

Association for Tertiary Education Management COUNCIL AGENDA – 13 MAY 2000, SYDNEY

There will be a meeting of the ATEM Council at 10.30 am on 13 May 2000 in BOARD ROOM 2, Wentworth Travelodge, 27 – 33 Wentworth Avenue, Sydney NSW. The meeting will include a luncheon break and will be followed by a dinner.

You can tell your office that these numbers can be used to leave messages for you while you are at the meeting; Tel: 61 2 8267 1700, Fax: 61 2 8267 1800.

There is no parking in the Travelodge, but there are parking stations nearby which give a discounted rate to guests at the Travelodge.

ATTENDEES:

Executive:

Warwick Nicoll, President
Maree Conway, Vice-President
Richard Easter, Association Treasurer
Margie Cole, Association Secretary
Liz Watson, Councillor at Large
Lorraine Perry, Councillor at Large

Branch Presidents:

Brian O'Connor, Western Australia
Colleen Shaw, New South Wales
Ion Wallace, South Australia
Jenny Coggins, Canberra
Kathy Mumford, Tasmania
Lorraine Parker, New Zealand (vice Tom Gregg)
Paul Abernethy, Queensland
Vin Massaro, Victoria
Viv Topham, Northern Territory (vice Margie Cole)

In Attendance:

Giles Pickford and Peter Scardoni, Association Secretariat
Jim McLauchlan (for ATEM Foundation, item 4).

AGENDA

1. President's Welcome

Vice-President Tom Gregg has apologised. The President will welcome members, especially those attending their first meeting.

2. Minutes

The Minutes are on the web site under the heading 'Meetings' in the members only section. The relevant minutes are, in reverse chronological order:

Executive Teleconference, 20 December 1999

Annual General Meeting, 28 September 1999

Council Meeting 26 September 1999

Recommendation: that the three sets of minutes be confirmed.

3. Action Sheet

A consolidated action sheet is attached. It includes any item arising out of any of the three meetings where either no action, or partial progress, has been made.

Recommendation: that Council note that action on all italicised items is complete, and they should be deleted.

4. ATEM Foundation

Jim McLauchlan has been invited to attend for this item. His paper with recommendations is attached.

5. The Journal of Higher Education Policy and Management

Helen Sjoman may be able to attend for this item. A paper with recommendations will be tabled.

6. Strategic Plan

The President has prepared a revision of the Summary Strategic Plan, which the Executive Teleconference suggested should be less specific in its details. A copy is attached. For Discussion.

7. Membership 2000

A report and recommendations prepared by the Secretariat is attached. Hard copies of the campaign letters and other materials, plus the new members brochure will be tabled at the meeting. The report will be discussed under three headings:

Membership Renewal

New Members

Corporate Members.

SUGGESTED LUNCH BREAK – 1.00 pm. Resume 2.00 pm.

8. Annual Conference

8.1 A report from Vin Massaro will be tabled. For Discussion.

8.2 Attached is the final report from Tom Gregg on the Wellington Conference in 1999.

9. Future Conferences

(a) Jenny Coggins will report on progress with the 2001 Conference in Canberra. For Noting

(b) Queensland has expressed an interest in the Annual Conferences for 2002 and South Australia for 2003.

Recommendation: that Council determine the host Branches for 2002 and 2003.

10. Association Secretary's Report

The Association Secretary has prepared a report on (a) the 2000 Elections (b) Electronic Elections (c) Conference Manual (d) *ATEM Matters*. Parts (a) and (b) are attached and parts (c) and (d) will be tabled.

Recommendation: that the Association Secretary's Report be adopted.

11. Association Treasurer's Report

The Association Treasurer and Peter Scardoni have prepared a set of accounts for the Council Budget to the end of 1999, and a budget for the period January to December 2000 for consideration. It covers GST issues and a paper on Transition to a New financial year will be tabled. The above papers will be mailed to each member before 1 May.

Recommendation: that the Accounts for 1999 and the Budget for 2000 be adopted.

12. Vice-President's Report

VP Maree Conway has prepared a report on the final outcomes of the Survey of Members. The report is attached.

Recommendation: that the Vice-President's report be noted and that she be congratulated on its professionalism.

13. Secretariat Contracts

A report is attached. Giles Pickford and Peter Scardoni will absent themselves from the meeting after a period set aside for questions.

Recommendation: that the President and Treasurer be authorised to negotiate two new contracts with the two members of the Secretariat along the lines suggested in the Report.

14. New Branches

Fiji and Hong Kong were discussed at the Executive Teleconference. A report on Fiji from VP Tom Gregg follows

"The situation with Fiji is that I have kept in regular e-mail contact with them, and we are now waiting for the potential branch members in Fiji to have a meeting to decide what they wish to do. We have agreed on a name 'Fiji Branch', and that they would begin as a full branch of ATEM, once they agree that they have the members and the support needed." For discussion.

15. Members' Forum

The two Councillors at Large are preparing a paper on the conduct of the Members' Forum. A copy will be tabled.

Recommendation: that the paper on the Members' Forum be adopted.

16. ATEM Ghosts

Councillor at Large Liz Watson and the Secretariat have prepared a paper on the progress of the ATEM Ghosts. The paper is attached.

Recommendation: that the paper on the ATEM Ghosts be noted.

17. Reports From Branches

Each Branch President will be asked to give a brief outline of the major issues that have arisen in their Branches this year.

18. Other Business

19. Next Meeting

20. Closure

Suggested Closure 5.00 pm. Dinner 7.00 for 7.30 pm.

GP & PS 28/4/00

CONSOLIDATED ACTION SHEET - Item 3
Council Meeting of 26 September 1999,
AGM OF 28 September 1999,
Executive Meeting of 29 September 1999.
Executive Teleconference of 20 December 1999

Items yet to be completed are in plain type. *Completed items are italicised.*

President: Warwick Nicoll

- C99/34 Write to Peter Hogan of Ansett to provide sponsorship of two air fares for travel to AUA and AAUA Conferences.
- C99/44.7 Development and Review of Strategic Plan at each Executive and Council Meeting. Exec Teleconf 5.2 agreed that the Plan needs to be less specific.*
- C99/44.10 President or his nominee to hold discussions with Ms Russell from the School of Business, Swinburne University of Technology on Development of Strategic Plan.
- C99/48 *Proceed with Foundation and establish a contract with AGFM in consultation with the Executive. Circulate Council Members with specific information with regard to cost, time and effort and who might be involved. Monitor impact of Foundation on Conference sponsoring arrangements.*
- Exec 4 Approach Jim McLauchlan to join Foundation team.*
- C99/52 *Finalise Duty Statement (with VP Maree Conway and M@L Liz Watson) for Executive Officer/Association Secretariat and circulate to Council.*
- Exec 10 Finalise Contract with HL&R Pickford Holdings Pty Ltd re Association Secretariat from 1 October 199 to 31 March 2000.*
- Exec 13 Bank Account Signatory.*

Hon. Secretary: Margie Cole

- C99/44.11 Produce ATEM Annual Report.
- Exec 1 Up date Conference Manual with VP Tom Gregg*
- Exec 7 Co-ordinate incorporation in conjunction with VP Tom Gregg and Hon Treasurer.*
- Exec 13 Bank Account signatory.*
- Exec Tele 7.1 Set up facility for electronic elections and trial same early in 2000.*
-

Hon Treasurer: Richard Easter

- C99/38 Prepare Finance Manual in consultation with Branches, ensuring that Branch Accounts and Financial Statements and Structures should reflect those of the Association to facilitate consolidation.
- C99/39 & C99/41 *The Hon. Treasurer finalise levy and reserve contributions in consultation with Branches.*
- C99/43 *Prepare a Report for the Executive on the matter of any changes in the Annual Subscription level.*
- C99/50 Negotiate Contract with CARFAX for continued publication of The Journal.
- Exec 2 *Provide advice to Branches on GST and the change to the Financial Year.*
Exec Tele 6.3
- Exec 7 *Co-ordinate incorporation in conjunction with Hon. Secretary and VP Tom Gregg.*
- Exec 7 *Advise Branches about transition to new Financial Year, January 2000 to April 2001.*
- Exec 13 *Bank Account signatory. Organise changes to Bank Account signatories.*
- Exec Tele 6.1 *Visit Canberra to draft a detailed instruction on the GST. (Note: The Assistant Treasurer, Peter Scardoni, visited Tasmania instead and had meetings with the Treasurer and other Tasmanian Members).*
- Exec Tele 6.9 *Prepare a Budget for 2000/2001.*

VP Maree Conway

- C99/44.5 & Exec 9 Establish a CPEP Steering Committee with terms of reference as outlined in 10.2 of Document 5.
- C99/44.6 Apply to DETYA for funding.
- C99/44.19 & Exec 12 Follow up on development of Marketing Plan and report to Executive.
- C99/44.20 *Produce a final report on Members Survey for Executive.*

- C99/52 Finalise Duty Statement (with President and C@L Liz Watson) for Executive Officer/Association Secretariat and circulate to Council.*
- Exec 5 Further Develop Good Practices Guides with VP Tom Gregg (see also C99/44.13)*
- Exec 13 Bank Account signatory.*
- Exec Tele Submit detailed costings for floating the Good Practices Guides to the Treasurer for inclusion in budget.*

VP Tom Gregg

- C99/44.13 Pursue the joint development of the Good Practices Guides. (see also Exec 5)*
- AGM 8 Seek advice about whether the NZ Branch would need to register for GST after it incorporates.*
- C99/51 & Exec 8 Proceed with development of Fiji Branch subject to clarifying geographical and incorporation issues.*
- Exec 1 Up date Conference Manual with Hon. Secretary*
- Exec 7 Co-ordinate incorporation in conjunction with Hon. Secretary and Hon Treasurer.*

Councillors @ Large: Liz Watson and Lorraine Perry

- C99/44.12 Implement operation of the Members Forum as per document agreed at Council.*

Councillor @ Large: Liz Watson

- C99/52 Finalise Duty Statement (with President and VP Maree Conway) for Executive Officer/Association Secretariat and circulate to Council.*
- AGM 3.2 Continue to develop ATEM Ghosts with the Association Secretariat, including a new web page.*
- Exec 6 Review and implement changes to the awards process in consultation with VP Conway and Alan Hayward, Registrar of Canterbury University.*

All Branch Presidents

C99/38 Forward Branch Accounts and Financial Statements to the Hon. Treasurer together with Auditor's covering letter.

C99/44.7 Development and Review of Strategic Plan at each Executive and Council Meeting

BP Victoria: Dr Vin Massaro

C99/42 Seek seed funding of \$10,000 for Conference 2000 from BP Tasmania.

Item 8.2 Revisit the Question of the Conference Dinner being held on the last night of the Conference.

BP Canberra: Jenny Coggins

Item 8.3 Report to Executive on Revision of the Conference theme and the appointment of a Host Institution.

Association Secretariat: Giles Pickford and Peter Scardoni

C99/44.14 Develop the Reference Kit for Members ensuring that it contains the items listed in the Report. (NOTE: the Secretariat is not sure what is being referred to here. Most things that Members need to know are on the Web. Is there anything missing? We believe that to save unnecessary expense, the only printed material needed is for new and potential members. Once they have joined all information needed should be on the Web).

C99/44.15 Develop a web page on 'Clearing House on Research being Conducted by Administrators

C99/44.16 Implement Conference Follow Up Plan, publish Plenaries and send to AVCC and NZVCC. (NOTE: There are no plenaries on the Web to publish)

C99/44.17 Report to Executive on publication of information to new and potential members.

C99/44.18 Report to Executive on development of a Survey on Non-Renewing Members.

C99/46 Add the Resolution Register to the Web Site. (NOTE: Secretariat recommends that this task is going to be very time consuming and, so far, has a low priority. The Register is a printed document which has not been

kept up to date. What is listed includes every resolution ever passed, even procedural ones).

- C99/46 *Seek Executive's views on development of the web site, choice of provider and further development.*
- C99/46 *Report to Executive on Corporate Membership renewal.*
- C99/49 Publicise ATEM awards to CEOs of awardees institutions. Send promotional material on ATEM Scholarships under President's signature to Vice-Chancellors and Registrars of Universities and to TAFE Directors. Do the same with campus newspapers and HR/Staff Development Units. (NOTE: the Secretariat was unable to carry out this task because when the data eventually became available it was no longer current 'news'. The problem was that all Lisa's boxes did not fit into Giles's car and it took her many weeks to courier the remainder.)
- C99/50 *Write under President's signature to thank Vin Massaro and Gavin Moodie for their work on The Journal, and appoint Pat Miller as Joint Editor.*
- C99/56 *Write letters of thanks under President's signature thanking Lisa Halverson, Bob Brownlie, Phil Procopis, and Jim McLauchlan.*
- AGM 10.2 *Include Incorporation Documents on Web Site. Giles Pickford to act as Public Officer and register Business Name.*
- Exec 13 *Bank Account signatory - Peter Scardoni only.*
- Exec Tele 5.1 *Reserve ATEM Foundation Name in Australia.*
- Exec Tele 5.3 *Make contact with AACRAO with a view to forming a strategic alliance.*
- Exec Tele 6.1 *Secretariat to Register for ABN and GST.*
- Exec Tele 9.4 *Produce a publications budget for Treasurer to include in budget.*
- Exec Tele 9.5 *Publicise Ghosts developments on Web and in ATEM Matters.*
-

ATEM FOUNDATION: PROGRESS REPORT TO COUNCIL - Agenda Item 5

Background

Following Council's decision to establish a Foundation for Management in Tertiary Education at its meeting on 28.9.99, it was agreed that AGFM Ltd. be contracted to assist in the selection and appointment of strategic partners. At a subsequent Executive meeting, it was agreed that Jim McLauchlan be asked to work with Sean Magee of AGFM and the ATEM Patron, Professor Fay Gale, to assist in identifying and meeting with potential partners, and to be Trustee of the Foundation. The President provided written confirmation of the latter in February.

Action to Date

A group of potential partners has been identified, and each has been contacted to seek a preliminary meeting. One meeting has taken place, but further meetings have been held over until an appropriate data and information package has been prepared. Sean Magee also had productive contact late last year with a major NZ Bank, which sought answers to specific questions. The Secretariat is preparing responses and draft information for the package. A firm of solicitors with extensive experience in setting up charitable trusts has been contacted and provided with information on ATEM and the Foundation.

Issues

Recommendations on the following matters may be tabled at the meeting:

1. establishment of the Foundation, including costs.
2. appointment of solicitors
3. structure of the Foundation
4. implementation timetable

Jim McLauchlan
27.5.00

Strategic Plan 2000-2005 – Council Item 6

The present ‘Summary Strategic Plan’ and its companion the ‘Detailed Strategic Plan’ present ATEM with aims and objectives which it hopes to achieve, has partially achieved and has yet to achieve over a five year period.

The Consolidated Action Sheet lists all the tasks we have set ourselves and indicates which ones can be set aside as achieved.

I suppose the difference between the two, using military terms, is that the first is strategy and the second tactics.

Some of our strategies have been partially achieved but all of them are of a nature which require constant tending and are essentially never finally achieved.

It is the task of Council to deliberate on its aims, consider progress, and apply pressure on those areas where little progress has been made, but which are considered a priority.

Taking the Consolidated Action Sheet simultaneously into consideration is necessary because it also indicates where a job has been completed. I notice, for instance, that if all the completed action was deleted from the Consolidated Action Sheet it would be reduced to about two or three pages in length. This indicates that we are moving along well with tactics.

