

Association for Tertiary Education Management Inc

Executive Committee Teleconference

A Teleconference of the Executive Committee will be held on Wednesday 11 December 2002 at the following times:

3.00 pm to 4.30 pm New Zealand Summer Time
1.00 pm to 2.30 pm Eastern Australian Summer Time
10.00 am to 11.30 am Western Australian Time

1 Apologies

1.1 Moving of Starred Items

The President will move the starred items for noting or adoption.

***2 Minutes and Starred Items**

(a) The minutes of the Council meeting held on 29 September 2002 are up on the web for noting, not for confirmation.

(b) The minutes of the Executive Teleconference held on 24 July 2002 were confirmed on 28 September 2002.

3 Business Arising from the Executive Committee Minutes Not in Item 4

3.1 ATEM Accommodation

Secretariat to report.

4 Business Arising from Council Minutes

4.1 ATEM's Future

4.1.1 Items referred to the Executive Committee include:

- 4.1.1 Use of the term 'Professional';
- 4.1.2 A need to address the perceived low level of support from Senior Officers
- 4.1.3 The need to target HR directors about the low level of advertising in the 'Job Vacancies' page
- 4.1.4 The need to review the role of VP in charge of Conferences.
- 4.1.5 Consider definitions, the structure of ATEM and resource models which would include reviewing the existing budget principles.

The President is preparing a paper on these topics which will be circulated by her before the meeting if possible.

4.1.2 Items referred to the Membership Group include:

- 4.1.2.1 The need to define the role of Institutional Coordinators. [Page 5](#)

- 4.1.2.2 The need to be flexible in how Institutional Coordinators are appointed (eg. they might be regional coordinators in New Zealand).
- 4.1.2.3 The need to target certain organisational groups such as Dean and Directors
- 4.1.2.4 A review of the Job Vacancies Page. [Page 18](#)

The Membership Group Minutes and an Executive Summary are attached. [Pages 5-17](#)

4.2 Finances

The Treasurer e-mailed all members direct on Friday 6 December with attachments detailing about our finances and the budget scenarios.

4.2.1 Council agreed to a full review of the budget principles. The Treasurer recommends that before drafting the principles, we need to look at the scenarios presented in the budget papers. When we have chosen our preferred scenario we can then draft new Budget Principles for adoption in May 2003.

4.2.2 The President (through the Secretariat) has received a comment from a member about the fee rise. For discussion.

4.3 PDF Committee Terms of Reference

Council has referred to the Executive Committee the further development of the PDF including Terms of Reference.

4.4 Marketing Campaign

4.4.1 C@L Jan McAdam will report on the further roll out of the campaign to stationery, awards certificates and a power point presentation. And on the appointment of Institutional Coordinators (Regional Coordinators in New Zealand).

4.4.2 Further ideas about the web site may be canvassed.

4.4.3 A new policy document on Membership Recruitment has been drafted by the Secretariat. [Page 19-20](#)

4.5 International and Other Affiliations - Policy

A paper from VP Tom Gregg is attached. [Pages 21-23](#)

4.6 ATEM Foundation

4.6.1 There is no disparity between the 'Objectives' in Australia and New Zealand. They are shown in the attachment. [Pages 24-25](#)

4.6.2 There is a need to develop protocols on issues such as exclusivity, conflicts of interest and privacy.

4.6.3 The Foundation needs a business plan

4.6.4 The Foundation needs a timeline and a program of activities

4.6.5 The Foundation needs to review its structure and also to set a term of office for its Directors.

4.6.6 The Foundation is to open two bank accounts

For general discussion and the allocation of duties.

4.7 ATEM Patron

There will be a general discussion about the timing and nature of the appointment of the 3rd Patron.

***4.8 AVCC**

A Letter from the President to the President of the AVCC is attached. [Page 26](#)

4.9 Web Guide for New Officer Bearers

The final draft of this document is attached for approval and webbing. [Page 27-31](#)

5 ATEM Conferences

5.1 ATEM/aappa Memorandum of Understanding

A copy of the MOU is attached. There is a need to look at venues over the long term, so a copy of the future conferences schedule is also attached. [Pages 32-33](#)

5.2 2003 Conference

The current program for the 2003 Conference is on the web.

A progress report from the organiser David French is attached. [Pages 34-35](#)

5.3 Conference Manual

New draft Conference Protocols, incorporating the new relationship with AAPP, are attached. [Pages 35-39](#)

5.3 AFR Higher Education Summit

President to report.

***6 Business Referred by Branches**

The Secretariat has circulated Branch Presidents seeking items. There are no items to discuss.

***7 The Journal of Higher Education Policy and Management**

No issues have been raised.

8 International Affiliates

An update on our reciprocal arrangements with international affiliates follows:

AUA: Annual Conference 14-16 April at Derby.

AAUA: Annual Conference 18-22 June at San Francisco.

AACRAO's next Conference will be held from 6 to 9 April 2003 in Washington DC. AACRAO has asked ATEM to nominate a senior person who can give a paper there.

VP Tom Gregg has proposed a new affiliation with the Society for College and University Planning (SCUP) but we have not yet heard back from them.

Expressions of Interest were sent out separately to members on 24 November in order to preserve confidentiality.

9 Other Business

9.1 Our 30th Anniversary

Following is a brief brain-storm from the President on the preparations for the 2006 Anniversary.

“I think we need to make a splash. Off the top of my head, we need the history consolidated and brought up to date. We need some stuff about significant milestones and turning points for ATEM (members can give us these). We need to invite all past Presidents to the conference and the dinner (and all past office bearers if we can track them down). We need some press coverage, but that can wait for later.

We should also try and get members impressions about ATEM, why they joined and why they stayed a member - little cameos that we video and show at the dinner, or something like that”.

Another development is that a bust of the Founder of ATEM, Maurie Blank, is being commissioned from the Sculptor Emeritus at the ANU and it should be ready for 2006.

It is recommended that the President, the two Councillors at Large, and the ATEM Secretariat work on recommendations to the May Council meeting.

10 Schedule of Meetings in 2003

19 February - Executive Teleconference

23 May, 4.00 pm – ATEM Foundation Board

24 May, 8.30 am – Executive Committee

24 May, 10.00 am – ATEM Council Meeting, Sydney

23 July – Executive Teleconference

27 September, 2.30 pm – ATEM Foundation

27 September, 4.00 pm – Executive Committee

28 September, 9.00 am – ATEM Council Meeting

Date to be set – ATEM Annual General Meeting

1 October, 12 noon – Ghosts’ Annual Lunch

10 December – Executive Teleconference

Distribution

Maree Conway, President

Tom Gregg, Vice-President

Chris Jeffery, Vice President

Neil Voyce, Association Treasurer

Margie Cole, Association Secretary

Carol Poulter, Councillor at Large

Jan McAdam, Councillor at Large

Giles Pickford and Peter Scardoni, Association Secretariat

Item 4.1.2 Report from the Membership Group

1 INSTITUTIONAL COORDINATORS – Report from the Secretariat

At the request of C@L Jan McAdam, the following message to Branch Presidents was sent out on 22 November.

Dear Presidents

The second stage of the Marketing Plan is about to begin.

This is the appointment of Institutional Coordinators in each tertiary institution in your jurisdiction, or in the case of New Zealand, regional coordinators. These people are going to be the drivers of membership recruitment and renewal at the local level.

Would you please approach the 'right person' in institutions and ask them if they are interested.

We must try to think of incentives for these roles, but in view of the state of Council's budget there is little we can offer centrally. It is hoped that Branches can be creative about this. There are many options such as subsidy for annual conference, subsidy for local PD programs, travel assistance, etc.

Any incentives you can offer will be considered in the future for some kind of rebate on the levy. As all this is an unknown at this stage we can do no more than promise that.

Please keep us informed of progress.

Cheers

Giles Pickford and Peter Scardoni
Association Secretariat

2 MEMBERSHIP GROUP

The Membership Group met by teleconference on 4 December. Its minutes are set out below. A distillation of the Minutes by the Chair appears on [Page 18](#)

Association for Tertiary Education Management Inc.

