include 'persons who are engaged directly in administration relating to Universities, who are employed by the Government of Australia or any State therein or by the Government of New Zealand' but no one employed by colleges. Notwithstanding the similarities of his constitution with the original AICA constitution, Mr McCredie commented that the AITEA constitution was 'law gone mad'.

University of Melbourne staff were instrumental in building momentum among senior university administrators to reject the McCredie plans. Paul Morgan, then Assistant Registrar (Arts) at The University of Melbourne responded to the Registrar that he did 'not agree with his (McCredie's) comments on AITEA, and in particular, as a University administrator, (rejected) the notion that AITEA makes more demands on my time than my professional commitment to the University will allow'. He went on to say that 'one of the many problems AITEA faces is to sensitise individuals working in higher educational administration to the need for professional development, and the avenues by which it may be obtained'²³, again reinforcing training as the key role for AITEA. Similarly, Ian Barrah, then Deputy Registrar at The University of Melbourne, indicated that '...it is appropriate to suggest the involvement of university staff in AITEA, particularly as this organisation has already established its capability in operating various programs throughout the year ... which are of interest to university staff'²⁴. The Registrars eventually decided that it was up to individuals to decide to join AITEA and the suggested Conference of University Administrators did not flourish.

While the birth of the Institute was not without some pain, it continued to develop in a changing higher education system, with its members facing the consequences of the Fraser Liberal Government's Razor Gang decision to amalgamate teachers colleges with universities and colleges of advanced education in 1982, and the abolition of the binary system and the Dawkins amalgamations in 1987. With the establishment of the Unified National System and increasingly complex administrative systems and issues, any differences between administrative practice in universities and colleges have, as Maurie Blank suggested, disappeared, and it is interesting to observe that as the Unified National System was established, most of the ardent critics of AITEA decided to join the Institute.

Concluding remarks

The early growth and expansion of the Institute continues. In 1989 the name of the Institute was changed to the Australasian Institute of Tertiary Education Administrators to enable the formation of a Branch in New Zealand (and to correct a grammatical error in the original title?). Contact with New Zealand administrators had first occurred in 1979 via the New South Wales Branch, and developed through the efforts of Ross Christie, then Business Manager at La Trobe University. The 1989 National Conference was held in Auckland, and the NZ Branch was formally established in 1990.

The development and consolidation of AITEA since 1976 is a result of the voluntary efforts of a large number of administrators. The Institute has recognised that the level of administrative support required by a professional association cannot be adequately provided by a volunteer, albeit dedicated, workforce, although the often discussed idea of a national secretariat providing professional support has not yet come to fruition. It is worth noting here that the original CITAOA working party report stated that:

²² Untitled paper dated 21 September 1978 prepared by Mr H McCredie.

²³ Letter dated 27 September 1978 from Paul Morgan to the Registrar of the University of Melbourne.

²⁴ Memo dated 16 October 1978

It will be necessary to provide a reasonable honorarium for the Institute Secretary in order to ensure that this important officer is adequately remunerated for the effort which will be required. Further it may be necessary to ensure that the Secretary received a time allowance in order to be able to adequately fulfil the requirements of the position²⁵.

It may be that any future development of AITEA will be limited until such a secretariat is established.

Institute membership is still primarily from universities with a small percentage from TAFE, government departments and related organisations. Nationally, membership has levelled off in the past few years, and is one factor prompting the recent review of the Institute's role and function. The small number of TAFE members has concerned the Institute Council throughout AITEA's history but it is likely that well established TAFE training systems cater adequately for the professional development needs of TAFE staff. In addition, there is now a focus upon professional development in universities and a preference for training in the workplace rather than by external professional groups. It may be that wider membership will not be attracted until the Institute is perceived to offer more than excellent training opportunities, and if the Institute wishes to be truly representative of all higher education administrators, it may need to re-focus efforts in this area.

AITEA was established as a professional association which aimed to improve the professional standards of administrators in higher education. The need to raise professional standards arose from increasing demands upon administrators, and perhaps from the increasing involvement of academic staff in administrative activities. Its early years necessarily focused upon the consolidation of the Institute and its training programs for staff. Its founders were people of broad, long-term and perhaps radical vision who wanted to ensure recognition of educational administration as a valuable and necessary profession and raise the expertise of, and consequent status and rewards for, administrators. In the post-Dawkins higher education system the need for training is even more paramount, with corporate managerialism and the increasing profile of administrators in institutions.

This increased profile has obviously made some sections of the higher education industry nervous for example, the AVCC suggested at the 1993 National Conference that AITEA, by commenting on events in higher education in its own right, was seen to be overstepping its boundaries and impinging on academic territory. While AITEA may have gone some way towards achieving its goal of ensuring that administrators are regarded as professionals by academic colleagues, the often tenuous underlying relationship between academics and administrators remains.

In 1990 the Institute embarked upon a review of its activities, acknowledging the success of the original aim to raise professional standards, the limitations of a volunteer organisation and the need to formulate new directions in a higher education environment vastly different to that which existed in 1974. Recognising the need for new goals and strategies, to ensure both its future viability and a higher profile in higher education, a discussion paper 'Future Directions' was published in May 1991. Key areas for review were highlighted: strategic planning; membership; training; conferences; communication with members; organisational matters; and the Institute's name and a series of strategies, objectives and targets which reflect these areas have since been developed²⁶. Methods used to implement these strategies in 1994 and beyond will need to be as ambitious and wide ranging as those of AITEA's founders if the Institute is to continue to develop and provide a relevant and vital service to its members and to serve the higher education community within which it operates.

Acknowledgments

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²⁵ CITAO Working Party Report, page 3.

²⁶ See AITEA Bulletin, Volume 17, No. 5, July 1994.