If we were to try to remove strategies from the ‘Summary Strategic Plan’ we would find that it would not be possible because all of the strategies are of an on going nature which essentially are never complete. Only minor re-wording is needed to keep the document current. For example:

- 1 Change the heading from ‘1999-2003’ to ‘2000-2004’.
- 2 Change the sub-heading to ‘Association for Tertiary Education Management – Operational Targets for 2000’.
- 3 Change para 2, second sentence, to ‘In 2000 ATEM commits to the following targets’
- 4 Change Para 2, item 2 to ‘Consolidate the position of the Association Secretariat’.
- 5 Change the Conclusion by eliminating reference to the ATEM 2000 Group and giving the Secretariat as the reference point for suggestions about changing the Strategic Plan.

This tidies up the ‘Summary Strategic Plan’. The only matter of debate is whether any new strategies need to be committed to for 2000. Some ideas for discussion might include

1. The addition of an Objective 4 dealing with all aspects of the resourcing of ATEM Branches, the Council and the Association Secretariat. (Foundation, Sponsorship, Membership Targets, etc.).
2. The Addition of the 'Journal of Higher Education Policy and Management' to Objective 2, given that we are now committed to continuing with it.
3. The Addition of a Geographical Growth Objective. (Fiji, Hong Kong, Timor? etc.).

Regarding the 'Detailed Strategic Plan' I am of the view that it was necessary in the process of cranking up our change process, which has been achieved. I can see little point in keeping it going, running in parallel with the Consolidated Action Sheet. I think we can safely put it aside now as an interesting historical document.

For Discussion.

Warwick Nicoll
President

ATTACHMENT

1999 – 2003 Strategic Plan

Association for Tertiary Education Management operational targets for 1999

ATEM is the professional association of first choice for administrators and managers working in tertiary education. ATEM represents members who work in a profession that provides critical management and administrative services to institutions.

ATEM's strategic plan covers a five-year period. Each year, ATEM will pursue a defined number of targets. In 1999, ATEM commits to the following targets.

- 1 Actively seek recognition for our occupation as one which has members who:
 - provide essential services which add value to institutional management and to the academic enterprise;
 - are committed to maintaining and improving the standard of professional practice in tertiary education management;
 - have specific expertise in the management of institutions; and
 - are committed to a career in tertiary education management.
- 2 Consolidate the position of Executive Officer and the Association Secretariat.
- 6 Continue to develop an effective World Wide Web site for the Association, and ensure that the site is maintained at the standard and with the content required by members.

Objective 1

To represent the professional interests and concerns of tertiary education administrators and managers throughout Australasia.

Strategic Objectives

- 1 ATEM will achieve recognition of the profession of tertiary education management as central to the success of tertiary institutions, and include all who work in that occupation in its membership.
- 2 ATEM will be in a position where it has publicly promoted the association and its role in tertiary education, and has raised the profile of the profession of tertiary education administration and management.
- 3 ATEM will establish productive relationships with other key bodies representing the interests of tertiary education in Australia and New Zealand, and with the political decision-makers of both countries.
- 4 ATEM will develop and maintain a significant role in tertiary education administration and management within New Zealand and Australia, and in the wider international context.
- 5 ATEM will be recognised as a source of expert advice to its members, and to national and state authorities and the news media, on any matters relating to tertiary education administration and management in Australasia.

Objective 2

To maintain and improve the level of professional competence and practice in the field of tertiary education administration and management, and aid and advise on the professional development of its members.

Strategic Objectives

- 1 ATEM will hold a relevant and professional annual conference of the Association.
- 2 ATEM will encourage appropriate professional standards among tertiary education administrators and managers.
- 3 ATEM will contribute to the development of knowledge about the practice of tertiary education administration and management
- 4 ATEM will provide information to members on available professional development options.
- 5 ATEM will work with CEO's and senior management of tertiary institutions to encourage an effective staff exchange programme for administrators and managers.

Objective 3

To recognise outstanding contributions to tertiary education management and administrative practices.

Strategic Objectives

- 1 ATEM will have a patron to help raise the professional profile of the association
- 2 ATEM will confer the title of fellow and honorary fellow upon worthy members.
- 3 ATEM will confer ATEM awards on members and other managers who have contributed substantially to the activities of the Association and/or the development of the profession.

Conclusion

ATEM has grown out of the strong beginnings made by the Australasian Institute of Tertiary Education Administrators (AITEA), and ATEM acknowledges that heritage. During 1997/98/99, the work of developing the new directions for ATEM has been passed by the ATEM Council to a group called "ATEM 2000", which has representation from the Australian State and Territories branches, and the New Zealand branch. We look forward now to achieving all the objectives of ATEM, as outlined in this summary of the 1999 to 2003 Strategic Plan.

We also encourage contact with ATEM through the branches, and feedback on the material received. Feedback on this Strategic Plan should come to the following members of ATEM 2000:

AUSTRALIA

Margie Cole
Manager Planning and Statistics
Northern Territory University
Darwin, NT 0909
Phone: 08 8946 6287
e-mail: m_cole@banks.ntu.edu.au

NEW ZEALAND

Tom Gregg
Registrar
Christchurch College of Education
PO Box 31 065 Christchurch 8030
Phone: 03 343 7720
e-mail: Tom@rimu.cce.ac.nz

1 Background

In 1999 the membership renewal campaign was not satisfactory as there was a lack of definition and control about the roles of the Secretariat and the Branches.

In March 2000, with the approval of the Executive Teleconference of December 1999, a renewal campaign was conducted with clear guidelines, as follows:

(a) the Secretariat was to (i) do the hard copy mail out and a media campaign for existing members, (ii) produce a new members brochure and distribute it to the Branches, and (iii) conduct the Corporate Members campaign. All of the above items were to be paid for from Council's Funds (Est. \$10,000).

(b) the Branches were to (i) follow through on existing members by e-mail, bank their fees and enter the members into the database (ii) distribute the new members brochure to HR units (for new recruits) and to other prospective members.

In practice many members decided to renew over the web and therefore ended up coming in through the Secretariat.

South Australia and Western Australia opted to do their own membership renewal, with Western Australia opting for a web based renewal. The Secretariat does not have copies of their campaign letters.

Canberra and Tasmania departed radically from the recommended renewal letter. Other Branches stuck closely to the recommended letter, but all made small variations to suit their own purposes. Copies of all letters available to the Secretariat will be tabled at the meeting.

A table showing the consolidated results of the renewal and new members campaigns, Branch by Branch, as at 20 April, will be tabled at the meeting. It cannot be compared with an April 1999 bench mark as we do not have one. However, at December 1999 there were 2,300 members, an unknown number of whom were unfinancial.

A separate table showing the results of the Corporate Members campaign, including non-renewing members, as at 20 April will be tabled at the meeting.

The cost to Council of all three campaigns is an estimated \$10,000 (see budget papers)

Recommendations:

1. That the above Report be noted and that feedback on aspects of all three campaigns be given during discussion of the Report.

2. That for all future years **20 April (or the nearest Tuesday if 20 April falls in Easter)** be taken as a census date on which membership can be benchmarked and tracked. This is especially needed by our prospective Foundation donors.
3. That the Secretariat design and implement an automated existing members renewal process, where a computer generated e-mail message is sent to each existing member on the anniversary of their last membership application or renewal; followed a month later by a notice of termination of membership, and the exiting members questionnaire, should renewal not be achieved, and the deletion of the member from the database.
4. That Branches conduct a follow through of all previous Corporate Members who have not renewed.
5. That consideration be given, under the budget discussions later in the Agenda, to adopting two membership fees: one for Australia and one for New Zealand. At the moment it looks as though some Branches are subsidising others, rather than that some Branches are more profitable than others, which is probably closer to the original intention.

The Annual Conference - Council Item 8.2

REPORT ON ATEM/AAPPA CONFERENCE

SEPTEMBER 1999, WELLINGTON NEW ZEALAND

ORGANISATION

The New Zealand Branch of ATEM was invited to host the 1999 Conference, and it was agreed to hold the Conference in Wellington City, in conjunction with the Centennial Celebrations for Victoria University of Wellington (VUW).

An organising committee was established approximately two years before the planned date of the Conference, based on VUW, and including representatives of AAPPA, and representatives from the tertiary education institutions in Wellington and the Manawatu. The New Zealand Branch President, Tom Gregg from Christchurch, was also invited to be a member of the committee, and Penny Fenwick, the Assistant Vice-Chancellor (Academic) at VUW, chaired the inaugural committee.

At the first meeting, a decision was made to employ a professional organiser, and Janet Simes of “Absolutely Organised”, a Wellington-based conference organising company, was contracted to work with the committee. As things developed, the wisdom of this decision (which is one of the recommendations in the ATEM Conference Manual) became very obvious. This was one of the best decisions made by the committee.

In September 1998, members of the organising committee went to the ATEM/AAPPA Conference in Darwin, and were able to present the plan for the Wellington Conference to that Conference. They also had the opportunity to meet with the organising committee from Darwin, and that proved to be a valuable experience.

In early 1999, Penny Fenwick had to stand down from the committee, and Tom Gregg took over as Chair of the committee. At that stage, because the Chair was not now based in Wellington, the committee was restructured into three sub-committees.

1. The first sub-committee was a **Resourcing Committee** with responsibility for things such as the budget, the accounts, the link with Janet Simes on finances, the sponsorship, and the trade displays. Anne Walker chaired the Resourcing Committee, and David Tai (From AAPPA) was responsible for the budget development.
2. The second sub-committee was the **Programmes Committee** with responsibility for the plenary speakers, the chairs of sessions, the practitioner papers, the poster sessions, the web-site development, and the timetable for the Conference. This was a combined committee of ATEM and AAPPA, with Martin Carroll organising the web-site and the ATEM programme and speakers, and Joe Hollander organising the AAPPA speakers and programme.

3. The third sub-committee was the **Operation Committee** with responsibility for the actual mounting of the Conference. The operations committee picked up all the logistics for the conference, which included (among a whole variety of work) the marketing and promotions, the management and support of the VIPs and plenary speakers, the organising of the social programme, the organising of the conference dinner, the organising of the trade displays, and all the work on the logistics for the Conference as it unfolded.

Planning

The ATEM Conference Guidelines Manual was still being completed as the planning for the Conference began, and had not been accepted by AAPPa at that stage either. The final format of the Manual was not available to the Committee until well through the planning process. When the Manual was available, it was a good guide for the final stages of the work of the Committee. No-one on the Committee had planned a similar conference before, and so the visit to Darwin and the conversations with the Darwin Conference Committee members were important. It was particularly gratifying to get such a high level of support from the Darwin Conference Committee. During the whole process, it was possible to be in touch with the equivalent members of the Darwin Committee, and that sped up some of the decision-making involved. For those who had been to Darwin, that Conference also gave us a model to follow and compare.

There were some tensions within the Committee at times, over the competing positions of AAPPa and ATEM interests. For ATEM, this Conference is the major event of the year, and was begun by ATEM for that purpose. It is important to ensure always that the key purpose of the Conference is kept firmly in mind in the planning, and that the relative size of the two groupings of delegates is also remembered as the Conference planning proceeds. It can and should be a useful partnership, and for the most part, that was how the planning for Wellington proceeded. Both groups brought special strengths to the committee, and there was a harmonious and collegial atmosphere as the Conference planning proceeded, as roles in the process were clarified and accepted, and once the sub-committees were in operation.

One aspect of the planning that we all need to stress and remember, is that the Branch hosting the Conference is doing so on behalf of the Association itself, and not as an independent group. It is important that the planning committees for future Conferences for ATEM include someone from the ATEM Council (usually the Branch President), and has regular and close links to the ATEM Executive. The Conference is an important and critical financial activity for ATEM. A well-planned and successful Conference has the potential to greatly assist the funding of ATEM in the next year. It can also greatly enhance the reputation of ATEM and AAPPa with potential partners and with delegates. That can in turn enhance the sponsorship potential of both Associations, and boost membership. If, however, planning and execution is less than professional, the result can be major and on-going credibility and financial problems for ATEM and AAPPa.

The appointment of the professional organiser and her company was an important decision for the committee. “Absolutely Organised” was given an initial brief, which had to be altered and expanded as the real size of the undertaking became obvious to the committee members. Not only did Janet Simes from the organising company bring the expertise in planning and running a conference, but she also brought business links to venues and potential suppliers, and recommendations on matters like the AV company to use with the venue. She also installed and managed the software to receive the electronic registrations for the conference, and provided the committee with up-dated reports on progress with the Conference as we met each month. She also actually DID a lot of the work involved, by implementing the decisions of the committee after each meeting. Janet provided sound advice, which at times saved the committee from mistakes in terms of the mounting of the conference in Wellington.

Another crucial development for the committee was the work done by the VUW staff in getting VUW recognised as the “host institution”. That was also something that must be done. Wellington has a series of tertiary institutions, but we had to ensure that one of those saw itself as the host for the Conference, and gave the committee support with aspects like financial support prior to sponsorship and registrations beginning, a “home” for meetings and communications, and encouragement to their staff to support the Conference in a wide variety of ways. Later in the process, the personal support of the Vice-Chancellor of VUW (Professor Irving) was also an important factor in the smooth operation of the Conference. For VUW, the Conference also gave them a profile with sponsors and delegates, and an opportunity to associate the Conference with the VUW Centennial celebrations. An innovation for this Conference was the **“Sponsors’ Dinner”** on the evening of the opening of the Conference. Professor Irving hosted a “thank-you” dinner attended by representatives of the Platinum and Gold Sponsors, by members of the organising committee, and by senior officer-bearers in ATEM and AAPP. **This event was very successful, and should be considered by future organising committees and host institutions.**

The key planning decisions from the appointment of the organising company were:

1. The expected/planned size of the Conference. The aim was to attract between 400 and 450 delegates to Wellington.
2. A suitable venue. It was decided that the only sensible venue would be a hotel that could cope with up to 500 delegates for conference sessions, meals and accommodation, as much as possible, in the one location. Janet Simes negotiated a deal with the International Plaza with that in mind. The hotel met all our requirements, and had other hotels nearby, to provide additional accommodation for delegates.
3. The theme and streams for the Conference, with the aim of making all relevant to the widest possible group of delegates, to make it New Zealand in character but recognising the Australasian nature of the Conference, and

making it possible to attract the best possible key-note speakers and presenters.

4. The Keynote Speakers for the Conference. Again, it was necessary to think about the Conference being in New Zealand and reflecting that for all delegates, but also to consider the number of Australian delegates expected, the strengths of ATEM and AAPP, the Conference theme, and the key matters that would be of interest to delegates. An innovation was the introduction of speakers from outside the tertiary education field, to bring insights from business and management to the delegates. That was largely successful, with good feedback for the presentations by Stephen Tindall from “The Warehouse Group” and Sue Wright on “The New Zealand Quality Foundation”.
5. The timeline for the Conference had to be set, in terms of publicity, call for papers, development of the website, finalisation of the streams.

Venue and Accommodation

The Conference organiser surveyed the available venues in Wellington City and negotiated quotations from those venues that could handle up to 500 delegates in terms of working sessions and accommodation. On her recommendation, the committee accepted the quotation from the International Plaza Hotel. The hotel did well in all aspects, with three exceptions, which should be borne in mind by future planning committees:

- 1 On the first morning of the Conference, all delegates had to travel between the ground floor and the sixth floor at the same time. This created congestion in the lifts on that morning, and caused delays. For the rest of the Conference, the sessions were split between the ground floor and the sixth floor and the problem did not arise again.
- 2 The Conference organising committee arranged for “Network Jazz”. This was where all delegates could gather in an informal way on the ground floor of the venue, for drinks and “finger food”, and listen to a jazz pianist. The hotel did not provide enough staff to ensure that drinks and food were handed around in a timely way during these sessions, but apart from that, these were very successful networking opportunities.
- 3 Because of the number of papers that had been put forward for presentation, the main ballroom of the venue had to be divided up into a number of small session rooms. The way in which the hotel chose to divide them meant that some delegates had to pass through one session room to reach their chosen venue. This created some disruption and difficulties for delegates and presenters. Where possible, we should avoid any system where entry to one room is through another.