Minutes of a Teleconference of the Membership Group held on Wednesday 4 December at the following times:

1.30 pm to 2.30 pm New Zealand Summer Time
10.30 pm to 11.30 pm Queensland Time
11.30 am to 12.30 pm Eastern Australian Summer Time
12.00 am to 1.00 pm South Australian Time
8.30 am to 9.30 am Western Australian Time

PRESENT:

Chris Jeffery Murdoch University (ATEM Vice-President and Chair)
Ginny Ferguson University of Canterbury (NZ Branch President)

Ion Wallace, Flinders University (SA Branch President)
Gerard Toohey, Monash University (Victorian Branch President)
Jo Miller, Central Queensland University
Kevin Smith, Dept of Training, WA Government
Giles Pickford and Peter Scardoni (ATEM Secretariat)

1 Apologies

There were no apologies

2 Minutes

The Minutes of the Meeting held on 30 September 2002 were confirmed.

3 What is our Target Market?

The attached paper from Chris Jeffery was discussed. The Committee noted that the 2003 budget anticipated an increase in the membership of 150 and that the Membership Committee, and Jan McAdam's marketing campaign, were being look to by Council to lead ATEM on this issue and hopefully overshoot the target.

The Membership Group agreed that:

- 3.1 Jan McAdam ought to join the Membership Group in view of the synergies between the two programs
- 3.2 Because of limited resources the group needed to recommend priorities and then create strategies based on those priorities
- 3.3 As ATEM is strongest in the middle management area, the highest priority is seen as being the Senior Management staff across the sector. The halo effect of such members ought to draw in the middle and lower ranks.
- 3.4 In Australia the University Sector is seen as having a higher priority than the TAFE sector. This does not apply in New Zealand where the Polytechnic sector is well represented.
- 3.5 The patchy results brought on by the retirement of key ATEM personnel from institutions indicates that strategies need to be put in place so that when a key figure leaves an institution, determined efforts are made to replace them by several other people.
- 3.6 The next meeting of the Group would work on Strategies for the identified priority areas so that a fully rounded report could be prepared for the May Council Meeting.

4 Membership Grading, Accreditation and Fees Policy

The attached paper from Ion Wallace and Jo Miller was discussed. The Group agreed to recommend that any move to imposing professional education requirements for a graded membership structure should be made only after the PDF was widely accepted by all the peak groups and within the profession. Bringing the idea forward now would be premature.

5 Strategies to increase membership, especially in the strong areas such as Student Administration, HR, Finance, Faculty Administration.

The Group discussed the attached paper prepared by Gerard Toohey. The Group found the comments of those surveyed interesting and illuminating. Many ideas in the paper would be useful in the strategy discussions at the next meeting.

6 Strategies to increase membership, especially for identified weak areas such as Deans, Directors and other academic managers, TAFE/Polytechnics, Laboratory Managers.

The Group discussed the attached paper from Ginny Ferguson and Kevin Smith. The paper is particularly interesting in its analysis of the University/TAFE divide which is an Australian phenomenon. It also give useful ideas on ATEM's niche place as the only organisation in the

region that crosses all sectors and all nations. It was agreed that the ideas expressed were useful and would inform the strategy discussions at the next meeting.

7 Institutional Coordinators

There was a discussion about the role of Institutional Coordinator, recommended by the Marketing Campaign. The Group feels that the nature and scope of the role needs more definition. Branch Committee members in the mostly metropolitan ATEM Branches (eg Melbourne, Canberra) could take on this role. In the Branches where non-metropolitan institutions abound (eg Queensland, NSW and New Zealand) the idea may be harder to promote. It was felt that Jan McAdam's presence at the next meeting would assist in following this issue through.

GP 5/12/02

8 ATTACHMENTS TO THE MEMBERSHIP GROUP MINUTES

8.1 ATEM MEMBERSHIP GROUP REPORT: TARGET MARKET

By Chris Jeffery

CURRENT STATUS/SITUATION

ATEM is currently unable to identify with accuracy the composition of its members. This situation will gradually be rectified. It is believed that most members fall within the HEW 6 to 9 levels.

We do not attract the junior or the senior staff from tertiary institutions

RATIONALE FOR CHANGE OR ACTION

In line with the current ATEM directions to increase the professionalism of the organization and to develop its lobbying potency, membership target markets must include senior staff who have the position and the leadership roles to influence others, including academic managers. A committed, senior group will influence others to join the Association.

Less senior staff must also be targeted in order to ensure a continuity of members through the ranks.

While these groups should be targeted, we must not ignore our current membership in our State based offerings and in the National Conference.

PROPOSED ACTION/CHANGE

- Membership marketing initiatives must emphasise the benefits of belonging to the organization and should be multifaceted.
- There must be a national strategy to attract senior and academic managers and junior staff.
- The national strategy must be supported by state initiatives which are coordinated to the extent that similar initiatives occur Australia/NZ wide.
- The strategy aimed at senior and academic managers should target key individuals in organizations rather than the groups as a whole (one reason for the organization ATEM contacts to be implemented).

IMPLEMENTATION STRATEGIES

- Pyramid model ie one member introduces one other who introduces one other etc
- Introduce a mentoring program involving senior and junior staff
- Devise a “hot issue” program which will engage targeted staff.
- Research literature on what attracts senior and junior staff to organizations
- Devise strategies which involve personal approaches to senior and junior staff rather than relying on email and brochures.

8.2 Membership Grading, Accreditation and Fees

By Ion Wallace in consultation with Jo Miller

CURRENT SITUATION

The ATEM Constitution contains the following prescription for membership:

To be qualified as a member, a person must consent and must, in the opinion of the Council:

- (a) be suitable; and
- (b) have a sufficient connection with tertiary education administration and management.

Guidelines may establish:

- (a) classes of membership;
- (b) criteria for each class of membership;
- (c) conditions applicable to each class of membership; and
- (d) procedure for declaring a person to be a member.

RATIONALE FOR CHANGE

Firstly a word of caution – any move towards more prescriptive membership criteria would be a return to the situation of some years ago. As I recall, the Association deliberately moved away from a membership criteria based on qualification etc towards the more open and inclusive criteria, which is now described in the Constitution. We would need to inform ourselves of the argument which led to that change before considering a move back in that direction.

A casual look at our membership would suggest that ATEM is primarily an association of middle-ranking administrators (HEO6 to HEO9). ATEM is not attracting senior managers (HEO10 and above), nor the more junior staff (HEO5 and below). Part of the difficulty is the diversity of the association at the Branch level, with some branches taking on a completely different agenda than others, with the result that the Association does not send a consistent signal to the broader electorate. The smaller branches tend to concentrate their activities in “professional development” type activities, whilst the larger branches like Queensland and Victoria seem more concerned with “staff development and training” type activities.

We doubt that there would be much interest from within the membership in differentiated membership gradings, establishment of formal criteria for membership, or in a differential fee policy. The South Australian Branch for example is very ambivalent about it all but would definitely lean to the status quo. Their concern, and we suspect that this would be mirrored in other branches, is that we are struggling enough as it is for members, and any move in these directions will only make it more difficult.

The contrary view is that ATEM suffers a lack of credibility, particularly amongst more senior staff, because it lacks these limitations on membership, ie senior staff will not be attracted to an association that has no criteria for membership based on qualification or seniority. Linked to this is the suggestion that the Association should be promoting professional development through a Professional Development Framework (PDF) that calls for a continuing commitment to professional development from the membership, and might be a criteria for membership in the future.

If ATEM is to gain acceptance as a “professional” association, and that seems to be the common desire, some criteria on membership is probably necessary. That would mean, in turn, that we would need to give consideration to a graded membership so as to maintain the spirit of inclusiveness.

Once we differentiate in membership, a differential fee would probably be reasonable. This could be linked to salary in the same way that NTEU membership dues are determined for example but I personally would not favour that approach. Perhaps a reduced fee for those members who do not qualify for “full” membership would be way to go.

WHAT ARE THE OPTIONS

The options would seem to be:

- (1) leave things as they are; or
- (2) establish a differential membership with, say, "Associate" membership being open to anyone working in industry, but “Full” membership linked to qualification and/or experience/seniority; eg professional qualification and/or equivalent experience, and/or appointment at, say, HEO6 level or above. This could be coupled by differential membership fee - Associate membership might be two thirds cost of full membership or something like that.

There needs to be some link between membership and costs of conferences and other functions, ie the advantages of membership must be clearly apparent in the conference registration fees, perhaps even to the point of including ATEM membership as a benefit of attending.

