

ASSOCIATION FOR TERTIARY EDUCATION MANAGEMENT INC.

**Executive Teleconference
Thursday 21 February 2002**

**3.00 pm to 4.30 pm New Zealand Summer Time
1.00 pm to 2.30 pm Eastern Australian Summer Time
11.30 am to 1.00 pm Northern Territory Time
9.00 am to 10.30 am Western Australian Time**

DRAFT AGENDA

<u>Distribution:</u> Maree Conway	President (Chair)
Tom Gregg	Vice-President
Greg Ellis	Vice-President
Margie Cole	Association Secretary
Neil Voyce	Association Treasurer
Jan McAdam	Councillor at Large
Pat Allen	Councillor at Large
Peter Scardoni	Association Secretariat
Giles Pickford	Association Secretariat

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1. Apologies

2. Minutes of previous meeting

The minutes of the Executive Teleconference held on 6 September 2001 have been circulated to members, and are posted on the web. They were confirmed by members during the October Council Meeting, 2001.

3. Association Treasurer's Report

3.1 BUDGET

2002-2003 Budget up-dates. A revision of the budget will be faxed before the meeting.

ATTACHMENT 1

3.2 QUARTERLY REPORT TO BRANCHES

The Association Treasurer will report on implementation of this idea.

3.3 IMPACT OF RISING AIRFARES ON BUDGET

A report from the Treasurer (requested by Council) on this aspect of future budgets is attached. **ATTACHMENT 2**

4. Business Arising from the Minutes

4.1 ATEM FOUNDATION

Tom Gregg and the Secretariat will report on the ATEM Foundation formation process from the New Zealand and Australia perspectives. The Secretariat, ever mindful of the budget deficit, has suggested that we defer a Board meeting until a few Foundation Partners have signed on. Two are in this process at the time of writing, but the process is not yet finished.

4.2 LUNCH WITH AVCC.

The President will report on follow up to this event.

4.3 ANNUAL REPPORT

This document is on the Web. For discussion.

4.4 PROFESSIONAL DEVELOPMENT FRAMEWORK

The Chair will report on progress.

4.5 FIJI CHAPTER

A suggestion by the Secretariat will be discussed. It involves seeking the advice of Professor Brij Lal of ANU.

4.6 INTERNATIONAL AFFILIATES

The Committee needs to appoint delegates to the three annual conferences of AUA (April 8-10, Southampton. Steve Pelham ECU was appointed last year), AAUA (June 20-23, Boston Massachusetts) and ACCRAO (April 14 -17, 2002 in Minneapolis, Minnesota). Dr Sue Gould has been invited to give a paper at the latter and is attending.

The AUA has sent the following message:

“I am looking forward to meeting representatives of ATEM at our annual conference. Just to give you advanced warning Alison Johns, who will be our Vice-Chair after May, will be the AUA reciprocal delegate at your 2002 annual conference. Her details are a.johns@plym.ac.uk She would very much like to speak at your conference. Also I would like to confirm AUA's (belated) acceptance of your very welcome invitation to enhance the affiliation relations and to accept honorary corporate membership of ATEM.(your email of 8 February 2001). We do not have a formal corporate

membership scheme but in return AUA would like to offer the benefits of membership to five ATEM members/ATEM secretariat.

I have included the details of our nominees below. John and Alison exchange roles on 1 May.

Alison Johns -AUA Vice-Chair, Deputy Director of Personnel & Development
University of Plymouth, Drake Circus, Plymouth, PL4 8AA
Tel: 01752 232 173, Fax: 01752 232 166, a.johns@plym.ac.uk

5 Business Referred from Council

5.1 REVISION OF ORGANIZATIONAL PLAN

A paper from Pat Allen is attached. **ATTACHMENT 3**

5.2 MEMBERS' FORUM

Discussion of 2001 Members' Forum, lead by Pat Allen.

5.3 IMPLEMENTATION OF MARKETING PLAN

Jan McAdam to report. The report will include discussion about the Membership Brochure and the Web Site.

6 Business Referred from Branches

The Secretariat has no issues to raise under this standing item.

7 New Business

7.1 Future Directions

Attached is a paper from Tom Gregg which explores the future of ATEM.
ATTACHMENT 4

7.2 AUQA National Forum.

A concept is attached. **ATTACHMENT 5**

7.3 ELECTIONS 2002

A schedule of dates is attached. Council has appointed Giles Pickford as appointed Returning Officer. **ATTACHMENT 6**

7.4 Overview of PDF

Attached is an overview of the PDF. **ATTACHMENT 7**

8. Conference Planning

8.1 CONFERENCES 2004-6.

Attached is a letter from the President inviting Branches to organise the above three conferences. Positive responses have been received from all of them. The 2006n Conference in Sydney is ATEM's 30th Anniversary. **ATTACHMENT 7**

8.2 CONFERENCE FORMULA

The President will report on Warwick Nicoll's discussions with AAPPA.