The accommodation at the venue was very satisfactory, and there was a full range of other sorts of accommodation available within walking distance. This is also important, as some delegates did not wish to pay the sort of prices that are charged in the type of hotel that can cope with conferences of this magnitude. In Wellington, the West Plaza Hotel next door to the International Plaza was also used (and at much lower rates), as was the James Cook Centra and the Park Royal.

ATTENDANCE

In the early parts of the planning for this Conference, the Conference committee settled on a possible figure of around 400 to 450 persons involved in the Conference (delegates and accompanying and day registration). The final figures for the Conference were as follows:

Early bird member	287
Early bird non-member	59
Late member enrolments	48
Late non-member enrolments	37
Exhibitor registration	1
Day only registrations	27
<u>Accompanying persons registration</u>	<u>27</u>
Total	485 registrations

In terms of the spread of countries involved, there were 276 persons from Australia, 163 from New Zealand, 2 from the USA, 2 from the United Kingdom, 1 from Singapore, and 1 from Japan. That figure does not include the accompanying persons registrations. The split between delegates who had affiliations with ATEM and those affiliations to AAPPA was that of the 432 full registrations for the Conference, 309 were from ATEM and 116 were from AAPPA. Seven registrants gave no affiliation on their registration form.

It was particularly pleasing that 444 registrants went to the official welcome and cocktail party in Parliament, and took a full part in that opening event. 382 delegates attended the Deloitte Conference Dinner. In addition, a further 50 persons attended the Conference dinner on separately purchased tickets. The tours on the Tuesday afternoon were also very successful, with 218 persons taking part on those organised trips.

In terms of streams, and remembering that delegates could nominate more than one stream, the following statistics are of interest:

Student and faculty administration	209
Technology solutions	106
Facilities management (AAPPA)	139
Quality, legal and human resource management	192
Policy, planning and finance	171

An innovation was the introduction of the breakfast sessions on the Tuesday and Wednesday morning. Those breakfasts were also reasonably successful, with 298

delegates attending the Tuesday breakfast, and 268 attending the Wednesday breakfast. The most popular themes for the breakfast sessions were those that dealt with "Meet the Keynote Speakers", and "Women in Senior Positions".

The Web Site

The web site proved to be the most valuable promotions and administration tool that was introduced by the Conference committee. The web site was developed and run by a private company in Christchurch (Digital Fusion Ltd) who were skilled and responsive. The web site was based on the concepts that had been developed for the 1998 Conference and then adjusted in the light of the information from that Conference, and the needs of the New Zealand Branch. The functionality of the web site included:

- 1 The provision of general information and marketing.
- 2 Online electronic registration (which placed the registrations directly in the database of the Conference organiser).
- 3 The programme, including the placing of abstracts and papers (including PowerPoint presentations).
- 4 Hyperlinks to ATEM and AAPPa web sites, to hotels, to sponsors, and to the organisers.

Even with detailed tender specifications, the maintenance of the web site was a continued task in the three months leading up to the Conference. Changes to abstracts, papers, and the programme itself were frequent and required speedy resolution if the web site was to be a useful tool. The assistance of the contracted company was essential in this regard, and the feedback from registrants and sponsors to this web site has been very favourable. The web site has been "compressed and zipped" onto a disk, and the papers and plenary speaker papers have been linked to the ATEM web site.

The Paper Presentations

The Conference organising committee (particularly Martin Carroll and Joe Hollander who organised ATEM and the AAPPa programmes respectively) were overwhelmed by the response from members and sponsors to the call for papers. In the end, ATEM received 62 high calibre abstracts from persons wishing to present in the ATEM streams of the Conference. These abstracts were assessed according to the following criteria:

- 1 The integrity, robustness and general calibre of the content.
- 2 The credibility of the presenter and the desire to provide a mix of Conference novices and seasoned presenters.
- 3 The relevance of the topic to the Conference theme as a whole.
- 4 The relevance to the current tertiary education environment.
- 5 The likely response to the topic from Conference delegates.
- 6 The provisions of a wide geographical and institutional spread.
- 7 As broad as possible topic spread while maintaining the overall theme of the Conference.

It is interesting to note that some abstracts from Australian delegates were subsequently withdrawn because of the lack of formal publication of papers by the Conference. Some institutions were not prepared to provide funding for the delegates to attend the Conference unless their papers were published in refereed journals. While this was disappointing to the Conference committee, it was also felt that preparing such a publication would require substantially more work and cost than was justified, and having the Conference focus on that would change the nature of the Conference. It could also deter those who did not feel that their contribution would be suitable for publication. In the end, the Conference provided 20 paper sessions, with 33 papers presented in the ATEM streams.

An innovation for the Conference was the introduction of poster sessions. In Wellington, there were 22 posters, and they were introduced in response to the very large numbers of submissions we received. The overall standard of the posters was very high indeed, and most of the delegates to the Conference visited the poster rooms on at least one occasion. **It is strongly recommended that the posters become a standard feature of future ATEM conferences.**

In terms of the AAPPAs streams, the Conference received excellent abstracts and proposals for presentations following personal approaches to suitable presenters by members of the Conference Committee. Following the selection work done by the AAPPAs programme group, and their pro-active efforts to ensure that the Conference was treated to a variety of paper types within the AAPPAs streams, the AAPPAs part of the Conference was a strong factor in the success of the Conference as a whole. **One of the recommendations from the Wellington Conference committee is that Conference organisers become much more specific in their search for suitable papers for some streams.**

Some themes and topics do not get the response that we would hope for, and we believe that it is time for the organising committees to consider specifically identifying areas where strong papers need to be presented, and “shoulder tapping” potential presenters. We also need to strongly publicise the need for papers in these areas.

Key Note Speakers

In addition to the traditional range of speakers including the Minister for Tertiary Education, the ATEM Patron and the Vice Chancellors of various tertiary institutions, the Conference organising committee also sought to expand the scope of speakers to include persons from outside the tertiary education sector. For New Zealanders, Steven Tindall (the CEO of the Warehouse Group and 1998 Business Person of the Year), and Sue Wright (the CEO of the New Zealand Quality Foundation) were well-known speakers with a different sort of perspective on management and quality, and proved to bring us some valuable insights. **This is an innovation which we think should be continued at ATEM conferences, but we found you need to be securing the services of these speakers a long way out from the Conference (at least one year).**

Innovations

As has been highlighted elsewhere in various parts of this report, the Wellington Conference introduced some innovations to the programme. Chief among these innovations was the introduction of the poster sessions, which have been commented on earlier. A second innovation (also covered in this report) was the introduction of the breakfast sessions for delegates and selected guests. A third innovation was the introduction of Network Jazz. This replaced the traditional “Happy Hour” that had been used elsewhere, and was structured so that delegates could network in a relaxed and inclusive environment. The fourth innovation that we wish to highlight was the introduction of sponsorship for the Conference dinner. This became a “Silver” sponsorship, and was quickly taken up by Deloitte Touche Tohmatsu. This was a popular offering, and we could have had other sponsors involved. The terms we set with Deloitte were quite strict: they had to be the sole sponsor, they had to be able to invite their senior staff to be present at the dinner, they had to have those staff “scattered” across five reserved tables with selected guests, and the senior partner had to have a two minute slot to speak to delegates and guests before the dinner. They also wanted some “postering” to reinforce their role in the dinner sponsorship. In all, this was a successful innovation, and one that should be used again for conferences in the future.

The Social Programme

The social programme is always difficult to plan and to make happen on the day. The social programme is divided into a number of different areas:

- 1 The informal gatherings of delegates at the end of each day.
- 2 The multiple event afternoon as part of the conference programme.
- 3 The informal meals that delegates may want to organise among themselves.
- 4 The opening event for the conference.
- 5 The conference dinner and the awards luncheon.
- 6 Any possible ‘partners programme’ for accompanying persons.

In Wellington it was decided that a partners programme was not necessary, given that the conference was in the central city and most partners indicated that they would be happy to explore by themselves. We did provide hotel staff, committee members, and a travel agent at the conference desk to give advice to partners on what was available.

The tours arranged for the free afternoon were all popular. It was decided to go for organised bus tours for three of the trips, and one local tour. The work then was in deciding where the bus tours should go to, and how to get that organised. In the end, we went for a mixture of different interests, and advertised these well in advance via the web site. We also asked for delegates to indicate and pay for the optional tours in advance. The result of this was that we could carry out good planning and have the tours well organised. One point that has become clear is that it is quite important to have a member of the organising committee on each tour as guide and take responsibility for the tour

party. The local tour was to the new Museum of New Zealand (Te Papa) which was close to the venue and therefore easy to use as a major tour venue.

The conference dinner was held on the final night of the conference, and was a great success. 430 people attended the dinner, and we used the format of cocktails in one venue, followed by dinner with entertainment in another. There was some debate about the wisdom of providing entertainment during the dinner, and some concern about whether or not everyone would understand the protocols associated with the entertainment we chose. However, we had a chance to make a couple of very brief speeches at the beginning of dinner where we could outline the protocols and explain the entertainment. In the end it all worked very well, and the entertainment was well received. The dinner was followed by a dance. Some effort was gone into to find a band, which would play the sort of music that would appeal to the range of age groups, which was likely to attend the conference. That was also successful on the night. An innovation was that we put the dinner up for sponsorship. Deloitte Touche Tohmatsu chose to become silver sponsors and to use that sponsorship for the dinner. They were very happy with the results of their spending where the dinner became known as the 'Deloitte's dinner'.

If sponsorship is to be used for the dinner, it is very important that the organisers work closely with the sponsor as early as possible. It is very important that the expectations of the sponsors and the ability of the organising group to meet those expectations are clearly matched early on to avoid any possible misunderstanding. The sponsor has to feel that he or she is getting value for money, and yet we have to be careful that the sponsorship doesn't overwhelm the reason for the dinner. The committee in Wellington was fortunate to have experienced members of the committee who could easily arrange for the appropriate coverage for the dinner, and yet also ensure that the dinner met the needs of the delegates and ATEM.

The informal events such as the gatherings at the end of the day ('network jazz') and the ability for delegates to find and enjoy the many restaurants in Wellington all went very well.

Because of the unique cultural mix in New Zealand, and the fact that the conference was being held in the nation's capital, it was decided that the opening event should combine these two elements. For that reason, we organised a 'powhiri' which was to be held in the banquet hall of the 'Beehive' (the executive offices of the New Zealand parliament). We were also fortunate in that the then Minister for Tertiary Education (the Hon Max Bradford) agreed to host the delegates at parliament, and through him we made the arrangements to use the banquet hall. In order to be as true as possible to the protocols associated with a powhiri, the delegates 'called' into the banquet hall, where the appropriate welcome speeches and supporting 'waiata' were delivered in Maori and English. The powhiri ended up with a good mix of formality and good humour, and the subsequent cocktail party appeared to be enjoyed by all delegates present.

An innovation on the night of the opening event was a 'sponsors dinner'. This was an idea put forward by Martin Carroll of the organising committee, and was one that we think should be looked at for future conferences. The concept was that the 'host institution' (in this case, Victoria University of Wellington) would take their part by hosting a dinner on the opening night for the key sponsors of the conference. Representatives from the platinum, gold and silver sponsors were invited to the dinner, and Professor Michael Irving (the Vice Chancellor of VUW) hosted the dinner. Also invited were the members of the organising committee, and the executive of ATEM and AAPP. The ATEM patron (Professor Fay Gale) was also a guest at this dinner.

Other Matters

It is important for the organising committee to look carefully at the timing of events such as the Annual General Meetings and Members' Forums. In Wellington, they were immediately prior to the afternoon when the social programme was operated. In hindsight, this was probably not the best position for them in the programme, given that it meant that the Tuesday was a quite disrupted day throughout. At the same time, it is important to remember that these meetings are a vital part of the conference. It is very rare that we can get members all together in one place in sufficient numbers to hold meaningful Annual General Meetings and Members' Forums, and so these events have to have pride of place somewhere in the conference programme. It may be that they fit best on the first day of the conference, immediately preceding lunch when delegates are still full of energy, and are less likely to miss these programme activities.

It is important that the conference organisers put aside a 'VIP's room'. In Wellington, we attempted to make this a 'speakers room' and to include all of the chairs and paper presenters in the management of this space. That frankly didn't work. We found that most people presenting papers simply wanted to go to the venue where their presentation was to take place to make sure that they had everything organised, and their audio visual equipment was installed and working. In reality, the room only worked for plenary speakers and VIP guests. We would recommend that future conferences set it up exactly as a VIP room, and that it be 'staffed' at all times by a member of the organising committee. It needs to be a place where VIPs can be hosted by the conference organising committee, and where they can meet their chairs and go over the introductions and the organisation of their presentations. We found that the speakers from outside the tertiary sector also had many questions about the two associations, and so committee members need to be prepared to answer those questions.

An idea that was picked up from the previous conference (in Darwin) was the provision of 'pocket timetable'. **This is a great idea, and one that future conferences should certainly include.** The main thing is to look carefully at the design of it. It needs something that can be easily carried, and yet in graphic form shows the structure of the conference, the rooming of each activity, and the names of keynote speakers.

In the decisions to be made about nametags and such matters, several things emerged as important. Firstly, you need to have the nametag large enough to be able to include all the

information. The sort of information that must be on the nametag is the preferred name of the delegate, the delegate's institution, and either the delegate's area of employment, or job title. It is important to have the name tags set up so that they can be worn on a string or chain around the neck if that is desired. Many women delegates say that nametags that pin or clip to the clothing are not suitable, and do damage to their clothing. In addition, a second name tag needs to be produced which is then attached to the outside of the conference satchel in some way. This is also important since it helps delegates to identify their own satchel from among 400 identical bags! It is also important that the colour schemes of the nametags are bright and distinctive enough to identify different kinds of delegates. It is important that the members of the organising committee are clearly identified so that delegates can approach them for advice and information. It is also important that VIP/keynote speakers are identified differently from other delegates so that the organising committee and the chairs of sessions can quickly identify these persons in the venues.

Publicity was difficult. While we got excellent coverage in the educational newspapers such as Education Review and Campus Review, we quickly found that this was considered by the main media outlets as a 'specialised conference'. They didn't feel that it was a good 'media event'. Because of that, it was difficult to generate interest. The main interest arose from the presence of people such as Stephen Tindall at the Wellington conference, and some work was done in ensuring that Fay Gale as the new ATEM patron got some coverage in the education press. This is an area, which is difficult to organise, and needs to be started very early. Somehow we need to get the mainstream media to have some interest in the conference as a significant event, rather than a specialised conference.

One of the decisions that was taken by the Wellington organising group was to form a sub-committee whose role it was to manage the logistics of mounting the conference. The decision to form the separate committees was made because of the difficulties of having committee members from a variety of cities and locations, but in the end it worked out to be a very good decision. It meant that one group was totally focused on how the conference was to be 'delivered' to the delegates, and worked hard on the planning for that and then on execution of the plan on the day. In amongst that group, it's absolutely crucial to have some people with experience in logistics. The Wellington committee was lucky that they could draw on people with that background and experience, and that really showed through in the planning and execution of the conference.