ATEM Membership Group – Increasing Membership - part A

By Gerard Toohey

Issue Focus

Strategies to increase membership

- especially in the strong areas such as Student Administration, HR, Finance, Faculty Administration.

Subscription to the ATEM ‘chat rooms’ gives an indication of the relative interests of ATEM members. Using the chat room numbers, then the strongest ATEM interest groups are:

<u>Interest Group</u>	<u>Number of Subscribers</u>
Student Services	276
Human Resources/Industrial Relations	283
Staff Development	334
Finance Budgeting	359
Strategic Planning/Statistics	398
Faculty Administration	450
Administration/Secretariat	562

The above is only an indication since members are not restricted in the number of chat rooms for which they may nominate a subscription. Take my case, for example. My prime interest is in Student Administration, but when I checked my chat room subscriptions I found myself also listed for Faculty Administration, School Links/Prospective Students, and Library/Archives/Records Management. My interest in these secondary areas is peripheral – in fact, I have used this opportunity to take my name off those lists!

My basic assumption is that staff will join an association if they believe (a) that there is something to be gained by doing so, and (b) that others with a similar work interest will also be in the association.

On face value, ATEM offers a good rationale to attract membership from the target audience of managers in tertiary education. [See extract below from ATEM website]. The chat room statistics indicate that a good number of staff from discrete areas are already members. But why are there not more members from those strong areas?

I asked a sample of university staff, from a couple of institutions in Victoria, for their thoughts on how ATEM could attract greater membership from the areas of HR, Finance, Faculty Administration, and Student Services. Those asked were not all ATEM members. I have taken some responses, and suggest that the following strategies might attract greater membership:

1. Invite staff to become members.

“I don't think ATEM has any profile at all among many staff members in Faculties.”

One person who has been to a couple of ATEM Conferences some years ago said that ‘no one has asked him’ to become a member. Such persons may not in fact accept an invitation, but it is worth trying.

Proposed action:

The institutional coordinator should provide ATEM material to new administrators and invite them to become members.

2. Promote ATEM to senior administrators

- a. *At a staff meeting this morning, the question of ATEM membership was discussed. The main responses were:*

From a very new staff member:

I didn't know such a group existed, perhaps if they gave a presentation for people like me?

From a long-serving staff member:

I attended a training I was surprised that after the 3-day course I attended they did not push the membership theme a bit harder. It was not really mentioned and a perfect opportunity was missed to sign up new members. Several people on the course brought this up after we finished. I spoke to a few people in awards who didn't know much about ATEM. Those who did had only heard a very limited amount of info. The feedback seemed to be along the lines of there needs to be a bigger focus on targeting the team leader and above level who can then disseminate the information. The flow on effect may be increased awareness and eventually greater membership.”

- b. *“We recently resolved to pay the subs for some of our staff to give them the discount to attend a course (which was full so they couldn't go). It is actually worthwhile to do this if they attend enough courses”*
- c. *“I think the main problem is lack of visibility – if you are a member you get regular communications and info, but I reckon a lot of people have never heard of the organisation . . . I haven't joined because I don't know enough about them to have a reason to join.”*

The examples here may not be representative of universities and faculties, but there is an element of truth

Proposed action:

Institutional coordinators to locate key personnel within faculties to act as mini ATEM ‘coordinators’ who will in turn be the driving force to promote the benefits and activities of ATEM.

3. Define and publicise specific interest groups within ATEM

“The student recruitment staff at uni's belong to an 'ad hoc' type organisation (but we do have a constitution) called NAPSA –National Association of Prospective Student Advisers. This group meets every second year for a national conference but does little else in between. Any other level of activity has really been a result of the enthusiasm or energy of the president (currently Clara Hill from ANU).

I would think that perhaps if ATEM broadened some of the issues they covered to recruitment and marketing you might get more interest from 'my type'. I understand in the past ATEM has done some marketing related activities but most people in recruitment/marketing areas see themselves as different to student services and would probably be more inclined to participate if they were acknowledged as a group and their expertise and skills differentiated from other types of admin skills.”

A significant factor in the successful attraction (for example) of Student Administration staff to ATEM is that activities and conferences are clearly relevant to that body of managers. They, and their supervisors, can readily see the value in membership and attendance at ATEM events (in the broadest sense). For staff in (for example) HR though, the benefits of membership are less tangible. Similarly for staff involved with Marketing/Prospective Students.

Proposed action:

ATEM should focus specifically on the existing stronger areas of interest and ensure that professional development and conference material have ‘streams’ related to those areas. The areas that should have streams/interest groups should be HR, Finance, Student Administration, and Faculty Administration. The rationale is that these areas are already the strongest, but we should be able to make them stronger. Once those groups are in place, then it would be possible to establish further streams/interest groups where there is demonstrable need.

4. Have conference (et al) presentations streamed into areas of speciality

“The conferences were almost "Junket" status as I found little to be excited about from the agenda (a little bit "warm & fuzzy)”

“The key way that I would engage new members is to ensure that there are quarterly or bi-annual local special interest group sessions. If one could be sent up for HR, finance, etc

then this could empower these people to join as they may be seen as having a bigger say on issues.”

There is a danger in conferences attempting to be too generic, and yet also in not being specific enough for particular areas. Specialisation is quite compatible with overall conference themes (e.g. ‘quality’) but to make the conference attractive (for example) to Finance staff, then there needs to be sessions on quality in financial administration. If this is not done then it would be less difficult for a Finance person to justify attendance at a CPA conference where there might be sessions related to Cost Management. The fact of the split of AAPP from ATEM is testimony that unless there is something special for AAPP members, they see little value in attending general ATEM activities. By contrast, the success of annual ATEM/AAPP conferences shows that if the interests of both groups can be kept under the one tent then there are benefits to both.

Proposed action:

ATEM to regard itself as an umbrella organisation which is sufficiently broad to cover a range of administrative or managerial roles, but maintain specific interest for significant groupings contained under that umbrella.

5. Reassess whether the target is administrators, or managers

“Now that I have been around the system a long time I don't attend any [ATEM activities] - I think the level of staff they appeal to would be up to HEW 7s in general. Practical type workshops - dealing with difficult people, service standards for front line staff, those kinds of things. Also intro to tertiary education system is useful for staff new to the sector.”

By its title, ATEM is for ‘managers’ in tertiary education. However, there is an attitude around that ATEM is only beneficial for a certain level of managers (viz. low to middle), but once personal expertise is achieved then there is less reliance on ATEM and instead more attention given to focussed professional associations (e.g. CPA, or Company Directors associations). This is probably more likely to be true of areas such as finance and human resource staff where there are professional groups external to ATEM, but less likely for faculty/central student administration staff.

In the UK, the equivalent association to ATEM is the Association for University Administrators (AUA). By its title, it would appear AUA is targeting the wider base of administrators rather than only managers.

Proposed action:

ATEM should consider re-badging to something like ‘University Administrators Association’.

Would this bring in more members? In one sense maybe not, but it may reduce any reticence to join that might be felt by an administrator who did not think of themselves as a ‘manager’.

6. Continue to promote professional development activities

“From my experience, ATEM was most useful in terms of its conference and its short courses.”

We already know that professional development activities are successful, both in terms of the number of attendees and their positive feedback. We should not lose sight of this integral aspect of ATEM and to aggressively market those opportunities.

Proposed action:

Continue to promote professional development activities.

7. Explore linkage opportunities with institutional managers associations

“Suggest ... [linking into] organizations like Monash Managers Association (regular meetings of specific topics with an annual fee of \$10), or [organisations like the] CPA [with emphasis] on State conventions not National.”

I believe (I'm not a member!) that the Monash Managers association has around 20 members. A similar association might be in existence at other institutions.

Proposed action:

Branches to investigate if there are any synergies between ATEM and loose managerial groupings where they exist in institutions. Again, this action is primarily contingent upon the institutional ATEM coordinator.

THE BENEFITS OF JOINING A PROFESSIONAL ORGANISATION

ATEM

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

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

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

AUA

“The Association of University Administrators (AUA) is the professional association for all higher education managers and administrators including academic and senior clerical or secretarial staff. Joining AUA will help your career in higher education by keeping you informed of current issues and providing opportunities for professional development and sharing of best practice. Networking opportunities through conference, regional activities and, increasingly, electronic networking will ensure that you are never isolated from your colleagues and can share information and expertise.” [AUA website]

ATEM Membership Group – Increasing Membership - part B
Strengthening the Weaker Groups in ATEM such as TAFE, Academic Managers, Lab Managers, etc

By Ginny Ferguson and Kevin Smith

1 Current status/situation

There are significant differences between New Zealand and Australia in terms of:

- The shape of the tertiary sector in relation to ATEM
- Definitions regarding job titles.