8.3 2002 CONFERENCE

A report from the Queensland Branch is attached. The Budget was posted separately as it is a pdf file with several colours and it could not be faxed or attached. Paul Abernethy and Betty Bull will be joining the discussion for this item, and so will Martin Carroll so that the integration of the National Quality Forum with the Conference can be explored. **ATTACHMENT 8**

8.4 Past President's Lunch

The President will present some ideas about this proposed addition to the Annual Conference.

9. Strategic Planning

The President will report on a move to link the Annual Reports of ATEM and all Branches to the Strategic Plan. A copy of her letter to Branches is attached.

ATTACHMENT 9

Also there will be a discussion of progress in implementing the Plan and setting targets for the Executive.

10 Web Site

This standing item is dealt with under item 5.3 – the Marketing plan

11. The Journal

The Secretariat has no issues to raise under this standing item.

12. Other Business

Secretariat's Contracts

The Secretariat's contracts expire at the end of the May Council Meeting. The matter should be delegated to a small group (last time it was President and Treasurer) to draft contracts for submission to Council in May.

13 Next Meetings

Council meets at 10.00 am on Saturday 4 May in Melbourne. The Executive will meet at 6.00 pm on Friday 3 May to go over the Agenda. Airline bookings were made and paid for on 14 December in order to obtain some very steep discounts. A schedule of bookings is attached. **ATTACHMENT 10**

GP 15/2/02

ATTACHMENT 1 – Budget Update – Item 3.1

The revised budget will be faxed to members before the meeting, probably on Thursday 18 February 2002.

ATTACHMENT 2 – Impact of Rising Airfares – Item 3.2

A report from Treasurer Neil Voyce follows.

ATTACHMENT 3 – Draft Organizational Plan – Item 5.1

A report from C@L Pat Allen follows

The purpose of this document is to provide a working reference to the administrative organisation of ATEM, with the intention of clarifying roles and responsibilities. It should be read with reference to the Policy Documents available on the web at <http://www.atem.org.au/index.cfm?tree=1> with particular reference to the following.

ATEM Constitution/ATEM NZ Constitution
ATEM Strategic Plan
ATEM Foundation
Guidelines for Chapters
Guidelines for Membership and Elections
Conference Manual
ATEM Awards and Scholarships
Finance Manual

A. Branches

The Association is organised through Branches, each forming a Branch Committee with its own structure. Branch Committees will undertake, but are not limited to, the following roles and responsibilities.

1. Operate the branch within the Association Constitution, policies and Strategic Plan, and communicate ATEM policies, strategies and developments to branch members.
2. Maintain Branch information on the ATEM website, and promote the site to local members. Provide timely advice to the Association on local issues and opportunities for all members as appropriate.
3. Provide reports to the Association on Branch activities for each Council meeting and the Annual Report.

4. Promote ATEM Scholarships and Awards to Branch members, and make timely recommendations or nominations to the Association on behalf of applicants or candidates.
5. Manage the election of Branch Officers, and manage meetings at Branch level in accordance with the requirements of the Constitution.
6. In line with the Constitution, the Branch President should provide representation on the ATEM Council; the Branch should also encourage Branch members to be available as candidates for ATEM Executive positions.
7. Actively participate in the development of the Association, encourage Branch members to see themselves as Association members, and respond to draft policy and position papers from the Association. Distribute Association material to members in the Branch, as and when required.
8. Recruit new members, manage and support existing members. Maintain membership information for the Association membership database with the assistance of the Association Secretariat.
9. Promote ATEM as a professional association throughout the Branch and region at all levels, and also liaise with local institutions to establish institutional liaison links to/for the Branch.
10. Raise State political issues with the President for Association response (Australian Branches).
11. Initiate professional development planning and provide relevant professional development opportunities for Branch members. Liaise with other Branches and the Association on professional development successes and opportunities.
12. Manage Branch-level meetings and conferences, and promote regional activities for members and potential members of ATEM, in conjunction with local institutions.
13. Maintain contact with existing Corporate Members to ensure their on-going involvement in Branch activities. Approach additional potential Corporate Members locally to encourage membership, and advise the Executive Officer so that further action at Association level can be taken as appropriate.
14. Responsibly manage the Association finances that are held at Branch level, in accordance with prudent financial management principles, and the Association decisions, policies and guidelines as published in the Finance Manual.
15. Accept responsibility for the hosting and management of the Association Conference on rotation and in consultation with the Association Council, using the protocols and guidelines as laid out in the Conference Manual..