Conference Logistics and Finance

Sponsorship of the conference is now a major expectation from both associations. Sponsorship is also a specialised task, and someone at a very senior level needs to be given the responsibility to seek sponsorship on behalf of the two associations. Major sponsors need to be approached by someone they see as having "clout" within either or both of the associations, but also someone who has the same sort of impact in terms of decision making in his or her own institution. The initial approach to sponsors needs to be made in a way that suggests that they become a "partner" of one or other of the

associations in presenting the conference to the wide audience that can be attracted. It is important to push the line that the associations have within their ranks the senior decision-makers in terms of leadership of institutions, the financial management of institutions, and the logistics and supply and capital development managers of tertiary institutions in Australia and New Zealand. If this happens, it gives the sponsors confidence that they are likely to tap into the best possible potential client base by having their name and product associated with the conference.

In line with that, the sponsors need to feel that it is going to be easy for all those who work in tertiary education leadership and management to have the name of the potential sponsor in front of them in the run-up to the conference, at the conference itself (through attendance by these people), and following the conference for a significant period of time. Some sponsors also express the wish to have some continuity in terms of their involvement with future conferences, to keep this brand awareness in front of the tertiary sector. One of the key elements in attracting sponsors to get involved early was the Website. The ability to offer platinum and gold sponsors particularly the chance to have their own logos displayed on the Homepage for the conference, and to have those logos “hot linked” to their own customer service Homepage was a powerful marketing tool. It was also very effective for the sponsors, in that major sponsors like Fuji Xerox said that they received greatly increased numbers of “hits” on their own Website as a result of people going through from the conference link. The use of the website also allowed us to get sponsors to make payments early in the year. We offered the options of paying in two instalments (June and August) or just in one lump sum at any time from June to August. As soon as sponsors were committed, we put their logos on the Conference website, and gave them the “hot-link” to their own sites. This meant that some sponsors had up to four months of advertising on the website before the Conference even began and more during and since the Conference. This was an attractive “selling point” for the Committee to take to potential sponsors.

However the approaches to the sponsors are made, the first approach is absolutely crucial. It is in this initial letter, where the concept of becoming a partner with the wider Australasian tertiary sector, the uniqueness of the associations in terms of their membership and influence, and the unique opportunity that businesses have to put their brand in front of senior tertiary decision-makers for up to at least a year through the Website, needs to be stressed. That letter also needs to stress the size of the conference, and its “international” flavour. We found that some sponsors were certainly looking to see if these would include delegates from wider afield than just Australia and New Zealand. The Australasian component was very important for them, but many of the major sponsors had global interests as well. It was great for us to say that we had those formal links with AUA in the United Kingdom, and AAUA in the US, and that both those organisations would send influential delegates to Wellington. One of the things we do need to keep in mind is that we must reinforce the importance of the attendance of those delegates to our conferences, and the importance of the attendance of ATEM representatives at conferences in the USA and the UK as well.

In terms of management of sponsorship, this needs to be kept very close to those who will be looking after the financial side of the conference. For the Wellington conference, we formed a “Resourcing Sub-Committee” of the Conference Planning Committee and the person who headed that resourcing committee took over the management of the sponsors. That committee also included those responsible for running the accounts for the conference, and for producing and monitoring the budget.

The way it all worked in Wellington, was for the senior ATEM person on the Committee (the New Zealand President) and the senior members of AAPPA to take on the initial contact with sponsors and the “tying up” of the deal. Once that had been done, the continuing contact with the sponsors was passed to the head of the Resourcing Sub-Committee (Anne Walker). Anne’s role was then to continue to make regular contact with the sponsors. We found this to be very important. Once they were signed up (and some of them were signed up well in advance of the conference), those sponsors needed to be kept fully involved with how things were developing in terms of the management and running of the conference. It was a simple matter to generate a monthly letter to each of the sponsors to say where we were at and how much we valued their support. That gave them the real sense of being partners with the two professional associations.

The other link that was important was between the Resourcing Sub-Committee and the Logistics Sub-Committee as we got closer to the conference date. Tim Armstrong from the logistics committee took over the management of the trade displays for the conference. This was done extremely well at Wellington, and all of those who paid for trade display space, or who had the right to a trade display through their level of sponsorship, were contacted by Tim and their needs and aspirations were matched with what we could provide at the conference venue. This turned out to be very important as well. Sometimes sponsors had different ideas about what was available from what we had told them in the trade display package. It became crucial that Tim kept in close and regular contact with those mounting trade displays to ensure that there were no misunderstandings when they arrived in Wellington.

One of the most important things for any organising committee to do with regard to trade displays, is to ensure that you have a single document which lays out clearly what the Conference Committee can provide at the venue, and what it is we expect the trade display sponsors to provide for themselves as they set up their own displays. **A copy of the package that was sent to trade display sponsors in Wellington is attached.** Among those things we do need to provide were clearly delineated floor space, advertising on all of our material, and access to telephone lines for those who needed and relied on internet and Website access as part of their trade display. We decided that we could do the work of setting up the telephone links and the links into the Internet, but it would be a charge on the exhibitors. It seems likely that demand for such Internet connections will increase at future conferences.

The Resourcing Sub-Committee managed the financial side of the conference. There were two aspects that were important: day to day cash management, and the budget development and monitoring. The conference organiser (Janet Simes) did a great job of

managing the day to day cash demands as the conference was being developed, and was fastidious in ensuring that the resourcing committee were fully aware of the demands that were coming up and the need for cash to be available at key times. This made the managing of the bank account much simpler. David Tai did all of the budgeting and the monitoring of the budget on behalf of the committee and kept it all well structured, and the committee well informed throughout. The result of this work was that we ended up with a very successful conference in financial terms. At the end of 1999, we had income of around \$364,000 with another \$45,000 in commitments that were due to be paid in. This included a return of GST refunds which was estimated at around \$20,000. In terms of expenditure, we had \$267,000 committed at the end of 1999, and the possibility of another \$39,000 to be paid, including \$32,500 for the conference dinner. In all, this left us with an estimated cash surplus for the conference of approximately \$101,000. That surplus will be divided between ATEM and AAPPa according to the formula in the Conference Manual, and any specific costs that relate only to ATEM or only to AAPPa will then come off the return to the two associations. A formal financial report will be provided once the GST return has been cleared and the final income and expenditure items have been completed. We expect to have a final audited financial report for the two associations by March 2000.

Conclusion

This conference was a success for both associations, and the New Zealand Branch is grateful for the opportunity to host the 1999 ATEM/AAPPa Conference in Wellington. We were also gratified by the number of Australian members of both associations who made the trip across the Tasman to make the conference a success, and to all those who gave of their time voluntarily as speakers, chairs, and helpers. We were gratified by the excellent work done by Janet Simes and her aptly named company "Absolutely Organised". Janet's willingness to become part of the Planning Committee and to meet our every request professionally and cheerfully, and to give us the benefit of her expertise and experience, made all the difference to the success of the Conference planning. **We strongly recommend that the use of a professional conference organising company become mandatory for all future conferences of ATEM/AAPPa.**

The organisation of the conference is a big task, but also one where those involved can gain a great deal of satisfaction once it is all completed. In this case, we felt that the conference went well overall, and was a success for ATEM and AAPPa. We now look forward to Melbourne in 2000, and then Canberra in 2001.

Tom Gregg

Chairperson

ATEM/AAPPa Conference Organising Committee

Wellington New Zealand, 26 to 29 September 1999

SCHEDULE OF RECOMMENDATIONS

Sponsor's Dinner. This event was very successful, and should be considered by future organising committees and host institutions.

It is strongly recommended that the posters become a standard feature of future ATEM conferences.

One of the recommendations from the Wellington Conference committee is that Conference organisers become much more specific in their search for suitable papers for some streams.

The Conference organising committee also sought to expand the scope of speakers to include persons from outside the tertiary education sector. This is an innovation which we think should be continued at ATEM conferences, but we found you need to be securing the services of these speakers a long way out from the Conference (at least one year).

An idea that was picked up from the previous conference (in Darwin) was the provision of ‘pocket timetable’. This is a great idea, and one that future conferences should certainly include.

We strongly recommend that the use of a professional conference organising company become mandatory for all future conferences of ATEM/AAPPA.

Association Secretary's Report - Item 10

ATEM

REPORT ON 2000 ELECTIONS

As Association Secretary, I am responsible for the conduct of elections for the Executive of Council.

2000 VACANCIES

This year, the following positions fall vacant, and the election must be held in accordance with the timetable specified in the Guidelines that accompany the Constitution. (Appropriate extracts from the Constitution and its Guidelines are provided further in this paper.)

ASSOCIATION SECRETARY	(Margie Cole)
VICE PRESIDENT	(Maree Conway)
COUNCILLOR AT LARGE	(Liz Watson)

ELECTION METHOD

The Council Executive (Dec 1999) gave its approval in principle to conduct electronic elections and to trial a system. There has been substantial liaison between the Association Secretary, the Secretariat and the web-site manager to progress this, and a mock election commenced 19 April (closing 10 May) to test the database and the mechanics of counting a preferential voting system.

At the time of writing this paper, that process had highlighted some database structural glitches, which were addressed as they occurred, as well as the major issue of the accuracy of the database and whether members were financial. It was apparent that Branch receipting is not being reflected in a timely or accurate manner on the Association database, which results in votes being rejected.

This is a serious concern, and impacts beyond any attempts to hold electronic elections. To illustrate this, it is possible that a new member is recruited at a Branch level, and fees received. But if the Secretariat is not apprised of this, that member will not receive a logon and password, so would not be able to avail themselves of the benefits of the efficient and effective e-mail lists, nor would they receive the various advices that inform members of activities, issues of the newsletter etc.

it is recommended that Council:

1. Determine and adopt definitive procedures with branches which ensure the association database is kept up to date.
2. Consider whether electronic elections could put the onus of responsibility regarding eligibility to vote on the voter. **THIS WOULD INVOLVE THE VOTER, WHEN HITTING THE "SEND MY VOTE", EFFECTIVELY ALSO "DECLARING" THEIR ELIGIBILITY TO VOTE, WHICH ESSENTIALLY MIRRORS THE PAPER-BASED VOTING SYSTEM.**

3. Discuss the mock voting process at the May meeting with a view to determining whether the 2000 elections should use the electronic process.

RETURNING OFFICER

The ATEM Inc Constitution states:

“(9) ELECTIONS

Elections for members of the Council shall be conducted by a Returning Officer appointed by the Association Secretary using postal, facsimile or other electronic means and on the principle that all members get the opportunity to make nominations and subsequently to vote.

Any detailed procedures set by the Guidelines shall be observed unless otherwise determined in advance or subsequently ratified by the Association in general meeting.”

IT IS RECOMMENDED THAT COUNCIL NOTE THAT, IN MY CAPACITY AS ASSOCIATION SECRETARY AND IN ACCORDANCE WITH CLAUSE 9 OF THE CONSTITUTION, I FORMALLY APPOINT GILES PICKFORD AS THE RETURNING OFFICER FOR THE 2000 ELECTIONS.

I cannot be the Returning Officer as I intend to nominate for a position.

As Returning Officer, Giles Pickford will run the election in accordance with the attached details.

MARGIE COLE
Association Secretary
19 April 2000

EXTRACTS FROM THE ATEM INC GUIDELINES FOR ELECTIONS

4 ELECTIONS

(A) EXECUTIVE

(i) Executive officers hold office from the end of the Annual General Meeting following their election until the end of the AGM two years later.

(ii) One year the President, one Vice-President, Association Treasurer and one Councillor at large are elected and the next the Association Secretary and the other Vice-President and Councillor at large.

(B) RETURNING OFFICER

(i) The Association Secretary appoints a Returning Officer who must be a Member but not a candidate for office. If not a candidate the Association Secretary may be Returning Officer.

(C) TIMETABLE

Elections are run each year according to the timetable set out below:

<u>ACTION TO BE TAKEN</u>	<u>DATE FOR COUNCIL</u>
Appointment of Returning Officer	Before 1 June
Call for nomination	At 1 June
Nominations close at date set in notice	between 15 & 23 June
Ballot papers sent	By 1 July
Ballot closes	On 1 August

(D) NOMINATIONS

- (i) The Returning Officer issues a notice that:
 - (A) calls for nominations for offices falling vacant;
 - (B) sets the date on which nominations close; and
 - (C) specifies the format for nominations.
- (ii) Nominations contain:
 - (A) the name and signature of a nominator and seconder and the candidate; and
 - (B) a statement that the candidate accepts nomination.
- (iii) Nominations must reach the Returning Officer by 4.00 pm on the date nominations close.
- (iv) With a nomination a candidate may provide a statement of up to 200 words for distribution to voters. At its discretion the Executive may edit a Statement to the extent it believes necessary to ensure the Statement is not derogatory to the Association or a person.
- (v) Before rejecting a nomination as defective the Returning Officer notifies the candidate of the defect, if possible in time to allow the defect to be remedied.

(E) BALLOTS

- (i) If possible, offices are filled in the order – President, Vice President, Association Secretary, Association Treasurer, Councillor at large. A person filling one office is not eligible for another.
- (ii) If there are more eligible candidates for a position than vacancies, a ballot is run. Otherwise eligible candidates are declared elected.
- (iii) If a ballot is to be run, the Returning Officer sends each Member (by post or through
 - (A) a ballot paper authenticated by the Returning Officer naming candidates in random order and designed to allow voters to indicate numerically their order of preference; and
 - (B) an envelope marked “ballot paper”;
 - (C) an envelope addressed to the Returning Officer; and
 - (D) a copy of any Statements from candidates.
- (iv) An election is not invalidated by a ballot paper not being received.
- (v) To vote, Members:

- (A) indicate a preference for one or more candidates on the ballot paper;
 - (B) enclose the ballot paper in the marked envelope and enclose the latter in the envelope addressed to the Returning Officer;
 - (C) put their name and employer's name on the outer envelope; and
 - (D) get it to the Returning Officer by 4.00 pm on the day the ballot closes.
- (vi) The Returning Officer checks each voter is entitled to vote and keeps received ballot paper envelopes securely.
 - (vii) The Association Secretary appoints two Members who are not candidates as scrutineers to observe the opening and counting of votes.
 - (viii) At the closing of the ballot the Returning Officer opens and counts votes in the presence of the scrutineers. Before commencing the Returning Officer indicates to the scrutineers the method of counting to be used that will:
 - (A) be fair; and
 - (B) take account of the optional preferences of voters.
 - (ix) The Returning Officer may decide any question involving elections taking due account of the Constitution and Guidelines.
 - (x) If the Council should resolve on any occasion to have the election process conducted by electronic voting pursuant to Guideline

The Returning Officer will conduct the election in a manner which is as closely analogous as possible to an election conducted using the postal system.