2. New Zealand branch has a very strong and diverse ATEM membership.

Type	Number
Universities	166
Polytechnics	89
Colleges of Education	19
Private Providers	15
Wananga	8
Ministry of Education	5
Total	302

2.1. The branches in Australia appear to be mainly composed of University staff. It is reported that TAFE/VET membership is small (18).

TAFE WA Membership: 2 financial members; 3 unfinancial members.

WA financial membership is about 130.

Corporate Services Directors (CSD's) from the WA TAFE Colleges comments re membership include:

2.2. Lack of knowledge of ATEM and what it does (some had not heard of ATEM)

- Regional Colleges cannot access and is primarily for metropolitan area
- Most unsure if ATEM membership represented value for money
- Time to attend seminars was an issue
- There was no champion/information distributor for ATEM at any TAFE college (to educate and promote)

2.3 It is assumed in NZ that Deans, Directors and other Academic Managers refers to staff in roles that are not Academic roles apart from Deans who are drawn from the Academic staff pool in most institutions. With regard to the latter, they often have a strong discipline loyalty and belong to groups associated with their particular discipline.

2.4 In Australia it seems that other Academic Managers includes Deans, Directors, DVC's and VC's

2.5 Current numbers of members who may be Deans, Directors or other Academic Managers are unknown.

2.6 Laboratory Managers are not an identified group in NZ although we do have Laboratory staff that may be supervised by a senior technical officer.

3. Rationale for Change or for Action

3.1 ATEM purports to be a Professional Development body for those who work in management and administration in the tertiary sector. It is assumed that TAFE and VET are significant contributors to the tertiary sector as are the Polytechnics, Colleges of Education, Wananga and Private Providers in New Zealand. It is

reported that TAFE's and VET are somewhat different from the NZ Polytechnics in that while the origins were similar, the Polytechnics in NZ are now offering degrees and high level diplomas while the TAFE system has largely maintained the trades training profile.

The question has to be asked, with limited resources should ATEM be focussing on all areas that are weak in membership or perhaps focus on one or two?

3.2 It would make sense to develop the corporate category of membership and work to provide high level activities for this group. The corporate membership is very strong in terms of numbers in NZ (17 corporates, 85 senior staff) and a number of our CEO's are asking what they receive for the membership investment. It seems that many of these people include Deans, Directors and other Academic Managers. In NZ the government is seeking collaboration in terms of providing of tertiary education. ATEM is the only body that encompasses all tertiary providers within the sector. It makes us a potentially powerful body in bringing the various parts of the community together for dialogue and development. ATEM NZ already has agreement from the Ministry of Education to collaborate to provide some corporate development in 2003.

3.3 Laboratory Managers is not a term we are familiar with in NZ. Under recent legislation I believe that the definition of a laboratory is exceptionally broad and inclusive of the 'back of a truck' and 'field stations' and ranges through engineering, sciences, IT, languages and so forth. I am advised that in NZ the technical role can encompass laboratory management with a range of titles. We have Senior Technical Officers in some institutions that have staff and budgetary responsibilities. It is common for technical staff to have a discipline loyalty not unlike their academic colleagues. Is this a group we should focus on at this stage when we have limited resources?

3.4 The Polytechnic membership is strong in New Zealand. However I confess to being 'irritated' at the association conference by the almost exclusive focus on universities. I feel that our Polytechnic colleagues are not made to feel welcome or included by this single focus. I stress that I do not believe it is intentional but the net effect is not a satisfactory one. Also excluded are our other membership categories as identified above.

Question? Is ATEM inclusive of all institutional types in the tertiary sector or only universities?

If the answer is inclusive, then ATEM must work to be deliberately welcoming and inviting to those who are from outside the university sector and find ways of meeting those potential members professional development needs; survey, analyse, plan, act, review.

4 Proposed Change or Action

4.1 Given the limited resources at our disposal I recommend a staged approach to promoting ATEM in the areas where we currently don't have strong representation.

4.2 Priority one should be the corporate membership inclusive of Deans, Directors and other Academic Managers.

- Provide activities for this group:
 - Action Learning Groups
 - host political dialogues
 - schedule targeted conferences or forums addressing leading edge and strategic issues in particular areas such as IT, finance, HR, etc

- host focus group meetings on current hot issues and publish articles or make recommendations under the ATEM banner on whatever emerges from the dialogue.
 - Survey the corporate membership to ask
 - What they will do for ATEM
 - What they would like ATEM to do for them
 - Respond to the results.
- 4.3 Priority two would be to promote ATEM in the TAFE/VET sector in Australia? (I feel somewhat awkward on this because it is not my territory)
 Identify the advantages for TAFE staff in becoming ATEM members.
 Invite targeted TAFE staff to ATEM events.
 Create a TAFE/Polytechnic strand at conferences.
 Invite TAFE/Polytechnic keynote speakers to contribute to conferences.
 Make the VET/TAFE/Polytechnic sector visible and welcome in ATEM Matters, at conferences and in all activities.
 Seek to have TAFE/VET/Polytechnic staff active on committees.
 Identify an ATEM champion or information distributor at each TAFE (possibly CSD)
 Provide education/promotion of ATEM to distributor
 Provide brochures/application forms which highlight benefits to distributor
 Promote networking and work-related information
 Consider academics with management responsibilities for membership
 Provide professional development program for the year
 Don't flood TAFEs with information via e-mail
- 4.4 Priority three would be to address other potential allied groups such as laboratory managers, library staff (NZ has a few library memberships) and other such specialised support roles. NZ is attempting to attract, address and include these groups by inviting them to have special interest group meetings on the day prior to our branch conference.

IDEAS IN PROGRESS

A Distillation of the above ideas by Chris Jeffery, Chair, Membership Group

1. TARGET MARKET

- Current members i.e. HEW Levels 6-9
- Senior management across the sector e.g. Deans, Directors, Managers. It is believed that these groups will draw in other members (the 'halo' effect).

2. INCREASING MEMBERSHIP (Strong Areas)

Success in increasing membership will be heavily dependent on creating institutional co-ordinators with a defined role. Some specific suggestions include:

- The institutional co-ordinator should provide ATEM material to new administrators and invite them to become members.
- Institutional co-ordinators to locate key personnel within faculties to act as mini ATEM 'co-ordinators' who will in turn be the driving force to promote the benefits and activities of ATEM.

- ATEM should focus specifically on the existing stronger areas of interest and ensure that professional development and conference material have 'streams' related to those areas. The areas that should have streams/interest groups should be HR, Finance, Student Administration, and Faculty Administration. The rationale is that these areas are already the strongest, but we should be able to take them stronger. Once those groups are in place, then it would be possible to establish further streams/interest groups where there is demonstrable need.
- ATEM to regard itself as an umbrella organisation which is sufficiently broad to cover a range of administrative or managerial roles, but maintain specific interest for significant groupings contained under that umbrella.
- ATEM should consider re-badging to something like 'University Administrators Association'. Would this bring in more members? In one sense maybe not, but it may reduce any reticence to join that might be felt by an Administrator who did not think of themselves as a 'manager'. (Note: this proposal is contentious and must be fully debated.)
- Continue to promote professional development activities.

3. INCREASING MEMBERSHIP (Weak Areas)

It was agreed that ATEM's priority should be the two groups referred to in (1) above, given our limited resources. We cannot dissipate our resources by trying to be all things to all people. In addition, our focus needs to be on growing our membership so that ATEM is seen as a vibrant organisation.

Our target markets after current members (Levels 6-9) and senior management may be:

- TAFE (Australia in particular. New Zealand Polytechnics are currently well represented.)
- Allied groups e.g. library staff, laboratory staff.

4. MEMBERSHIP GRADING/ACCREDITATION

After spirited discussion, the group has agreed that it is premature in ATEM's development to offer different categories of membership based on traditional criteria e.g. qualifications, continuing professional development. We should maintain the current one level membership.

In the longer term, however, we should be working towards some form of graded membership. This group needs, therefore, to work closely with the CPD initiative initiated by Maree.