16. Manage Chapters as determined by the ‘Guidelines for Chapters’

B. Association Level

Council and Executive Committee

The Council and Executive Committee, including its elected officers will undertake, but are not restricted to the following roles and responsibilities.

1. Council

- 1.1 Manage the Association in accordance with the Constitution, and manage any required development of the ATEM Constitution.
- 1.2 Establish and maintain sound communication channels with each Branch, ensuring full and open consultation, timely and accurate dissemination of advice, provision of Branch Member details for Branch use, and collection of members’ fees on behalf of Branches.
- 1.3 Develop and implement Association policies and procedures, in accordance with the Strategic Plan.
- 1.4 Review the work, position and structure of the Association, and initiate the on-going change and development of ATEM.
- 1.5 Develop and promulgate, in an appropriate format, all ATEM codes and guidelines for the information of members.
- 1.6 Consider ways by which ATEM is recognised by government policy-makers as the professional association for staff working in the management and administration of tertiary education institutions in Australia and New Zealand, and develop appropriate contacts to facilitate that recognition.
- 1.7 Lead the consultation with governments on matters impacting on members, on behalf of ATEM members and branches. In New Zealand, this role will be delegated by Council to the New Zealand Branch Executive.
- 1.8 Have oversight of the Association Conference as determined through the protocols and guidelines in the Conference manual.
- 1.9 Work closely with the ATEM Foundation to develop benefits for members with commercial partners in tertiary education, and publicise these to all members
- 1.10 Initiate and manage strategic alliances with like organisations.
- 1.11 Determine the fee structure of individual and corporate membership each year.

- 1.12 Manage the relationship with Corporate Members of ATEM, particularly the communication of ATEM policies, conferences and activities to Corporate Members.
- 1.13 Determine policy matters for the management of the ATEM website
- 1.14 Determine policy with regard to the publications of ATEM particularly the Journal.
- 1.15 Determine Policy with regard to ATEM awards, scholarships, and staff exchange opportunities, taking account of the recommendations of the ATEM Awards and Scholarship Committee. Endorse the recommendations of this Committee for the annual recipients of the various awards.
- 1.16 Review the operational arrangements of the Executive Officer on a regular basis to ensure that appropriate support can be provided to members, Branches and the Executive.

2. Executive Committee

The Executive Committee is responsible, where appropriate, for carrying out the policies adopted by the Association at its General and Council Meetings. It acts on behalf of the Association and Council between Council Meetings reporting to the Council upon any action taken

The Executive Committee members have specific responsibilities which they undertake on behalf of Council

2.1 President

- 2.1.1 Lead the review and on-going development of the Association's strategic plan.
- 2.1.2 Chair Executive and Council meetings and ensure the efficient operation of all committees and officers of the Association.
- 2.1.3 Represent the Association externally, with relevant government bodies and other professional associations. Make public statements to the media on behalf of ATEM, and work with the New Zealand Branch President to undertake these representations in New Zealand.
- 2.1.4 Undertake political lobbying as appropriate to represent the professional interests of members, including drafting ATEM responses to government inquiries etc. Work with the New Zealand Branch President to undertake these representations in New Zealand.

- 2.1.5 Obtain legal advice on behalf of the Association as required.
- 2.1.6 Liaise with the Association Patron on behalf of the Association.
- 2.1.7 Ensure that communication between the Executive and Council is at an appropriate level and that information between the Association and Branches is communicated effectively.

2.2 Vice Presidents

The two Vice-Presidents are each allocated responsibilities which they oversee on behalf of Council, One role has an external focus, and one has a focus on professional development activities. These roles can be allocated across the two Vice-President portfolios, depending upon the skills and expertise of the two incumbents.

Both Vice-Presidents are expected to take an active role in promoting the role of the Association externally and to members, and to assist the President as required.

Vice President 1

- 2.2.1 Develop and maintain international links on behalf of the Association, in particular those links with AUA, AAUA and AACRAO.
- 2.2.2. Develop strategic alliances with relevant organisations.
- 2.2.3 Develop and maintain Corporate membership activities.
- 2.2.4 Market the Association, including the development and maintenance of the Association web site.