Vice-President's Report - Item 12

Report on 1999 Member Survey by Maree Conway

Introduction

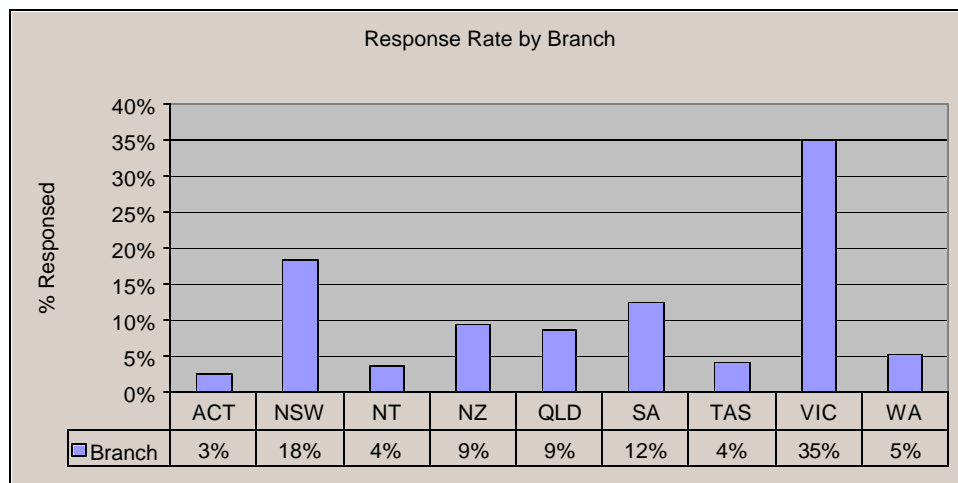
The ATEM Council agreed in late 1999 to survey all members across a range of issues. This was the first time such a comprehensive survey has been conducted of all members. The survey was conducted in the first half of 1999. Analysis of results has been delayed due to the work commitments of the survey coordinator.

The response rate for the survey was 16%, on the lower end of the response rate scale for mail surveys. There were a number of problems associated with the distribution of the questionnaire, ranging from inappropriate format for electronic completion, and apparent lack of effective distribution in some branches. Nevertheless, the results are worth considering and form one further input into ATEM's discussions about its future.

Survey Report

Section 1: Branch Responses

1.1 Response Rate by Branch



The response rate is obviously skewed towards Victoria where return of surveys was easier because of the location of the survey coordinator.

Section 2: Communication with Members

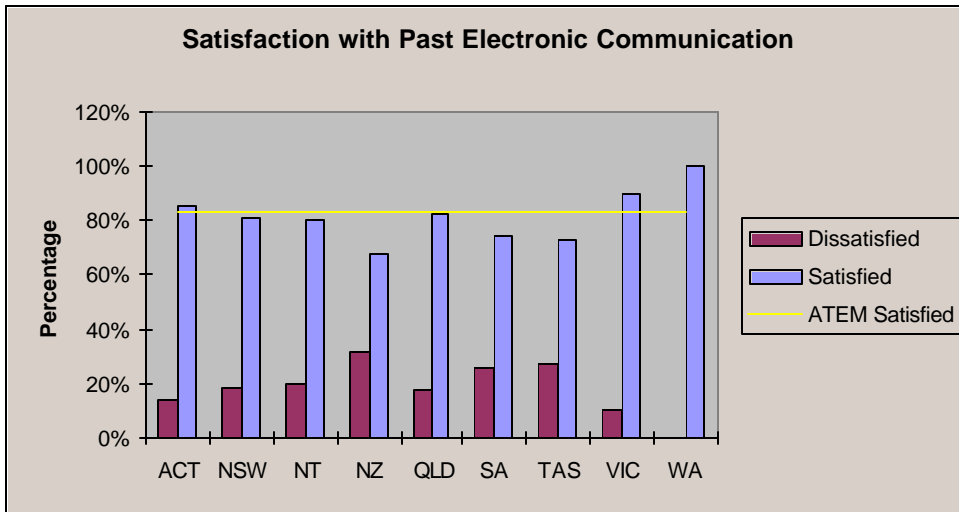
2.1 Satisfaction with Past Branch Electronic Communication

2.1.1 Overall

83% of members were satisfied with the level of electronic communication from Branches in the past, with 17% dissatisfied.

2.1.2 Branch

The chart below indicates satisfaction with past electronic communication by Branch and compares it with the overall ATEM satisfaction rate.



All Branches have considerably higher satisfaction rates than dissatisfied, although only ACT (Canberra), Victoria and Western Australia have satisfaction rates exceeding the ATEM average.

2.2 Use of Email Discussion List Established by ATEM Queensland

51% did not know about the List, but many of the respondents would not have been members at the time the list was in use. 38% did not join or access the list, while 11% used the list.

Question 2 did not seek comment on frequency of use but provides a benchmark for use of electronic communication on ATEM matters.

2.3 Electronic Communication as Major Means of Day-to-Day Communication

92% agreed that electronic communication should be the major means of day-to-to-day communication with members.

2.4 Reasons given by those not agreeing included:

- *ineffective at generating responses;*

- *does not get to people in the same way;*
- *gets lost in business emails;*
- *need to be aware email can be impersonal and not all members are comfortable with it; and*
- *while email is good, not everyone has WWW access. Over reliance on the web is not a good thing.*

2.5 Access to ATEM Web Site

90% of those responding had accessed the web site. Those who had not access the web site had not done so largely because they did not have their password or had lost it, or were too busy to take the time to look at the web site. One member indicated that he/she had only just been upgraded to a computer which made web access easier. Password issues have now, by and large, been resolved with members able to change their password themselves.

2.6 Usefulness of ATEM Web Site

2.7 Usefulness of Members Only Section

78% of those responding found the ATEM web site useful; 19% very useful and 3% not useful. 71% of those responding found the Members Only section useful.

The web site was in early days of development at the time the survey was undertaken, so these questions again provide a benchmark for the future.

2.8 Ability to Choose Own Password

81% of those responding indicated they would like the ability to choose their own password. This function is already operational.

2.9 No members section – fully available site

Only 35% of those responding indicated they wanted the information available in the Members Only section available publicly. Even given the low response rate, this result indicates members value having an “exclusive” section for particular benefits available only to members.

2.10 Improvements to web site

Comments on improvements to the web site included:

- *more information about what's on, forthcoming programs;*
- *easier navigation to scholarships information;*
- *more links, particularly with Ministeries of Education in Australia and NZ;*
- *information on related non-ATEM courses and professional events;*
- *ability to search on membership database to create own networking lists;*
- *update email reminders when content changes;*
- *feedback on outcomes of staff exchanges and research projects;*
- *ability to view one's current membership/financial status;*
- *availability of information which might assist in recruiting ATEM members (ie shift some of the information which might be useful to the open site).*

2.11 Reminder notice via email and renewal via the web.

78% of those responding indicated they were happy to receive a reminder and pay via the web, although many members answering “yes” to this question also indicated they are happy to receive the reminder but cannot pay via the web because of the procedures of their employing institutions.

22% indicated they would not like reminders and payment electronically, with the main reasons being:

- *institution pays, and they pay by cheque;*
- *security of web site for credit card details (non encrypted);*
- *need a physical receipt for tax records; and*
- *not an effective way for generating payment.*

2.12 ATEM Matters via the Web Site instead of Hard Copy

90% of those responding indicated they were happy to receive ATEM matters via the web. This practice has now been implemented.

Some reasons for not wanting to receive the newsletter electronically included:

- *must be sent to me direct, I don't want to have to go and get it;*
- *more likely to actually read hard copy, more portable;*
- *need email advice when it's published; and*
- *hard copy is easier to pass on to non-members.*

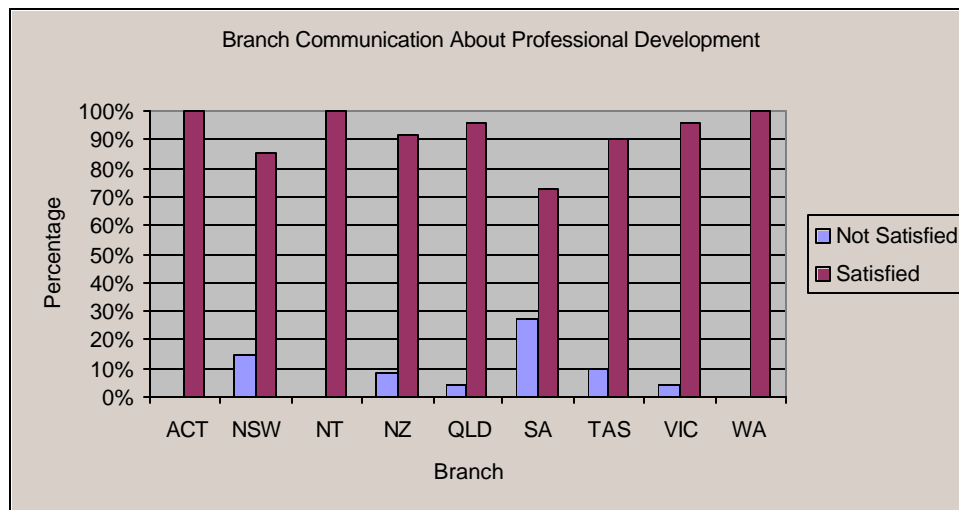
2.13 Branch Communication about Professional Development Programs

2.13.1 Overall

91% of those responding indicated that they were satisfied with the level of communication about professional development programs by their Branch.

2.13.2 Branch

Responses by Branch indicate that all branches except South Australia and New South Wales are at or above the overall satisfaction rate for the Association. South Australia also has the highest dissatisfaction rate. Given the low response rate, it is possible that these results do not reflect satisfaction levels across the Branch but may be interpreted as a signal for further investigation by the Branch.



Reasons for not being satisfied with the level of communication include:

- *miss the odd flyer to put on the noticeboard;*
- *should make more use of electronic meetings;*

- *has increased in 1999 and I'm happy with that (VIC);*
- *not enough that is relevant and not enough notice given;*
- *regional issues – particularly travel – don't have access to same programs as those members in capital cities; and*
- *infrequent and lost communication (NSW).*

Section 3: Journal of Higher Education Policy and Management

3.1 Should the Association publish a scholarly journal?

85% of those responding indicated that the Association should publish a scholarly journal; 11% responded in the negative, with 3% not answering this question. Even with the low response rate, this result indicates strong support for ATEM to continue publishing a scholarly journal.

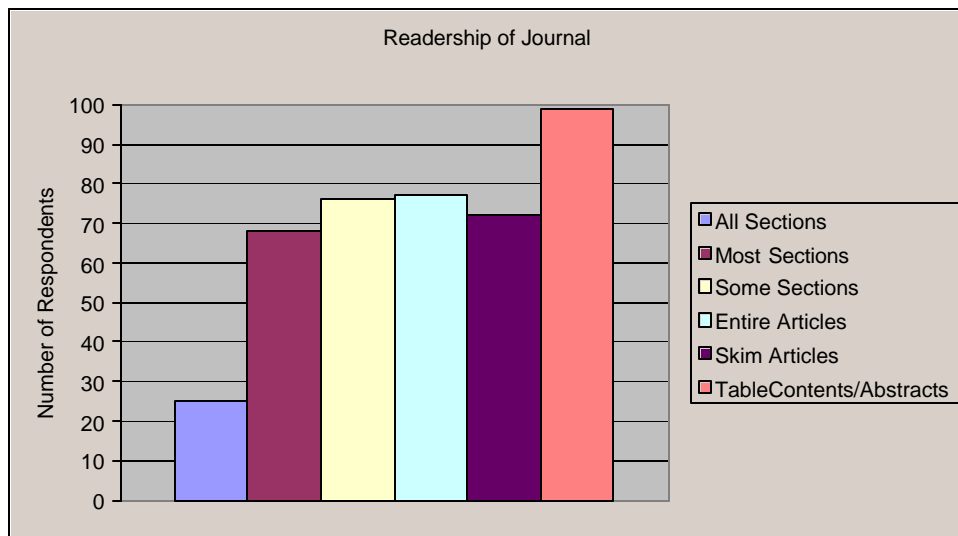
3.2 Relevance of JHEPM to individual members

80% of those responding indicated the current Journal was relevant to them with 17% indicating it was not relevant. Again, 3% did not answer this question.

3.3 Readership

51% of members responding read every Journal, 40% read an issue occasionally, and 7% never read it. The results of this question need to be read in conjunction with the results of question 3.4 on the scope of readership.

3.4 Scope of Readership



This chart indicates that most members who read the Journal check the Table of Contents and Abstracts and then read those articles or sections most appropriate to them.

3.5 Journal in Electronic Format

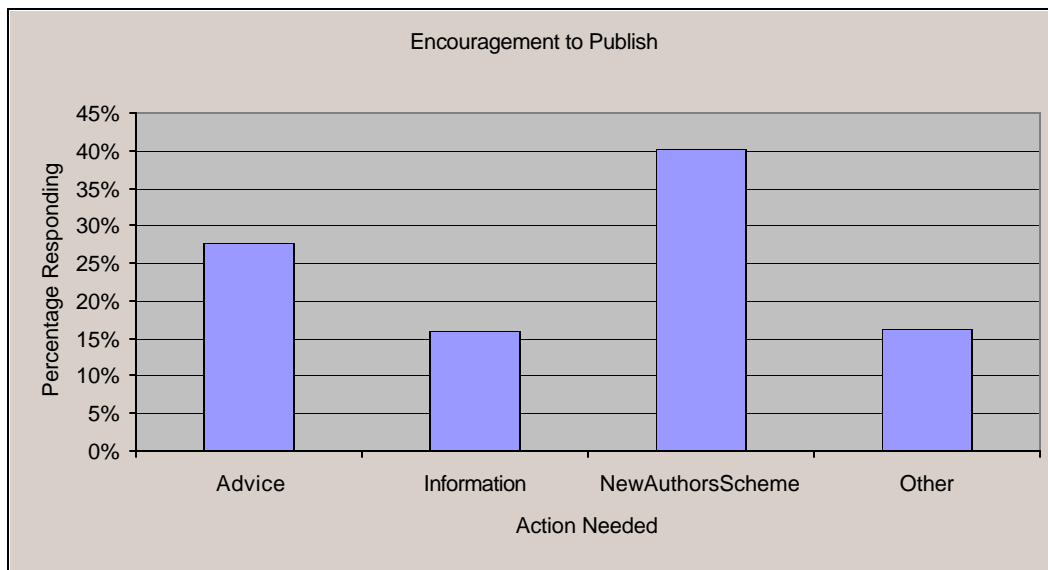
Members appear to be strongly of the opinion that the Journal should remain in hard copy form with only 14% voting for it to be available electronically. 64% said they would not be happy to receive the Journal electronically, while 22% said it would make no difference.

3.6 Usefulness of Journal

Of those members answering this question, 128 found the Journal useful for contributing to their professional practice while 219 found it useful for broadening their knowledge of tertiary education. Some of these responses would be duplicated as some respondents ticked both boxes on the survey.

3.7 Encouragement to Submit an Article

Members were asked to indicate what ATEM might do to support and encourage them to prepare a piece of work for publication in the Journal.



Most members indicated they would welcome a New Authors Scheme to provide advice and mentoring to assist them to prepare a piece of work for publication. The major items cited in the “Other” category were:

- *time to do research to prepare a paper (the most commonly cited reason);*
 - *don't believe I have anything worthwhile to say (second most commonly cited reason);*
 - *get rid of academic pretensions;*
 - *slight softening in definition of scholarly;*
 - *nothing would encourage me to do so;*
 - *list of topics or themes to encourage me to write on something I feel competent about;*
 - *letters to editors on general topics;*
 - *deciding upon a suitable topic; and*
 - *not interested in contributing; I read the AAPP journal instead; and*
 - *I have submitted articles that have been published and others not. I find that the editors tend to reject stuff which may be relevant to only some practitioners, speculative, anecdotal, humorous. It prefers technical and heavily researched factual contributions. In my view, the Journal could be improved by letting through some of the former as well as the latter. It would broaden appeal. They need to lighten up, chill out etc.*

3.8 Practitioners Notes Section

72% of members responding indicated they would contribute to a Practitioners Notes section in the Journal. The most frequent reason for not wanting to contribute was that the member felt they had nothing worth saying.

3.9 Comments

Members were invited to make other comments about the Journal as they wished. These comments are reproduced below in four categories: Support for Current Format; Suggestions for Improvement; Negative Comments about Current Format; and Other Comments.