CONCLUSION

Strategies for implementing the above will be discussed at the next meeting of the Membership Group in February.

Jan McAdam will be asked to join the Group, as successful marketing will be essential in delivering positive outcomes.

Chris Jeffery
Chair, Membership Group

JOB VACANCIES – Report from the Secretariat

After the introduction of the Job Vacancies Page we agreed that it would be free for Corporate Members and charged out at \$100 + GST per advertisement for non-members.

Notices were sent out repeatedly to Corporate Members and to the Human Resources Chat Room advising them of these arrangements. Anecdotes were used where HR people had given feedback that for some vacancies no other advertisement had been necessary. A single advertisement in the ATEM Job Vacancies Page had resulted in a strong field of candidates.

The response has been extremely patchy. The University of Canberra and UWS are the major users. There are many Corporate Members who have never advertised. And yet the facility has been clearly seen as beneficial by some Institutions. Example: the University of Melbourne is not a Corporate Member. But Melbourne University Private became a Corporate Member solely for the purpose of using the Job Vacancies page.

It is clear that most HR Directors have never even thought about this service and the five corporate nominees above them in their institutions have never drawn their attention to the facility.

The Secretariat has ceased sending out reminders about the facility as they have no effect.

There will be an opportunity to point these things out to the AVCC and the Senior Staff Conference next year. It may produce a result, or it may not.

Perhaps Branch Committee Members could be urged to speak to the HR People in their own institutions.

One of the complaints raised at the 2002 Members Forum was that the Job Vacancies Page was not being used by institutions. So there is clearly a demand for the service. Our problem is that there is very little supply to meet that demand.

Item 4.2 Finances

The attachment for this item will be e-mailed to members by the Treasurer, Neil Voyce.

Item 4.4.3 Membership Recruitment – Policy Document

As members' fees are the main source of income for ATEM (the other being profits from training events and conferences) it is vital that all parts of ATEM give the highest priority to the job of recruiting new members and renewing existing members.

Membership recruitment is divided into the three membership types:

Individual Member – mainly a Branch function
Corporate Member – mainly an ATEM Secretariat function
ATEM Ghosts – a Branch and Secretariat function

1. Individual Members

With the appointment of Institutional Coordinators in each tertiary institution in a Branch, the job of membership recruitment will have a locus that it did not previously have. These people will drive the membership campaign and the renewal campaigns, working with the ATEM Secretariat and their Branch Secretary.

1.1 Opportunity

Opportunities to recruit a member occur at training events, social events and conferences. Non-members at these events need to be made conspicuous, with a different coloured name tag, and given the Membership Recruitment Brochure and an application form.

Institutional Coordinators may also engineer opportunities at their own events, internal to their organisations, selecting people whom they know are not ATEM members for an invitation to join.

HR Directors need to be encouraged to include our Membership Recruitment Brochure and an application form in the starter kits for new staff.

Finally Posters are available from Branch Secretaries. These are to be given to Institutional Coordinators so that they can print their own contact details on the poster and display them on notice boards around the Administration, Faculty Offices, Library, IT Centre and other venues.

1.2 Procedure

The prospective member should be invited to go to the ATEM Web Site and apply on the secure e-commerce form that is available there. From this point on the ATEM Secretariat will bank funds and complete the membership details including the giving of a User ID and Password to the new member.

Branches are encouraged to hold a function for new members around mid-year so that they can be welcomed into ATEM and questions can be answered.

2. Corporate Members

In January/February each year the ATEM Secretariat sends out the following messages to CEOs of around 280 tertiary institutions in Australia and New Zealand:

(a) invitations to renew for existing members

- (b) invitations to review the question of Corporate Membership to lapsing members
- (c) invitations to take out Corporate Membership to noon-members.

The only role for Branches in this category of membership is:

- (a) to follow through with non-renewers after the ATEM Secretariat gives out lists of such members to Branch Secretaries.
- (b) welcome new members into the Branch at functions mentioned in 1.2 above.

The Corporate Members' web page is at http://www.atem.org.au/join_here_corporate.cfm

3. ATEM Ghosts

The ATEM Ghosts are members who have retired, or left the profession, but who want to continue their association with ATEM. The ATEM Ghosts Chapter is a Chapter of Council, not of a Branch. But each Ghost is enrolled in a Branch so that they are aware of events that they can attend in their own town.

The Ghosts hold an Annual Lunch at the time of the Annual Conference, and they are available to assist Branches and the ATEM Secretariat with their work.

Recruiting these shy creatures can be done by Institutional Coordinators and Branch Secretaries when they become aware of an impending retirement. A prospective Ghost is normally not required to enrol and give fees because they are already financial members. All that is needed is to advise the ATEM Secretariat that a certain member wishes to become a Ghost and the apotheosis is then carried out centrally.

The ATEM Ghosts' web page is at http://www.atem.org.au/join_here_ghost.cfm

Giles Pickford and Peter Scardoni
ATEM Secretariat

Item 4.5 International Affiliations: Report to ATEM Executive Committee

Introduction

1. Over the last several years, ATEM has developed a series of international affiliation agreements with institutions and associations in the UK/Ireland and USA which appear to have similar aims to those of ATEM in Australasia and the Pacific. We have also developed a fairly standard affiliation agreement document now (with the work largely done by the ATEM 2000 group), which provides reciprocal benefits to ATEM and the partner organisation.
2. In broad general terms, the reciprocal benefits we are seeking are profile, access to publications, possible staff exchange arrangements, and attendance at annual conferences/assembly. In terms of the attendance at conferences/assemblies, the reciprocal arrangement is for complementary registration for the event, and complimentary accommodation for the days of the conference/assembly. Travel to and from the city where the annual conference/assembly is held is the responsibility of the attendee, as are any other costs which may be involved. A copy of a representative agreement document is attached to this report.
3. At this stage, ATEM has such an agreement with the Association of University Administrators (AUA) in the UK/Ireland, with the American Association of University Administrators (AAUA) in the USA, with the American Association of Collegiate Registrars and Admissions Officers (AACRAO) in the USA, and most recently with the Society for College and Universities Planning (SCUP), also in the USA (to be finalised).
4. Locally, ATEM has also sought to form working relationships with like organisations in the tertiary/higher education sectors of Australia and New Zealand. The most long standing of those is AAPP (which brings with it the International link to AAPP's parent organisation in the USA), and that relationship is undergoing some rapid changes in terms of cooperation and partnership for the Annual Association Conference. There are also, however, a number of other groups that exist within the tertiary/higher education sectors which have a narrower and more specialised focus than ATEM, and which we should be working to contact in order to see if there are significant advantages in combining our annual conferences, and in having them work together under the ATEM 'umbrella' in Australasia. There are contacts underway with the Australasian Association for Institutional Research (AAIR) and in 2003 AAIR is considering holding its conference in association with, or at least contiguous with, the Tertiary Education Management conference in Adelaide. There are similar associations which link together those who work in finance, those who work in student services and administration, those who work in human resources, and those who work in public relations.

Principles

5. There is always a temptation to look to form formal relationships with other organisations when they come to the attention of ATEM. If we look first at the international links we have, each of those has arisen because of a single personal contact between an ATEM member and those international associations. That ATEM member has brought the association to the attention of the ATEM Executive, and the developments have come from that. It could be important for us to develop a more structured way of assessing the value of such links prior to seeking formal affiliation agreements. What is it that we should seek from such links?
 - 5.1 With the international groups, they should be working in similar broad fields to those which ATEM seeks to cover.

- 5.2 For a group to affiliate with ATEM, it should be active as a national or multi-national organisation representing a broad range of those who work in tertiary or higher education administration and management.
- 5.3 The organisation that we link with should be recognised in their own countries or regions as being the premier professional association for those who work in administration or management in tertiary education, either across all sectors of that work, or within a substantial subset.
- 5.4 The groups that we would seek to link with would be substantial organisations who can provide added value to ATEM in terms of research, publications and practitioner excellence. In other words, the benefits of the affiliation should be mutual, with the organisations we link with, matching ATEM in these key areas.
- 5.5 The organisations we link with should be financially stable and able to meet all the reciprocal benefits outlined in the affiliation agreements.
- 5.6 In some cases, we should look to assist developing organisations where we can see future benefit.