Vice President 2

- 2.2.5 Chair the ATEM Awards Committee, and review the operation of scholarships, grants and ATEM Awards.
- 2.2.6 Oversee the Continuing Professional Education Program, including consideration of nominations for ATEM Fellowships.
- 2.2.7 Monitor and review all ATEM publications, and in respect of the Journal, maintain regular contact with the Journal editors.
- 2.2.8 Oversee and monitor conference arrangements from year to year, to ensure continuity and compliance with the Conference Manual. Liaise closely with the host branches and ensure that any necessary actions are taken both before and after each conference.

2.3 Association Secretary

The Association Secretary will work closely with the ATEM Secretariat which will undertake the day to day secretarial responsibilities.

2.3.1 Co-ordinate the preparation of agendas and minutes for Executive and Council meetings by the ATEM Secretariat, and ensure that follow-up action is completed.

2.3.2 Draft the Association Annual Report for submission to the Annual General Meeting.

2.3.3 Edit the Association Newsletter, *ATEM Matters*, and the Conference Manual.

2.3.3 In association with the Returning Officer oversee the Conduct of ATEM elections. Advise Council on the appropriate format for elections.

2.4 Treasurer

The Treasurer will work closely with the ATEM Secretariat which will undertake the day to day financial transactions.

2.4.1 Manage the financial affairs of the Association as determined in the Finance Manual.

2.4.2 Ensure that budget arrangements for Association conferences are in accordance with the Conference Manual.

2.4.3. Recommend and implement financial delegations on behalf of Council.

2.4.4 Edit the Finance Manual in consultation with the ATEM Secretariat.

2.5 Members at Large

The roles of the Members at Large are focused around membership issues. While it is not intended that these positions have any specific representational role for all members, they will take a particular interest in all issues relating to membership. The particular roles can be allocated between the two Members at Large depending upon the skills and expertise of the incumbents.

2.5.1 Communicate with ATEM members, including ATEM Ghosts, act on their behalf and represent their interests to the Executive and at Council.

2.5.2 Liaise with members to ensure that the ATEM website is maintained and updated to ensure that it continues to be an effective communication tool.

2.5.3 Prepare and run the Members Forum at Association Conferences, ensuring that the outcomes of the Forum are considered by the Executive and Council.

- 2.5.4 Review the Membership Brochure (Information Kit for New and Potential Members) on a regular basis to ensure it is serving the needs of Branches.
- 2.5.5 In consultation with the ATEM Secretariat monitor the ATEM membership renewal process each year and report as necessary to Council.
- 2.5.6 In consultation with the Executive, oversee the operation of membership benefits and services.
- 2.5.7 Recommend to Council on the need for, and the timing and content of a survey of members if the need so arises. Co-ordinate these surveys and report on findings to Executive and Council.

3. ATEM Secretariat

The ATEM Secretariat contractors are paid officers of the Association and report to the President. They work closely with all members of the Executive, the Editor of the Journal and all Branch Officers. The ATEM Secretariat must develop an effective working relationship with the Association Secretary who is responsible for ensuring that the administration of the Association's affairs is effective and with the Association Treasurer who is responsible for its financial management.

Duties include but are not limited to;

- 3.1 Act as a central point of contact for all members of the Association, including the ATEM Ghosts and for external enquiries. Provide advice and information as necessary and report matters to the Executive Council or Branches if appropriate.
- 3.2 Responsible for Policy implementation and the development of procedures as determined by the Executive and Council.
- 3.3 Ensure that branches are kept informed of developments at the Association level.
- 3.4 Assist with marketing of the Association, by developing copy for brochures and other publicity material, and making arrangements for printing and publication, either in hard copy or on the Association web site.
- 3.5 Act as Minute secretary for Executive and Council meetings; work with Association Secretary to produce agendas and background papers.
- 3.6 Assist the Association Treasurer in the preparation of financial reports. Ensure that all follow up action is completed as appropriate.
- 3.7 Maintain a record of all Council delegations.

- 3.8. Liaise with the providers of the ATEM web support and monitor their ongoing effectiveness in Web site maintenance and development.
- 3.9 Maintain an accurate and effective membership database and ensure that it is being used consistently by the branches. Liaise as needed with branches to ensure the database meets the needs of both the Association and branches.
- 3.10 Provide assistance to the ATEM Secretary in the running of elections and referenda and act as Returning Officer.
- 3.11 Provide support for the Association Treasurer by undertaking the day to day financial matters including the invoicing of new and existing members.
- 3.12 Establish links with similar positions in other professional associations. In consultation with the Vice President assist and nurture relationships with affiliated organisations.
- 3.13 Act as secretary and provide support to the ATEM Foundation.