Support for Current Format

- *An important means of making available well-considered reviews and information relevant to university management. So much of what one reads is ephemeral, ill-considered and comparatively trivial. The Journal is a serious flagship of a professional body.*
- *Keeps me in touch with current thinking as opposed to current events. It is an excellent institution which is highly valued.*
- *The Journal is a very friendly professional publication. My colleagues and I often make reference to it at Divisional level so it prompts useful and worthwhile debate when discussing matters of administrative process and procedure.*
- *Generally satisfied with current format.*
- *I often share articles with colleagues.*
- *Very professional publication.*
- *I love that it gives me a far broader view of tertiary education both in Australian and overseas.*
- *A valuable high quality publication which supports a professional image for ATEM.*
- *Highly visible means of uniting ATEM members.*
- *Good for professional development to see articles on other areas of work apart from your own.*
- *Very useful tool for busy managers – always relevant.*
- *Very relevant to personal career and professional development.*

Suggestions for Improvement

- *Would like more models of good practice in management.*
- *Needs to have a wider focus.*
- *Providing for specialist practitioners – equal opportunity, student residences.*
- *Should be reformed as a practitioner magazine.*
- *Practitioner notes would be better in a magazine.*
- *I support the Journal but I must say the standard of articles has fallen over the years. I also think a feature article from someone with particular expertise might be useful (eg enterprise bargaining).*
- *Would prefer articles of interest in the newsletter.*

Negative Comments on Current Format

- *Some items a bit waffly and ramble a bit.*
- *Distribution is unreliable and pitifully late.*
- *Prefer an Australian based journal.*
- *I am not sure how the Journal fits into the mission or objectives of the organisation. However, I am not sure that there are any other journals around that would provide a source for this type of publication.*
- *Have felt intimidated by 'academic' approach to publication.*
- *Tone down scholarly aspect and make more relevant to day-to-day issues.*
- *I am very ambivalent about the Journal. Whilst I recognise it as important in giving credence to ATEM as professional body, I don't believe it means much to most members in its current form. Perhaps a more newsy, magazine format with less emphasis on scholarly would be more acceptable but would cost more money.*
- *Get rid of useless, bloody thing.*
- *I doubt the active readership warrants publishing and mailing a bound journal.*
- *I generally find the articles irrelevant to me.*
- *It must be relevant to the majority of members. This one suits a minority of more 'academic' members.*

- *Scholarly journals are decreasingly relevant. Conferences/conference proceedings on the Web (electronic magazine style) are faster, more focused and can still provide the depth where it is necessary. Journals are a great consumer of organisation funds and (in analysis) wasteful. Better return on investment comes from work on electronic access/content.*
- *It seems to academically rather than practitioner based.*
- *A bit too scholarly/academic.*
- *Waste of money.*
- *Articles seem to have a completely academic quality which is excellent but which disenfranchises non-academic administrative staff. A second publication looking at areas of interest to all administrators is needed.*

Other Comments

- *What is cost of production?*
- *The whole question of contributing scholarly information to commercial publishers who then resell it on to universities etc at great cost is a hot topic of debate right now.*
- *How often is it published?*

The establishment of ATEM Matters as an alternative forum for members to publish items of interest may go some way towards addressing the comments about the Journal being too scholarly and not relevant. The Journal, nevertheless, would appear to have strong support from the membership although some more attention might need to be paid to promoting its purpose and value and to introducing a New Authors scheme to assist members who want to publish to produce a work of an appropriate standard.

Responsibility for developing a New Authors scheme could be allocated to a member of the Executive or to an interested ATEM member to ensure the workload of the Editors did not become too onerous.

Section 4: Professional Development

4.1 Number of Professional Development Programs Attended in 1998

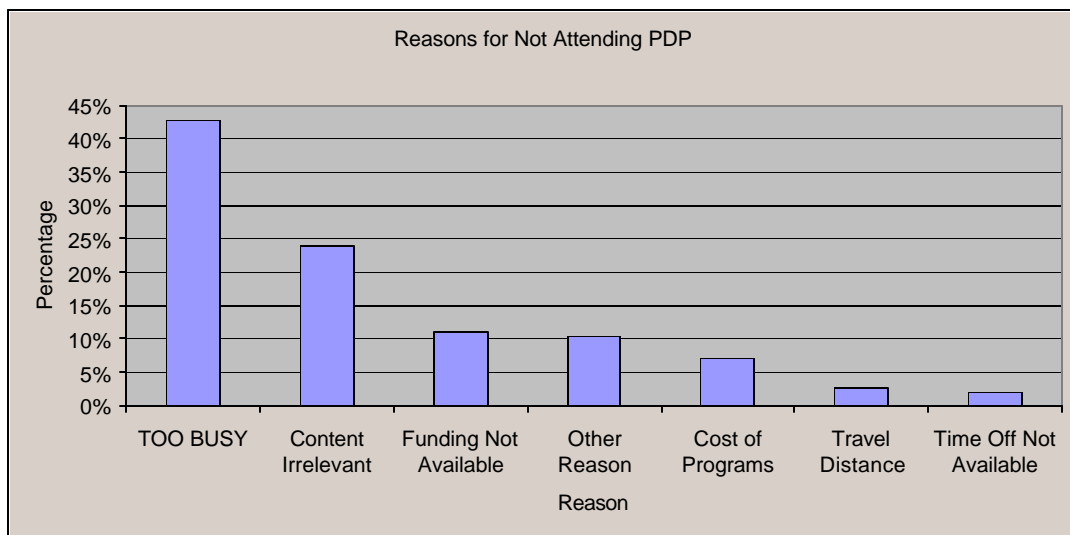
Members were asked to indicate the number of professional development programs they attended in 1998 as indicated below.

Number of Programs	% Attending
0	53%
1	20%
2	11%
3+	16%

More than half of members responding did not attend any programs which, even with the low response rate, is a matter of some concern.

4.2 Reason for Not Attending Professional Development Programs

Those members attending 1 or fewer programs were asked to indicate a reason. Results are displayed in the chart below.



Of those members who indicated they had an “other” reason for not attending programs, the following were their most frequent comments:

- *attended in-house programs;*
- *travel time too great (country location);*
- *attend CPA training (or similar) to maintain professional recognition;*
- *inertia;*
- *combination of factors, got funding but then program cancelled due to lack of numbers;*
- *currently involved in organising them;*
- *lack of back-up when I'm away;*
- *involved in postgraduate study – not enough time; and*
- *employer didn't let me do it.*

4.3 Type of Program

Members were asked to indicate what type of programs ATEM should run for members. Results were as follows:

Combination of specialisation and generalised	80%
General only	7%
Specialised	13%

4.4 Potential Interest

Members were asked to indicate the number of advertised professional development programs of potential interest. 86% of members indicated that between 0-5 programs were of potential interest, which would seem to suggest that it is not the content of Branch programs which prevents members from attending programs.

4.5 Payment of programs via the web

51% of members indicated they would register and pay for professional development programs via the web.

Reasons for not wanting to pay via the web were:

- *meetings via video-conference rather than formal programs;*
- *university pays fees via cheque;*
- *security of transaction issues;*
- *registration yes, but only if local arrangements to pay; and*
- *get real – it's a branch activity and the web is not safe.*

While web security remains a debatable issue, it would appear ATEM members are not yet ready to go completely on-line, even if payment via the web was branch based.

4.6 Suggestions for Programs

Members were asked to suggest topics for programs which ATEM might run. This question and question 5.4 attracted most comment from members. The responses are detailed below in the following categories:

- Specific Program Suggestions;
- General Program Suggestions;
- Award Courses;
- Program Delivery;
- Branch Specific Comments; and
- General Comments.

Specific Program Suggestions

- *Records management re electronic developments.*
- *Task management, not time management.*
- *Coping with bad decision making and still performing.*
- *Empowerment and leadership – how to become one.*
- *Growing your organisation through commitment and support.*
- *Tips for writing papers for conferences/journals.*
- *Benchmarking/quality.*
- *Beyond the In Tray – a program for new administrators (note that this program was mentioned more than one as a good program which should be offered again).*
- *Women in leadership, pay equity, dealing with bullying/harassment, career development*
- *Focus on valuing and managing diversity.*
- *Programs dealing with organisational change and management.*
- *Law and tertiary education.*
- *Working in partnership with external agencies.*
- *Student administration systems, accessing student information via the web.*
- *Project management, research funding, student administration, handbook preparation, methods of communicating information to students, skills for dealing with statistics, organisation of workshops.*
- *Program for new supervisors.*
- *Web Administration.*
- *Assertiveness training.*
- *How to increase efficiency when dealing with increasing paper mountain.*
- *Marketing and communication seminars, information on successful media programs.*
- *Time management, stress management.*
- *Project management, supervision, preparing articles for publication, career advancement in institutions.*
- *Current developments in the sector – share/discuss experience.*
- *Impact of technology.*
- *CAL and Screenrights Licenses.*
- *Internet/on-line education.*

- *Presentation skills for workshops, negotiation skills, supervision, committee skills.*

General Program Suggestions

- *More programs for higher education novices, not institution specific – career development and design.*
- *Programs where members can explore beyond current boundaries.*
- *Institutional Visits – why I joined initially.*
- *Interface between academics and administrators – frequently fraught and sometimes appears the administrators are not perceived as professionals. Something about managing this and extending the belief in professionalism would be helpful.*
- *Senior manager programs.*
- *Special interest group for newcomers.*
- *Higher level management seminars/courses – team building, conflict resolution, supervising staff.*
- *How older universities do x,y and z (eg special consideration, academic progress).*
- *Programs which focus on institutional issues (marketing, strategy development).*
- *Strategic future directions for the industry – current programs too narrowly focused.*
- *Three hour sessions of general interest (not hard to find half days).*
- *Bring in people from mainland or send groups to the mainland.*
- *Discussion groups and special interest groups.*
- *Senior level short programs on current issues.*
- *New/old paradigms in education.*

Award Programs

- *Nested formal aware course (eg NIA and USQ).*
- *Focus should be on developing award programs recognised by employers.*
- *Web based micro courses, essay assessed and building in aggregate to a qualification.*
- *MA in Women and Management in Higher Education – tap into such courses and get groups of interested people together as study groups.*
- *Formal courses, GradDips etc.*
- *Links with AVCC Professional Development Program – HEW 5-10 level. AVCC cost makes access difficult.*

Program Delivery

- *Video conferencing and internet for courses.*
- *Not breakfasts or weekends.*
- *Run more programs in the country.*
- *Early breakfasts on current issues with influential speakers.*
- *Focus on groupings of staff (eg faculty administration) – do program for each over a two year period.*
- *Links with professional development programs run by universities.*
- *Breakfast meetings with motivational speakers, senior management, leading business people, authors, VCs, DVCs etc about directions in their areas.*

Branch Specific Comments

- *WA runs very good professional development programs.*
- *The WA Executive is very active, but some of the sessions are targeted too narrowly, thus limiting possible attendance.*
- *Victorian Branch legal issues seminars should be offered wider.*

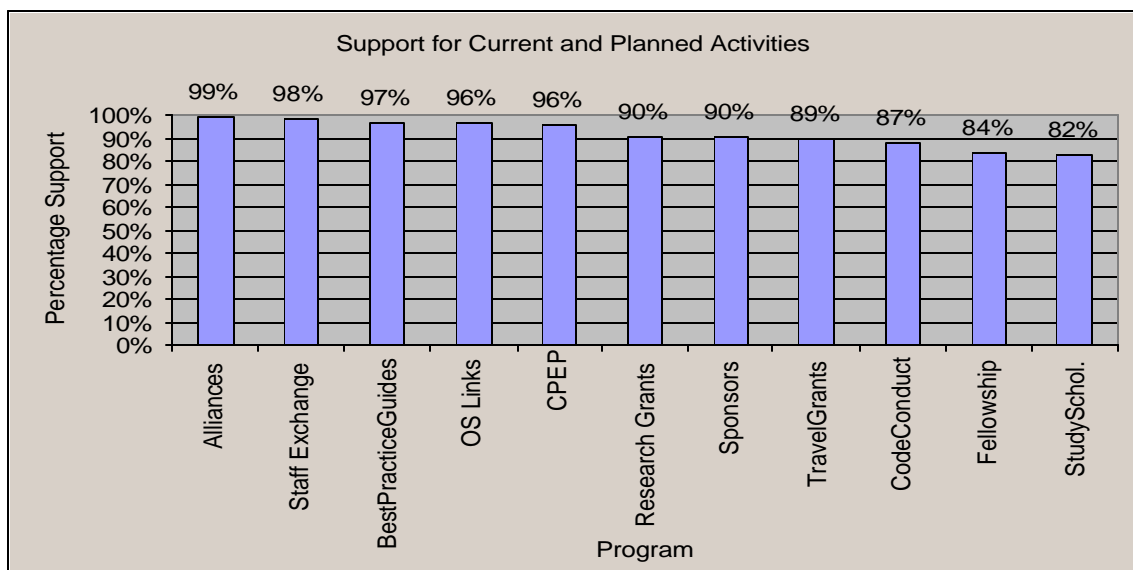
General Comments

- *How to impress on academic managers that professional development for general staff is relevant and that they should commit funds.*
- *Note the proposal to establish a Society of Research Managers.*
- *Put suggestions for programs on the web and allow members to vote.*
- *Less formal networking.*
- *Needs analysis.*

Section 5: The Association – ATEM Activities and Programs

5.1 Activities and Programs: Current and Future

Members were asked to indicate their support for a range of current and future activities. The chart below combines data for “support” and “strongly support”.



The strong support for establishing strategic alliances is notable, as is support for the more practical programs of staff exchange and best practice guides. Developing international links and the Continuing Professional Development Program also attracted strong support. The least favoured, while still supported, were study scholarships and the Award of Fellowships which might both be viewed as individual awards and not advancing the Association as a whole.

5.2 Positioning of Association

Members were asked to indicate their support for the following positioning statement for the Association:

“These activities and initiatives are designed to position ATEM in the tertiary education sector as a unitary association which:

- represents the professional interests of administrators and managers;
- has as its core effective and relevant Professional Development Programs organised and run by Branches;
- is structured so that Branches are supported to develop programs designed to meet local needs; and
- has an Executive and Council which operates at a strategic level to raise the profile of the Association and its members in the sector.”

98% of members responding indicated they supported this approach.

Members were also asked to comment if they wished about the positioning statement. The following comments were made:

- *regions still missing out on programs – don't know answer – need to promote ATEM more in local areas;*
- *good central structure with flexibility to meet local needs;*
- *approach is essential to continuing relevance and viability;*
- *ATEM highly regarded but needs to publicise itself more;*
- *how does ATEM provide feedback to the sector/institutions on members priorities?*
- *less about study and research and more about collaboration locally, nationally and internationally;*
- *Tertiary Education Administration is a career choice and therefore a profession and legitimate field of employment which warrants its own association and recognition.*
- *positive initiatives to expand ATEM's influence;*
- *needs to be more clearly seen to represent all tertiary sector, including TAFE.*
- *what plans are there to attract academic managers?*
- *we also need to lose our shyness and be much more active as lobbyists for our members;*
- *many initiatives are employers' responsibilities and we need to spend time to get employers to face this rather than spend members funds to try and make all good things happen;*
- *urge sharper focus on education support ie ATEM activities promote better education through better members;*
- *we should also try to integrate work of administrators and academics at universities.*
- *sets high standards for efficient, effective and top quality administration;*
- *a stronger national approach is required;*
- *concerned with the "M" in the name – does this limit membership among non-managers?*
- *moving in right direction; and*
- *need to ensure all aspects of administration are covered (eg research administration).*

5.3 Incorporation

83% of members agreed that ATEM should incorporate, with 16% having no opinion.