Existing International Linkages: A Review

- 6. Having decided these basic principles, we should review the existing international relationships we may have, and make decisions for the future.
 - 6.1 If we apply the principles listed as criteria for an agreement, AUA stands out as an important link which is to be fostered and developed. AUA is similar to ATEM in so many ways, and is a major professional association in higher education in the UK/Ireland. It deals with many of the same issues that ATEM tries to address, it has broad based membership, it's conference is a major event which attracts national and international attention, it is financially stable and able to take a full part in reciprocal arrangements we may make, and it is active across the full range of areas which are of interest to ATEM. ATEM needs to increase the working relationship with AUA, and look to act in reciprocal ways in developing resources and linking with other groups internationally.
 - 6.2 AAUA is a small grouping of senior administrators and managers (presidents, vice-presidents, and senior executives) largely from a limited number of community colleges and two-year universities. The AAUA assembly each year now attracts only approximately 80 delegates, and the AAUA constitution limits the agenda for the assembly. The themes each year are the same and are set in their constitution, and the assembly does not include practitioner papers or new developments.
 - 6.3 AACRAO and SCUP are new links formed with USA organisations, and are yet to be fully assessed. Both work in a single element of what is the full span of ATEM's interest, but both are major players in that area in the USA. Further assessment of these organisations is necessary once we agree on the principles which we wish to follow.
 - 6.4 There is a new "ATEM-like" organisation developing in the Caribbean (Association of Caribbean Higher Education Administrators – ACHEA) which has developed strong links with AUA. This could be an organisation that ATEM

could assist as part of our international links and where we could actually do some good.

7. The following recommendations are made to the ATEM Executive:
 - 7.1 The link with AUA should be a prime focus for ATEM and be furthered and encouraged.
 - 7.2 The current links with AAUA should be allowed to lapse, other than where a senior manager who is an ATEM member is available to attend the AAUA Annual Assembly in any year.
 - 7.3 AACROA and SCUP links should be finalised with an aim of reviewing them in 2006 to confirm each ongoing link. That review should be similar to the review that is recommended for the current link with AAUA.
 - 7.4 A link with ACHEA in the Caribbean should be at least explored. This group will need support to develop professional standards for their managers. AUA is providing some such support and ATEM would do well to look at joining AUA as a partner in that process.

Tom Gregg
Vice-President

Item 4.6 Foundation

The objects of the Australian Company are:

- 4.1 to generally improve the standard of tertiary education in Australia through improvement in tertiary education management and administration;
- 4.2 to facilitate members and non-members sharing information and ideas in the area of tertiary education management and administration;
- 4.3 to formulate principles of best practice, promote and undertake research, gather data, and disseminate information on best practice, research results and data gathered to agencies and professionals in the area of tertiary education management and administration;
- 4.4 to provide professional education and training to persons in the area of tertiary education management and administration in order to improve the efficiency and quality of tertiary institutions and tertiary education in Australia;
- 4.5 to provide facilities for professional education and training, including scholarships, research grants and travel grants, to persons in the area of tertiary education management and administration and to improve the standard, efficiency and quality of tertiary education in Australia;
- 4.6 to maintain and improve the level of professional competence and practice in the field of tertiary education administration and management;
- 4.7 to encourage increasing and outstanding contributions to tertiary education management and administrative practice;
- 4.8 to promote management links, secondments and exchange programs between tertiary institutions, business, industry and government in Australia and internationally to benefit the education sector in Australia; and
- 4.9 to stimulate tertiary education management and administration to facilitate innovation in the Australian tertiary education sector.

The Objects of the New Zealand Trust are;

- (a) Generally to improve the standard of tertiary education in New Zealand through improvement in tertiary education management and administration.
- (b) To facilitate members of the New Zealand Association and others involved in the field of tertiary education sharing information and ideas in the area of tertiary education management and administration.
- (c) To provide assistance in the formulation of principles of best practice and the promotion of research and gathering of data and dissemination of information on best practice, research results and data gathered to agencies and professionals in the area of tertiary education, management and administration.

- (d) To assist in the provision of professional education and training to persons in the area of tertiary education management and administration in order to improve the quality of tertiary institutions and tertiary education in New Zealand.
- (e) To provide facilities for professional education and training including scholarships, research grants and travel grants to persons in the area of tertiary education management and administration likely to lead to the improvement of standards and efficiencies and quality of tertiary education in New Zealand.
- (f) To encourage increasing and outstanding contributions to education management and administrative practice.
- (g) To facilitate management links, secondments and exchange programmes between tertiary institutions and other organisations involved or interested in tertiary education within New Zealand and internationally to the benefit of the education sector in New Zealand.
- (h) To facilitate development and innovation in the New Zealand tertiary education sector.

22 November 2002

Professor Derek Schreuder
President
Australian Vice-Chancellors' Committee
GPO Box 1142
Canberra ACT 2601
AUSTRALIA

Dear Professor Schreuder

The Association for Tertiary Education Management Inc. (ATEM) would appreciate the opportunity next year to address the AVCC Board, and also the Senior Staff Conference, about a number of issues that are concerning us. We believe that we would need 15 minutes for the President and a member of the Secretariat to present the issues and then a period of time to answer questions.

The issues are:

- to clarify the nature of ATEM, its role and its uses;
- the unsuitable terminology used in describing general staff;
- the varying levels of support for staff development in some institutions; and
- the value-adding that a self sufficient professional development organisation such as ATEM can provide to the sector.

ATEM is concerned that the nature and the value of its services are not universally understood in the sector and that our effectiveness is being impaired because of that. As you know, ATEM is a professional association whose core business is professional development. Our members are practising managers and administrators who are committed to a professional career in higher education institutions. ATEM seeks to work collaboratively across the sector to support our members to maintain and improve their management practice, and to be able to contribute in their areas of expertise to the continuing development of their institutions in times of considerable change and challenge.

We do not apply for grants or require funding. Our members – and often their employing institutions - fund ATEM activities. We believe we have a lot to offer in terms of professional development for staff, and would appreciate the opportunity to discuss these issues with you.

Yours sincerely

Maree Conway
President

4.9 Web Guide for New Office Bearers

In my role as ATEM President, I welcome you to ATEM as new Office Bearers. This page is designed to assist you in settling in to your new duties. You may have taken office as a member of a Branch Executive Committee, as Branch President and therefore a member of Council, or as a member of the Association's Executive Committee.

Branch Executive Committee Members Branch Presidents/Members of ATEM Council

Branch Presidents are expected to attend ATEM Council meetings which occur in May, and in September at the Annual Conference. The May meeting is funded by ATEM, but members are expected to fund their own attendance at the conference meeting, either themselves or through institutional support. The meetings usually go from 9.00 or 10.00am to 4.00pm and cover a whole range of issues. Agendas and minutes are published electronically on the ATEM website in the 'Members Only' section, and you should print these documents from the website to get the most up-to-date copy.

As all of us are volunteers, we rely on each other to get the job done. There are occasionally working parties for which we seek Branch representation, but the key role for Branch Presidents is to take issues for consideration back to your Branch, and to make sure that the Council has input from Branches to inform its decision making.

ATEM Executive Committee Members

The ATEM Executive Committee meets at least five times a year, in February, July and December by Teleconference, and prior to both Council Meetings in May and September. The ATEM Secretariat circulates a document which lists all meeting dates for the year. Contact atem1@bigpond.com if you do not have this schedule.

Resources Available

The ATEM web site contains a number of policy documents which will provide some useful information about how the Association operates. The main ones which will assist you are shown below with a guide (in red) as to where to find them:

ATEM Constitutions (Australia and New Zealand) – **Members Only/Policy**
Organisational Responsibilities – **Members Only/Policy**
Finance Manual (especially useful for Treasurers) – **Members Only/Policy**
Conference Manual (essential for any Branch hosting the Annual Conference) – **Annual Conference/Conference Manual**
Awards and Grants Program – **Home Page/Activities**
Elections and Referenda – **Members Only/Policy**
Membership Recruitment - **Members Only/Policy**
Professional Development Framework – **Home Page/Professional Development**
Strategic Directions Statement – **Members Only/Policy**
Other Office Bearers – **Home Page/About ATEM**
ATEM Contacts List - **See next four pages**

Welcome to all new ATEM Officer Bearers.

Maree Conway
President

ATEM EXECUTIVE

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Item 5.1 Relationship with AAPP

The MOU with AAPP follows. The NSW Branch has requested guidance on how to approach the 2006 Conference, which is ATEM's 30th Anniversary and is being held in Sydney. The Secretariat will explain some of the ramifications.