5.4 Future Directions of ATEM

As indicated above, this question was one of two which drew most comments from those members responding. Members were asked to make comments on ATEM's future as they wished.

Specific Comments on Activities

- *Most useful activities for regional members are the Journal and the Conference. Disseminate information regarding policy initiatives in Australia as well as nuts and bolts.*
- *Leadership development internally and externally, taking a more proactive political stance about what is happening in universities and disseminating information to members. Setting up forums around the state to listen to what members want and need.*
- *Strengthen networking.*
- *Stop spending money on frills (like the launch) and concentrate on issues raised in 5.1. ATEM needs to raise its profile and reputation with senior staff to enable them to support staff by attending ATEM functions and seminars in times of little funding and less time.*
- *More levels of membership (member through to Fellow).*
- *Should amalgamate with IPAA and become its higher education division.*
- *Re-focus on core activities, meeting fellow administrators, collaboration/networking.*
- *Vitally important that ATEM seek to engage and involve senior management staff. WE have seen lessening of support over the years. Presence at ATEM Branch functions and obvious support and*

encouragement is essential if more junior staff are to see the Association as truly relevant to their career aspirations or for ATEM to be properly accepted as voice for administrators.

- *Place high emphasis on leadership into the future and formulate visions for the future. ATEM could promote leadership excellence as well as administrative and management excellence.*

General Comments

- *Currently seems progressive and moving in right direction.*
- *Get on with it.*
- *Keep it simple.*
- *I think it is heading in the right direction.*
- *I think it is a great association but it does not relate to my work (research administration).*
- *There seems to be high levels of energy driving the process – congratulations.*
- *Needs to be more externally focused.*
- *Need to get younger and lower level people involved.*
- *I'm impressed with the professionalism of the Association. I would like to see it embrace regional members more.*
- *Remember that 99% of members are administrators. Do not get above their station and remember that academics still do most of the management.*
- *Keep going as is.*
- *Broadly on track. Ultimate goal is recognition of tertiary education management as a profession or at least a specialisation.*
- *Consider re-introduction of central association PD activity – a touring guru.*
- *As a national body, it still seems to have a very low profile. Something needs to be done about that.*
- *Need to continue to promote within institutions to reach all levels.*
- *There is a real need for ATEM to continue developing as there seems to be nothing else as relevant to tertiary administrators.*
- *Membership kits need to be available to senior members to facilitate recruitment.*
- *Should concentrate on its direct role to promote welfare and professional development of members. It should not share control over these matters with organisations like the AVCC because their focus is likely to change.*
- *Must help members develop technical expertise especially computing packages for administration, improving computing skills generally.*
- *Keep it clearly focused on professional development and interchange.*
- *Important to stay user friendly and promote professionalism of tertiary education managers without getting carried away with structures and processes that become cumbersome, expensive and self-important.*
- *More tailored to specific areas of administration (eg research administration).*
- *We must develop ATEM as the natural professional association for managers. It has to take in TAFE and private institutions. We need to have a sound financial base not dependent on subscriptions.*
- *With demise of university based professional development programs, ATEM is well placed to fill that gap and also thereby extend its membership.*
- *Need to get decisions made and implemented and be seen as decisive. Too much talk, promises haven't been delivered. Better feedback to members on what's happening.*
- *ATEM plays a very important role in higher education and is pivotal to staff professional development.*
- *It's about time ATEM positions itself as a professional association of credibility and standing in education.*
- *Not all members are senior managers/administrators. Focus should be on developing and promoting lower level administrators to take on more responsibility.*
- *Less academic involvement/emphasis at conferences.*
- *More comment on national policy directions.*
- *Ensure members are trained to equip to run their institutions efficiently and cost effectively.*
- *Primate foci – professional development and protection of professional image. Expensive extras (eg staff exchange/travel grants) should be secondary.*

- *Important as information exchange network, to represent views to government, AVCC etc.*
- *Seems OK. Of main importance – conference, PDP, and Journal to keep members abreast of what is happening.*
- *Look outside of immediate sector to get directions of how other sectors are coping with change and use that experience to introduce new thinking into the tertiary sector. ATEM will not survive unless it is relevant to members.*
- *Keep conferences as a priority and encourage institutional support.*
- *Seems to be on track and responds well to the changing face of higher education.*
- *Pursue idea that professional development activities be accredited towards formal qualifications.*

Section 6: Member Benefits

6.1 Awareness of ATEM/Ansett Arrangement

Of those members responding, only 26% indicated they were aware of the Ansett arrangement. This outcome indicates that ATEM needs to do more to publicise the member benefits it has arranged and to ensure that members are able to access the benefits in as easy a way as possible.

6.2 Likely to Use the Arrangement

60% of those responding indicated that they may use the arrangement in the future.

6.3 Other Member Benefits

Members were asked to indicate what sort of member benefits ATEM should provide. The following comments were made.

- *Equivalent arrangement with QANTAS.*
- *Further Study Scholarships.*
- *Tell me how to pursue current arrangements.*
- *Discounts for tertiary fees for study.*
- *Holiday packages, maybe a holiday home for stressed workers(!), mentoring program needs to be pushed – there are so many people out there who could help others to achieve.*
- *Would not waste too much effort on this non-core matter.*
- *Discounts for professional courses, books, videos.*
- *Travel and accommodation.*
- *Discounts for journal subscriptions.*
- *Notification of professional events at other universities.*
- *Professional accreditation like CPA? We should be proud of what we do.*
- *Insurance discounts.*
- *Book discounts – Angus and Robertson or university bookshops?*
- *Exchanges with other institutions.*
- *Link with Alumni Association to get more purchase power.*
- *Reductions in subscriptions to allied journals.*
- *Benefits should be allied to mission – don't need another affinity program.*
- *Car hire.*
- *Please don't waste time and resources in this way.*
- *Money should be put into core activities.*

Section 7: Satisfaction with ATEM

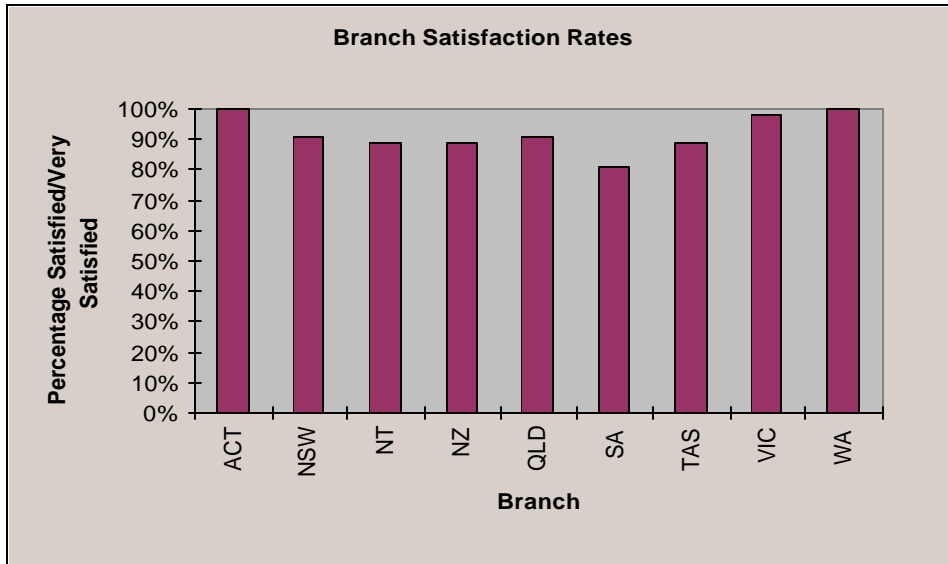
7.1 Satisfaction with Local Branch

7.1.1 Overall

92% of ATEM members were satisfied or very satisfied with their Branch services.

7.1.2 Branch

The chart below indicates Branch satisfaction rates, with all but one Branch recording satisfaction at 90% or higher. Western Australia and the ACT (Canberra) Branches had a 100% satisfaction rate.



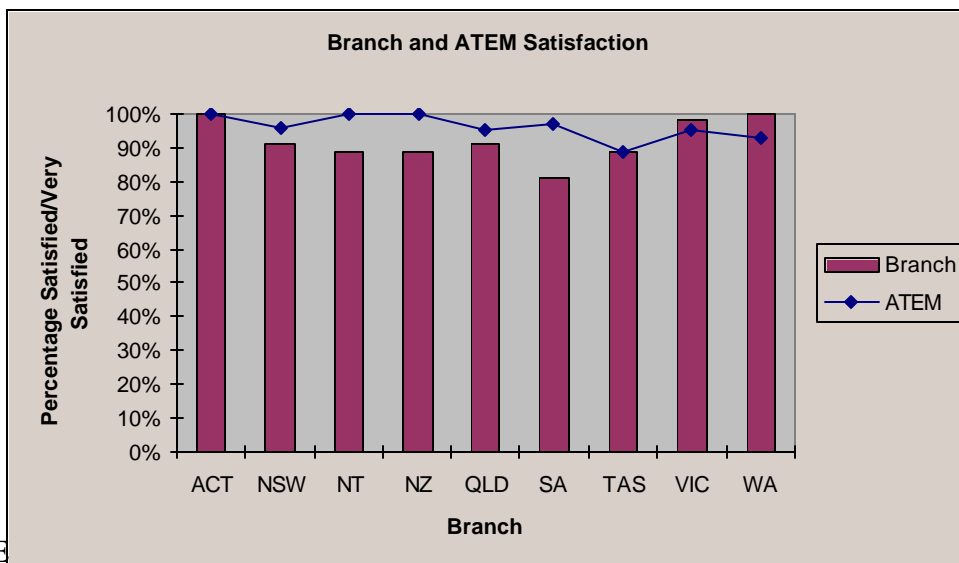
2 Satisfaction with ATEM as a Professional Association

7.2.1 Overall

Overall, 96% of those responding were satisfied or very satisfied with ATEM as a professional association.

7.2.2 Branch

Satisfaction with ATEM as a professional association was higher than branch satisfaction rates in all but two Branches. It is notable that the two Branches with the highest Branch satisfaction rate also had a lower satisfaction rate.



7.3 Comments

Members were asked to comment on their responses to the above two questions if they wished. The following comments were made.

Association specific comments:

- *Despite goodwill and professionalism of those involved over the years, local branches are only marginally sustainable because of size and remoteness. Should have electronic meetings. Focus attention on professional issues.*
- *Lots of talk, little action at association level re raising profile or gaining sponsorship.*
- *Given this is totally voluntary, I believe the Executive do a mammoth job and should be assisted not defamed.*
- *I'm still to see the benefit of the Secretariat.*
- *We seem to lack focus and too many ideas are floated with few results. We should therefore concentrate on some things we know we can achieve and do that. Sponsorships are greatest need and we should get that right before we touch anything else. Many Association level activities seem peripheral to main game.*
- *Members don't see enough about what's going on behind closed doors.*
- *Involved people are committed and hard working.*
- *Need coordinated approach to raise profile and to increase diversity of programs.*
- *More members from all levels.*
- *Get impression Association is floundering at the moment.*

- *Professional Development Programs*
- *Professional development programs have been excellent.*
- *Support and course structure is quite good.*
- *Web developments looking good but professional development programs looking tired.*

Branch Specific Comments

- *QLD – many programs, lots of variety and priced fairly.*
- *SA – not many professional development events; moribund and not relevant for some years.*
- *NSW – less presence from local branch.*
- *WA – local branch very active but only small group of members attend functions; PDP is excellent.*
- *NZ – local newsletter to foster group ethos.*
- *NT – PDP excellent.*

- *General Comments:*
- *Though not a perpetually active member, I have found considerable value from being a member.*
- *Response time when I joined was terrible – not professional.*

7.4 Other Services

Members were also asked to indicate what other services ATEM should provide. The following suggestions were recorded.

- *Local chapters linked to main body.*
- *Perhaps more forums/lunches on interesting topics might stimulate greater participation. These should not be a large commitment on time.*
- *More regular electronic newsletter.*

- *Bring in experts on current and emerging topics.*
- *Institutional visits.*
- *PD by videoconferencing/computer CD ROM/audio through internet.*
- *Focus on PD core.*
- *There appears to be little active support for ATEM from high level administrators. There needs to be a survey to determine why that is so because despite an active Executive, participation in ATEM activities is less than it ought to be.*
- *Would be great if there were universal membership of administrative staff – perhaps another recruitment drive. More members = more and cheaper PDP.*
- *Promote member's personal interaction via Bulletin Boards, web debates, gossip pages and humour pages.*
- *Informal contacts; occasional guest lectures/seminars.*
- *Best practice guides; central list of all universities, job vacancy site.*
- *Info on changes provided by federal government/lobbying of government to re-think cuts to funding.*
- *Mentoring program.*
- *Information and updates on matters affecting tertiary education (political or economic) or changes that will impact on staff.*
- *Networking, exchange programs between organisations, government and private sector.*
- *Rotating social gatherings with guest speakers (10-15 mins).*
- *Needs a higher profile at institutional level.*
- *More diverse program of activities with provision for discounting costs if unemployed.*
- *Facilitate interaction between all levels of staff, not be elitist.*
- *More one day workshops.*
- *Support for further study.*
- *Guide to competency levels at national/international standards.*
- *Need to promote 'value-added' by administrators.*
- *Regional staff access to programs*
- *PD very important – likewise conferences – should have strong practitioner focus.*
-

Section 8: Other Comments

Members were asked to make any other comments about ATEM they wished. The following comments cross a range of areas, some repeated in sections earlier in this report.

- *ATEM should concentrate on giving value for money and activities/services of high quality. The Association should re-think its policy of providing substantial benefits for individual members (travel grants, scholarships) out of other members' subscriptions. The trend to electronic communication I support, but with some reservations with respect to the Journal and the newsletter, since their printed form is higher readable and portable.*
- *Pressure of work means many things are done on the run without proper notice to members for planning. It is usually the busiest people who take on things like ATEM, but ...*
- *Good idea to do the survey.*
- *Level of management has improved considerably over last few years.*
- *I value my association with ATEM and am trying to give it support via the local committee.*
- *Why not look at possible international alliance with SCUP. A SCUP branch in Australia is being investigated – don't need another organisation – alliances more productive.*
- *Monthly email update (no more than a page) to ensure awareness remains current.*
- *Funding for staff development not enough to justify attendance at higher level programs (Towards Middle Management).*
- *Since my joining the Association, I have had very little information other than the monthly newsletter, about this organisation, what it offers, how a new member gets passwords etc. I'm not alone as others in the Association have similar views. Input is required to new members – you should not take for granted new members will just find out – introductory booklet needed?*

- *I think the Branch (WA) and Association do an excellent job. Keep going in current directions as planned.*
- *Valuable organisation to belong to.*
- *Thanks for opportunity to comment.*
- *Lack of renewals suggests we moved too far away from members needs. Our first aim should be PDP and sponsorships so members can benefit. We seem to have spent a lot of money on central office activities which I don't see improving the lot of members in institutions. We should discuss this seriously without people feeling threatened or unappreciated.*
- *Have enjoyed all dealings with ATEM.*
- *Need younger members.*
- *I believe ATEM operates quite effectively and often refer colleagues to PD activities and membership availability.*
- *Working or grants suggest only those active in the Executive could apply – not true competition.*
- *I feel I have joined an organisation that is very professionally administered. It has an unusually well education membership, articulate and willing to participate. Members have access to, and preparedness to use web/email.*
- *Should be more high level targeting within universities which would encourage managers to support staff to attend programs/conferences. It is still not viewed as appropriate for administrators to be supported to go to conferences.*
- *In general for the \$ I pay, conferences have too much low level uninteresting papers and I'm not sufficiently challenged or stimulated.*
- *Comparison/discussion of like operations between institutions.*
- *Development of website/communication with other branches/universities.*
- *Would like to see more done on mentoring or buddy system across institutions.*
- *Summary of electronic communication be put at top of messages.*
- *At Darwin conference, ATEM office-bearers didn't put themselves out to be friendly to rank and file or anyone they didn't know.*
- *You all do a wonderful job. ATEM puts a 'profession' face on what we do – university administration is more than just a job.*
- *The committee should be congratulated on its excellent proactive approach in keeping members informed of activities and its continual review to improve practices to ensure relevance.*
- *NT PDP very good.*
- *How can we raise ATEM's profile?*
- *ATEM does particularly well at maintaining links across institutions and should be encouraged.*
- *Rotate events around universities rather than only in the city.*
- *ATEM is silent during the period where middle level managers are under serious threat of elimination.*
- *Need to look at succession planning and finding ways around "too busy to be involved".*
- *Good quality publication that promotes ATEM well in a professional sense.*

Concluding Comments

Administering the survey and analysing the results of this survey was difficult for a number of reasons, least of all the time commitment of a new job! However, if future surveys are conducted, it is important that the instrument be available via the web and hard copy, distributed only by the ATEM Secretariat. Branches assisted in the distribution of follow-up surveys but it was apparent from the origins of responses that distribution was more effective in some branches than others. The reasons for this do not matter given the time past and the response rate.