Memorandum of Understanding AAPP and ATEM October 2002.

Introduction and Background:

1. AAPP and ATEM have had a close working relationship for several years, which was usually given substance only during the preparation and running of the annual joint conference.
2. That conference began as the annual conference of AITEA initially and then ATEM, and with AAPP invited to have their annual conference in association with the ATEM conference. This relationship was seen always by ATEM as AAPP joining with ATEM in their conference, sharing some plenary sessions and having separate streams which were really the AAPP conference with the combined organisation. A conference manual was put in place, which included a formula for the distribution of any surpluses.
3. In 2001, discussions began, focussed on the continuing relationship, and several issues were raised from both organisations. For ATEM, it was seen that AAPP wanted to have a greater share of the surplus from any conference, and that was opposed as such because there was already an agreed formula in place for distributing the surplus to ATEM (and to the host branch) and to AAPP. From AAPP's perspective there was concern that the share of the surplus, while perhaps reasonable at the start of the relationship, did not reflect the current contributions of the two parties; and there was also concern that the conference did not provide equal status for AAPP. Because of the disagreement on these issues, it had been agreed that the two organisations would hold separate conferences in 2003 and 2004, and then consider the future relationship in the light of that experience.
4. At the conference in Brisbane in October 2002, there were many from both organisations who felt that such a split was a backward step, and it was resolved to have a further discussion. The result of that was the discovery by the ATEM delegates that the real issue was one of the relationship as a whole, and the sense that it was time to make the partnership one between two equal organisations moving forward.

Points of Agreement

5. As a result, AAPP and ATEM agree that the overriding principle future relationship is to be as equal partners in tertiary education in Australasia, and in presenting an annual Conference on Higher Education Management.
6. In terms of the conference, the following are the specific points of agreement:
 - 6.1. All future conference advertising and promotions will recognise and underline the equal partnership between AAPP and ATEM, and the role of the conference in higher education management in Australia and New Zealand.
 - 6.2. The annual Conference on Higher Education Management is a joint venture arrangement between AAPP and ATEM. In practice this must mean:

- 6.2.1. Equal risk for both partners
 - 6.2.2. Equal effort from both partners in the organisation and mounting of the conference
 - 6.2.3. Equal membership from both partners, of the organising committee each year
 - 6.2.4. Rotating the chairing of the committee on an annual basis (with ATEM in 2003, and AAPPa in 2004)
 - 6.2.5. Equal sharing by the partners of any surplus or loss for each conference.
- 6.3. The 2003 conference in Adelaide would be the first based on these principles, and those principles will continue to apply for future conferences.
 - 6.4. The conference manual will be jointly developed and agreed by AAPPa and ATEM, by the end of 2002.
 - 6.5. If in the future, any decision is to be made to extend the number of organisations that may be involved in the Conference, those decisions will be made jointly by AAPPa and ATEM, as the original joint venture partners.
 - 6.6. AAPPa and ATEM will liaise closely at Executive level, to agree on the locations for future Conferences and on any other opportunities for closer collaboration.

Communication

- 7. The Executives of AAPPa and ATEM will advise all members of their respective organisations of the terms of this Memorandum of Understanding. They will also be responsible for communicating any amendments to this Memorandum of understanding that may be made in the future.

Termination

- 8. This Memorandum of Understanding can be terminated with 15 months notice by either party.

Maree Conway
 President
 ATEM

Alan McGregor
 President
 AAPPa

Date

Item 5.2 2003 Conference

A report from David French follows.

On 24th October 2002 the two groups met to form a single Conference Convening Committee. This was following the decision in Brisbane that ATEM and AAPPa would continue to run a combined Annual Conference.

A new combined Convening Committee was formed from the two separate ones. The combined committee has now met several times with arrangements well on track for the 2003 conference. SAPMEA have been appointed as the professional Conference Organisers.

The membership of the Convening Committee is:
Convening Committee

David French (ATEM)	Chair
Ion Wallace (ATEM)	ATEM SA Branch President
Brian Phillips (AAPPa)	AAPPa Board Rep
Neville Thiele (AAPPa)	AAPPa State Rep

Subcommittee Chairs

Judy Szekeres (ATEM)	Programme
Colin Smyth (ATEM)	Finance
Mark Moses (AAPPa)	Sponsorship/Trade
Andrew Trotter (AAPPa)	Publicity/WEB
Cheryl Barnett (AAPPa)	Social

ATEM Council	Corresponding Member
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The conference venue is **Hilton Adelaide from 28th September 2003 to 1st October 2003.**

The Programme Subcommittee have been very active. The revised theme is “**Public Good and Market Commodity: underpinning the academic enterprise**”, and the draft programme is attached.

This is also available on the 2003 Conference WEB site at

<http://www.sapmea.asn.au/conventions/atem/index.html>

or through the ATEM site. The site is presently changing regularly as new and upgraded information is added. Your comments are appreciated.

Included for your information is the re-drafted Sponsorship Prospectus which is about to be sent out (as an A4 trifold) to a number of potential sponsors, including all the Trade Exhibitors from Brisbane. I have personally spoken to all exhibitors in Brisbane and received an enthusiastic about coming to Adelaide. What is also needed are the names of any other organization/company that ATEM Council have contact with and could be approached for sponsorship (this could include anyone who sponsored an event but did not have a trade exhibition).

Currently Giles is included on our mailing list (as the ATEM Council Corresponding member). Work is underway to set up a “secure” WEB area for committee members to access all conference related papers.

I look forward to the debrief of the Brisbane Conference.

Brisbane was great; Adelaide is a fantastic city and the Conference will be great. See you all in Adelaide.

Item 5.3 Conference Manual

The new Conference Protocols have been drafted by Magie Cole and the AAPPa President. They are set out below.

PROTOCOLS FOR THE TERTIARY EDUCATION MANAGEMENT CONFERENCE

1 DEFINITIONS

- i. **Associations** shall mean the Association for Tertiary Education Management Inc. (ATEM) and the Australasian Association of Higher Education Facilities Officers (AAPPa).
 - ii. **Councils** shall mean the Council of ATEM and the Board of AAPPa.
 - iii. **Executive Committee** shall mean the Executive Committee of ATEM.
 - iv. **Organising Committee** shall mean the Committee established under these guidelines by the Councils to manage the Annual Conference and shall include members of the relevant Branch of ATEM and nominated AAPPa members.
 - v. **The Conference Manual** shall mean the Conference Manual posted on the AAPPa and ATEM Web Sites, as approved from time to time by the Councils, and which provides a framework for the Organising Committee in managing the Annual Conference.
 - vi. **Annual Conference** (or simply Conference) shall mean the jointly hosted and organised annual conference of AAPPa and ATEM, which shall be known as the “**Higher Education Management Conference**” from 2003.
 - vii. **The Steering Group** is a joint committee of AAPPa and ATEM established to provide guidance and oversight to the Organising Committee, and to approve matters on behalf of the Councils, or refer issues to the Councils, as required. The Steering Group comprises:
 - Option 1: The Presidents and Treasurers of ATEM and AAPPa plus the AAPPa Chair of the Education Committee and the ATEM Vice President assigned conferences responsibilities.
 - Option 2: The AAPPa Chair of the Education Committee and the ATEM Vice President assigned conferences responsibilities.
- NB – Margie’s thoughts are to prefer the second option, and the rest of this protocol works best if this is the final option. **Andrew also prefers second option.**

2 CONFERENCE PROTOCOLS AND THE CONFERENCE MANUAL

Whereas this Conference Manual is not prescriptive (being intended to give the Organising Committee a framework and guidelines on how to manage the Conference), the items listed in this protocol are mandatory and set out areas where the Councils and the Organising Committee are bound to act in accordance with these protocols.

3 PROFESSIONAL CONFERENCE ORGANISER

The Organising Committee shall appoint a professional conference organiser after calling for tenders, unless other arrangements approved by the Councils are made. Councils shall be informed of the name and contact details of the professional conference organiser.

4 DATES AND THEME

The Councils shall consult annually on the location of Conferences, to agree a rolling 5-year program. The AAPPa Secretary/Treasurer and ATEM Secretariat are responsible for ensuring this is an Agenda Item at the respective Executive meetings which precede the Conference.

The Organising Committee shall recommend to the Steering Group the specific dates and venue for the Conference within a broad time period set by the Councils, and the Steering Group will approve those details on behalf of Councils.

The Conference Theme is also to be recommended by the Organising Committee to the Steering Group for approval.

These approvals must be obtained prior to the launch of the Conference at the previous year's Conference.

After the official launch, Councils will inform all members and the Associations' international affiliates of these dates, venue and theme. In the case of AAPPa, this will be undertaken by the President, and in the case of ATEM, it will be undertaken by the ATEM Secretariat. The Organising Committee should prompt this to occur.

5 CONFERENCE "ADD ONS" OR EXTRA PARTNERS

The Conference will frequently have associated with it pre-Conference or Post-Conference activities; these may be "mini" conferences of related organisations or similar events. The Conference web site may refer to these "add ons" and provide a web link for delegates to register and make payments to the other organisation. The Steering Group must be advised of proposed "add ons" and must approve them being associated with the Conference. Such "add ons" must not be the responsibility of the Organising Committee, and in no way should registration fees and organisation for such add ons be made through the Conference, unless a formal arrangement has been made with the "add on" organisers for the management of their symposium for an agreed fee, which has been advised to and endorsed by the Steering Group.

Should another organisation wish to be more formally involved with the Conference (eg to add a stream, or possibly even to participate as a partner), initial discussions must be lead by the Steering Group. The Steering Group has the authority to approve a third party "focussed" stream, but if the proposal is for a formal conference partnership and the Steering Group has given in principle endorsement, the Steering Group must refer the proposal to both Councils for approval, which would need to include organisational and budgetary issues. There may be a need for a joint meeting of Councils or their Executive if the proposal is for a third partner.

6 ORGANISING COMMITTEE

The Organising Committee appointed by the Councils will be Chaired by an ATEM or AAPPa member on a rotating basis (with ATEM in 2003, AAPPa in 2004 etc). The Organising Committee will submit a Progress Report to each meeting of the Councils and of

the Executive Committee, through their relevant Steering Group member. The Report will include a budget showing projected income and expenditure. Agenda and Minutes of all meetings will be sent to the ATEM Secretariat and AAPPa Secretary/Treasurer. The Organising Committee should seek the advice (when required) of the Steering Group for points of policy clarification, continuity issues and such like and is expected to keep the Steering Group fully informed. The members of the Steering Group are ex officio members of the Organising Committee, and may attend Organising Committee meetings, add items for discussion, and participate as full members.

7 REGISTRATION FEE

The Conference Registration Fee will be proposed by the Organising Committee after preparation of a detailed budget and calculation of a break-even number of registrations, and will be approved by the Steering Group on behalf of Councils. It should be kept as low as possible to maximise participation, keeping in mind the break-even point, and in that respect, campus-based conferences are preferred if facilities are suitable. The Councils will be informed of the budget and registration fee details as soon as practicable.

8 SPONSORS

The ATEM Secretariat, on behalf of both Associations, shall keep a register of Conference Sponsors including their contact details and areas of special interest. The register will be cumulative from the Conference held in Wellington in 1999, and will be made available to the Organising Committee when appointed. Conversely, the Organising Committee must provide a comprehensive list of Conference Sponsors, contact details, sponsor agreements and other relevant information to the ATEM Secretariat within 2 months of the Conference finishing.

The Councils may negotiate long-term (eg: 3-year) conference sponsorship deals, and it is imperative that these be registered with the ATEM Secretariat to ensure the Organising Committee is advised of and adheres to the requirements of all such agreements. The details maintained by Secretariat must include Company details and contact person, the main AAPPa/ATEM negotiator, levels of sponsorship and what was agreed as their package.

Some of the long-term possibilities may initially be identified by an Organising Committee, and the Steering Group is to be immediately advised about such possibilities and must approve negotiations proceeding, as well as being kept informed about the negotiations and what commitments are being proposed. Because of their ongoing nature, these deals must be approved by the 2 Council Presidents PLUS the Steering Group. The Presidents may consult as they see fit with their Executive or Council members.

All sponsorships for Conference events, including those which are primarily AAPPa or ATEM functions, shall be considered as Conference income.

9 INSURANCE

The Organising Committee must organise insurances to cover costs should the Conference be disrupted in any way. The details of the insurance policy shall be provided to the ATEM Secretariat and AAPPa Treasurer.

10 COMPLIMENTARY CONFERENCE REGISTRATION

10.1 Complimentary Registration and VIPs

As a basic principle, any expenses incurred as a result of either ATEM or AAPPA inviting guests to the Conference shall be met by the relevant Association and will not be a final expense to the Conference accounts.

The Organising Committee may provide complimentary or reduced registration if the person concerned plays a significant role in the conference activities, and will make budgetary provision accordingly. This may include free or reduced registration for organisers. In addition, the Organising Committee may, at its discretion and in accordance with its approved budgetary provisions, offer complimentary registration, accommodation and airfares for speakers invited to lead plenary sessions.

In the event of invited guests, (which may include free registration, and possibly travel and accommodation assistance) the ATEM or AAPPA President (as appropriate) will issue formal invitations, will ensure the relevant Council is aware of the invitations and the costs associated with them, and will also inform the Organising Committee, to ensure VIP status is accorded to these invited guests.

Plenary Speakers should be accorded VIP status and the Organising Committee should ensure they are treated accordingly.

The VIP guests (especially those from overseas organisations) specifically invited by one of the associations should also be welcomed properly, with the relevant President to ensure this occurs.

10.2 ATEM Corporate Members

The Organising Committee must liaise with the ATEM Secretariat to ensure that the Registration Form makes specific and appropriate provision to cater to the ATEM Corporate Membership rates which the ATEM Council approves from time to time. The difference between the Corporate Rate and the actual Registration Rate will be a debt owing by the ATEM Council to the Conference, and will therefore reduce the final disbursement to ATEM. The gap will not be a Conference cost.

The ATEM President, working with the ATEM Secretariat, will formally invite Corporate Members to the Conference and provide advice about the Corporate Rates. The Organising Committee shall liaise with the ATEM Secretariat to ensure all Corporate Member Registrations are valid. In the event that the person may be ineligible for the reduced rate, the ATEM Secretariat will liaise with the individual to resolve the issue, may direct the Organising Committee to alter the registration to a full cost (normal) registration, and will formally advise the individual to that effect.

Should AAPPA subsequently adopt a similar policy, the same provisions shall apply.

11 PROMOTING AND FUNDING THE CONFERENCE

The Annual Conference is jointly hosted by ATEM and AAPPA as equal partners, and all Conference advertising and promotions, including the Conference Program, Conference website and the Call for Papers must recognise and underline this equal partnership.

Similarly, the joint venture nature of the Conference means that the Associations bear equal risk, equal membership of and effort towards the Organising Committee (unless agreed by both Associations to reflect local conditions), with rotating Chairs, and equal share of the profits.

Australian and New Zealand Vice Chancellors/CEO's in the higher education sector the will be formally invited to be involved in the Conference, with a letter signed by both Presidents. The ATEM Secretariat will provide a list of names and addresses to the Organising Committee, with the Organising Committee to draft the letter, have it cleared by the Presidents, and printed on Conference letterhead. Due to the high level status of these letters, both Presidents should sign these personally. If logistics prevent this, scanned signatures may be used.

Should an Organising Committee need a funding advance, this would be funded equally from both Associations, as a loan to that Committee. The Organising Committee should prepare an indicative budget and indicate the amount of the loan required, and formally approach each Association's Treasurer to arrange the funds.

The Organising Committee shall establish an account for the Conference, and advise the Steering Group of details. This may involve all funds going through the professional conference organiser's account structure. It is a requirement that audited statements be provided to the Councils at the end of the Conference, the account closed and funds disbursed to both Associations on an equal share basis. In the event that the Conference runs at a loss, the Association would contribute equally to ensure all debts are cleared.

12

DISPUTES

In the event of there being a dispute between any of the parties or within the Organising Committee about the provisions of these protocols, the matter will be referred initially to the Steering Group; if there are still unresolved issues, the Steering Group will meet with the Presidents of AAPP and ATEM for resolution. The Presidents shall consult as they deem necessary with their Councils, but will attempt at all times to resolve the matter quickly by discussions.

Passed by resolution of the ATEM Council on ...and by the APPA Board on