Surveys always have an element of bias in them, for a number of reasons. However, they can produce useful information when administered effectively. In a geographically spread organisation like ATEM, they also provide a cost effective way of obtaining feedback from members but need to be part of a broader suite of mechanisms designed to ensure that the Council receives member feedback on a regular basis.

Some thoughts (not new) for consideration:

- Many of the suggestions made by members reflect a (mis) belief that the organisation is better resourced and better placed to undertake broad ranging activities than it is. We might want to do a better job of explaining how the organisation operates and exactly what limited resources we have. We should also explain the structure of the organisation – that when you join ATEM you join via a Branch and that there are two, different but complementary, levels of activity.
- Associated with this is the need for members to accept responsibility for the future of ATEM. Members need to be active in ATEM and participate in events or organise those events. It is easy to suggest a range of activities, but fewer and fewer members are willing to give up a little time to continue to move ATEM forwards. We might need to think about how we can convey this responsibility to members.
- We might also want to work at raising awareness among members that raising ATEM's profile is a task for the Association as an organisation in conjunction with the efforts of individual members. All members should be encouraged to talk about ATEM whenever they can, and to refer colleagues for membership at every opportunity.

The survey indicates we have strong support from among members for our current and planned initiatives. Even though the response rate is low, the survey reports the views of members which should not be ignored or summarily dismissed as irrelevant. No member's view is irrelevant, and we need to take notice or risk developing the 'ivory tower' syndrome which reportedly afflicts the offices of so many Vice-Chancellors today.

Maree Conway
3 April 2000

Secretariat Contract – Council Item 12

The Contract for the Secretariat expired on 31 March but was extended until 14 May by the President in order to allow for discussion of this matter by Council.

The previous contract was with HL&R Pickford Holdings Pty Ltd and allowed for monthly payments in arrears of \$2,916.66 (\$35,000 p.a.) for the services of both Giles Pickford and Peter Scardoni.

The Duty Statement (1), and the Performance Indicators (2), are set out below.

Because of the GST implications the Secretariat would prefer to have two separate contracts, making them GST free for ATEM.

Recommendation:

That the President and Treasurer be authorised to enter into two separate two year contracts starting on 14 May with Giles Pickford and Peter Scardoni for a combined total of \$40,000 p.a. This is an increase of just over 14% on the original contract, which is justified by the amount of work being undertaken, and by the extra duties of Assistant Treasurer. Originally the two contractors estimated that they would be working 3 days a week each. However, both are working 4-5 days a week each in order to cover the ground required by ATEM.

ATTACHMENTS

1 Duty Statement: Association Secretariat (as set out in the Job Description adopted by Council September 1999)

The Association Secretariat operates independently and with only broad supervision from the Association President, to whom the position reports on a day-to-day basis. The Secretariat will, however, need to work closely with members of the Executive who are individually responsible for particular projects and functions. The incumbent will therefore need to be able to balance competing demands, take advice from a range of sources and, where appropriate, make decisions which allow the work of the Association to be carried out on a day-to-day basis as effectively as possible.

Position Overview

Maintain and develop an effective office, and administer the work of the Association as required. Develop and maintain appropriate communication and management systems.

Contribute to the development and promotion of ATEM as a professional association for tertiary education managers and administrators.

Provide a focus for the promotion of ATEM within Australasia and internationally, including providing a contact point within the Association for members and external groups.

Establish links with counterparts in other professional association, particularly those with whom ATEM has formal links. Seek to establish best practice in association management for ATEM.

Provide regular reports to the Executive and Council on the operation of the Secretariat, including making any recommendations necessary to ensure the Secretariat meets the needs of both the Association and Branches.

Assist the Treasurer as described in 'Financial Administration' below. (added by Executive Teleconference December 1999)

Planning

Ensure that the Association reviews its strategic plan regularly, and ensure that appropriate systems are developed to facilitate such reviews.

Prepare regular progress reports on the implementation of the plan for each Council meeting.

Coordinate both annual and periodic reviews of the strategic plan and liaise with branches as needed.

Participate in the development and implementation of the Association's marketing plan.

Membership

Maintain the membership database, report to Council on membership numbers, provide advice to branches in their day-to-day administration of branch databases. Ensure membership database is up-to-date at the time of elections and referenda.

Ensure that on-line membership application and renewal works effectively, and that associated financial transactions are processed and recorded as determined by the Treasurer. Review the on-line renewal process each year and recommend improvements to Council. Liaise closely with branches to monitor the effectiveness of on-line membership processes.

Manage Corporate Membership for the Association, ensuring that Corporate Members receive appropriate and timely service, and that the Association web site includes details of Corporate Members and appropriate "hot-links".

Communication

Ensure that communication with members from the Association is effective. Maintain the Association's email lists and promote their use to members on a regular basis.

Establish and maintain effective communication with Branches, particularly in ensuring follow-up after Council and Executive meetings.

Maintain and develop the Association web site and associated internet activities. This is a critical communication mechanism for the Association and must be developed as an effective communication tool.

Financial Administration

Assist the Treasurer with the Association's books of accounts. This includes proper record keeping and the preparation of all financial statements required. (additional duties added by Executive Teleconference of December 1999)

Receive and receipt any ATEM funds sent to the Secretariat, including membership subscriptions.

Banking procedures maintained and developed in consultation with the Association Treasurer and Branch Treasurers.

Sponsorship activities supported as required by the Association President, and by members of any sponsorship group established by ATEM.

ATEM Conference

Provide point of continuity for Branches organising the Annual Conference and ensure that all branch organising committees receive copies of the Association Conference Manual.

Maintain and develop the Association Conference Manual.

Work with designated Association Vice-President to ensure that branches follow conference guidelines.

Ensure that international organisations with which ATEM has links are advised of conference dates and locations, and coordinate reciprocal agreements, liaising with host branches as needed.

Ensure appropriate follow-up action is taken after each conference, including the archiving of conference papers, both hard copy and on-line, within ATEM and externally through the National Library's Pandora program.

Recommend location of Association conferences as required, according to agreed scheduling.

Association Activities

In conjunction with a designated member of the Association Executive, administer a range of Association activities, including:

- international links, including ensuring up-to-date mailing lists and regular communication with organisations with which ATEM has formal agreements;
- staff exchanges
- ATEM Awards
- ATEM scholarships and Grants
- ATEM Fellowships
- ATEM Ghosts

2. 2000 Performance Targets for the ATEM Secretariat (as adopted by the executive Teleconference December 1999)

[Commentary from the Secretariat is included in bold type in brackets]

1 2000 Priorities

- 6.1 Raise profile of the Secretariat with membership and identify position as source of advice and expertise for the Association. **[Fortnightly web reporting to all members has achieved this aim].**
- 6.2 Raise profile of Association with education reporters and campus editors in Australia and New Zealand. **[Media releases have been sent during the membership campaign to reporters in the mainstream press and campus newspapers in Australia and New Zealand. As we do not have a clipping service that covers all that ground, we cannot evaluate the impact].**
- 6.3 Improve relationships with existing Corporate Members and seek new Corporate Members. **[The process has begun and the Corporates now have their own web page].**
- 6.4 Inaugurate ATEM Ghosts Chapter and start membership drives in each Branch. **[The process has begun and the Ghosts now have their own web page].**
- 6.5 Hire talent to enhance the work of the Secretariat. Large contracts, which have to be outside the tender price, to be checked first with Treasurer. Small contracts to be absorbed within the tender price. **[ATEM used to hire one person to achieve its objectives. Since October 1999 eight different talents have been harnessed at a fraction of the previous cost].**
- 6.6 Review the membership renewal process and implement changes to improve membership renewal. **[Changes have been implemented and more are recommended in item 7].**
- 6.7 Reduce wastage rate from mailings of the Journal, mostly brought about by the database not being up-to-date. **[Database work was carried out late in**

1999 resulting in the Journal being sent out late in January instead of the usual November distribution].

6.8 Implement a non-renewing members survey in 2000. **[Not yet achieved, mainly because we don't know how to contact the people who have moved on].**

6.9 Produce a real time consolidated action sheet based on decisions made at Executive, Council and AGM meetings. Sheet to include adequate detail of item to be actioned. **[Achieved].**

2 Communication

2.1 Web Site Maintenance

- Minutes and Agendas published on web 2 weeks before (agendas) and 2 weeks after (minutes) each meeting. **[Achieved].**
- Policy documents are current (ensuring most recent version; checking text for inconsistencies etc). **[All policy documents should be on the web by now. If some are missing it is because we are unaware of them]**
- ATEM office bearers and calendar of events are updated regularly. **[Up-dating of 'Office Bearers' was held up when our Cold Fusion ran out. It took a long time to buy and understand the newer version. We believe that 'Office Bearers' is now up to date. The Calendar of Events has been dead since 31 December. We are not sure that it was ever a widely consulted page. Its passing has not been commented on yet. We recommend that it be scrapped].**
- Fine tuning of 'members only' section and password operation so that it works every time for a member. **[An enormous amount of time has been spent on this one. We believe that it has been partially successful]**
- Links with Branch web pages – setting a timeline to make sure branches keep their web sites up-to-date. **[It is not easy 'insisting on things' with Branches which are largely run by volunteers who have limited spare time. We think Branches should be responsible for their own deadlines].**
- Create new pages for 'Research Undertake by Administrators' and 'Occasional Papers'. **[Achieved]**
- Create clickable links to home pages of Corporate Members, including job vacancies pages where appropriate. **[Achieved]**

2.2 Email Updates to Council

- Produce Monthly Reports to Council from the Secretariat. **[Achieved]**

2.3 Email Updates to Members

- Each week send out a message that draws members' attention to new features on the website (Minutes, PD Programs, Occasional Papers, Research Undertaken, Policy, Scholarships, etc.) [**Partially achieved. Because of complaints about being swamped by e-mails, this has not been done weekly. Fortnightly would be closer to the truth. Members themselves are increasingly adding to the e-mail burden without any encouragement from the Secretariat.**]

2.3 Membership Database

- Ensure that membership database is maintained consistently across the Association to ensure accurate financial membership information and accurate address labels for mailouts. [**Partially achieved with an enormous amount of data entry, but there is still lots of tidying up to be done in working with the Branches on these issues. Like the laundry, it is a job that will never be wholly achieved.**]
- Work with Branches to ensure that the central membership database meets their needs. [**Achieved.**]

2.4 Branches

- Email reports to Branch Executive Committees on action to be taken in Branches following Council or Executive Committee meetings. [**Achieved.**]

ATEM Ghosts - Item 16

The following is a copy of the ATEM Ghosts page from the web site:

THE ATEM GHOSTS

"Zen enriches no-one. There is no body to be found. The birds of appetite may come and circle for a while in the place where it is thought to be. But they soon go elsewhere. When they are gone, the 'nothing, the 'nobody' that was there, suddenly appears. That is Zen. It was there all the time but the scavengers missed it, because it was not their kind of prey".

From *Zen and the Birds of Appetite* by Thomas Merton

This quote was an inspiration for one of our members who was about to retire, but who yearned for some sort of continuing involvement with the ATEM tribe. He could not see why retirement needed to end his tribal activities. He understood that he was about to suddenly become insubstantial, or ghost-like: a wraith whom the birds of appetite (all of whom have useful jobs) would suddenly no longer be able to see. And yet he knew that Ghosts have the power to move mountains and change the course of rivers. We know this from our Aboriginal heritage.

So he suggested to the ATEM 2000 Group in 1998 that members who retired, or who left the profession, should be given a vehicle through which they could continue to contribute.

The end result was that following terms of reference for the ATEM Ghosts were adopted at the 1999 Conference in Wellington, NZ.

"1. ATEM will maintain an Association Chapter which will consist of members who are no longer actively engaged in the management of tertiary education, but who wish to retain contact with ATEM and each other. This Chapter will be named The ATEM Ghosts.

The Chapter will be established as a Chapter of the Association, but members will also operate within a Branch.

2. The aims of the Chapter will be:

2.1 to allow members to continue to be involved with the operations of the Association by providing information about Branch and Association activities; 2.2 to undertake appropriate voluntary work for ATEM and ATEM Branches from time to time; 2.3 to continue to promote the activities of ATEM, both locally and internationally; 2.4 to arrange social gatherings and other events for its members from time to time, particularly in conjunction with the Annual Conference; 2.5 to produce and circulate an annual Newsletter containing news about its members and about ATEM at large which will be published on the ATEM web site.

3. The Chapter will maintain a membership register that will be available to ATEM members via the ATEM web site. The Chapter will elect a Convenor at a meeting to be held during the Association Conference.
4. The Association will set fees annually, and fees will be paid to the Association Secretariat. The Convenor will manage the Chapter and liaise as needed with the Secretariat, but particularly about communication within the Chapter.
5. The Chapter will report annually to the September meeting of Council and the AGM.
6. ATEM Ghosts members will be eligible for member rates for all ATEM activities, including the Association Conference.
7. Members of the Chapter should be involved where appropriate throughout the Association but not on Council, Executive Branch Committees. Members do not have voting rights in ATEM elections or referenda. (1)
8. In the event of a dispute between the Chapter and Council, the will of Council will prevail."

NOTES:

An extract from the database showing current members of the ATEM Ghosts will be tabled.

The Interim Convenor of The ATEM Ghosts is Council Member Liz Watson.

The Chapter is in the process of formation and will elect a Convenor at the Annual Conference in Melbourne. The Chapter will (a) host one of the Social Functions at the Annual Conference and (b) hold a members only luncheon during the Conference at which it will elect a Convenor and decide policy

The Annual Dues are \$30 plus GST payable to the Association Secretariat.

The Canberra Branch of the ATEM Ghosts was launched by the President, Jenny Coggins, at the Branch Christmas Party in 1999. It consists of eight members, one of whom acts as minutes secretary, one as assistant to the Treasurer, and one who will serve on the Committee for the 2001 Annual Conference of ATEM. This is a pattern that could well help Branches across our region to carry the work load that so often oppresses them.