ATTACHMENT 4 – The Future for ATEM – Item 7.1

Where Are We? Where To Now?

ATEM Today

1. In the late 1990s, it was obvious that the then Australasian Institute of Tertiary Education Administrators (AITEA), would face an uncertain future unless it was allowed to move to a new level. Following a period of intense work and consultation within the then Institute, a decision was taken by the members to recast AITEA as ATEM, and to make it a truly professional association for those who work in the management and administration of tertiary education in Australia and New Zealand, and with the aim of spreading the work of the association in the Pacific and in SE Asia. There was also a decision taken to formally link ATEM to like associations elsewhere in the world, beginning with the USA and the UK/Ireland.
2. In addition, the following developments were undertaken:
 - 2.1. Membership lists were updated, consolidated into a single database, and fees revised.
 - 2.2. A new form of membership for institutions (Corporate Membership) was introduced.
 - 2.3. Links were forged with government agencies and Ministers in both countries. ATEM's position as a source of advice where appropriate, and as a consultation partner with government agencies and Ministers, was established. The Ministry of Education in New Zealand, and DEST in Australia, became Corporate Members of ATEM.
 - 2.4. ATEM finances were reviewed and restructured, to allow better use of the funds within ATEM as a whole.
 - 2.5. The focus on the primary purpose of ATEM – the professional development of members and other involved in the work of ATEM - was re-emphasised, particularly the key pivotal role of branches in delivering professional development programs.

- 2.6. The need for research into the leadership and management of tertiary education was recognised and that research encouraged.
 - 2.7. A new focus was given to awards and scholarships through ATEM.
 - 2.8. New efforts were put into the Association Annual Conference, as the major annual event for ATEM and its members, and a conference policy and manual developed and distributed.
 - 2.9. The focus group, ATEM 2000, developed the Strategic Plan and from that a series of key policy and procedural documents for ATEM.
 - 2.10. New emphasis was given to the need for ATEM to be active across the University, College of Education, Wananga, Polytechnic and Private Provider sectors in New Zealand, and across the Higher Education and TAFE sectors in Australia.
3. In terms of communication with members and the management of ATEM as an association of professionals, two initiatives taken in 1999/2000 have been important. Firstly, the ATEM website (www.atem.org.au) was upgraded and made more functional and relevant to branches and members, and an electronic newsletter (“ATEM Matters”) was established as a key source of more immediate information for members.
 4. In 2001, ATEM was incorporated in both Australia and in New Zealand, and in that same year, the ATEM Foundation was established and registered in both countries. This is to be the major link between ATEM and partners in business and commerce in Australasia, and will be the vehicle for further funding and expanding professional development for ATEM members through the contributions of selected partners towards a capital base for ATEM in the Foundation.
 5. A key development for ATEM in the late 1990s and through to today, has been the establishment of a professional secretariat. Initially, this was a fairly tentative move, hosted by the University of Newcastle, but in 1999, a decision was taken to expand and develop that important function and to locate the ATEM office and staff in Canberra. The ATEM Secretariat was located in premises leased from the Australian National University, and the function undertaken under two enthusiastic, skilled and (most important) experienced retired tertiary staff members, operating under a contract to ATEM. Since that decision was taken, the management of ATEM as a professional association with volunteer office bearers has become much more professional and responsive, and it is carried out in a most cost-effective way.

A Cross-Roads?

6. ATEM could now be seen to have very successfully managed its way through this remarkable and rapid development period, to where it is now poised to take advantage of the initiatives in place, and to become even more of a key player in the tertiary sectors of Australia and New Zealand.
7. Much of the hard work has now been done.
 - 7.1. ATEM has a reasonable profile throughout the various tertiary sectors on both sides of the Tasman.
 - 7.2. Industry and commercial organisations are responding to ATEM as a potentially valuable partner in tertiary education.
 - 7.3. Government agencies are seeing ATEM as having a consultation role in the development and implementation of appropriate parts of tertiary education policy and practice in both countries.

- 7.4. ATEM finances are now managed for the Association as a whole, and the financial position clarified for members and Branches. A greater level of understanding of the finances of ATEM is obvious, as is an acceptance that ATEM is the sum of many parts, but is a single entity.
 - 7.5. Policy development has been strong and effective, and the implementation of policies largely successful.
 - 7.6. The Association Conference is a key event and has standing and status in the tertiary sectors in both countries.
 - 7.7. Communication is now regular and effective, but needs to expand and be made easier for members.
 - 7.8. The Secretariat is visible and effective, and has done much to provide a focal point for members..
 - 7.9. Membership has been maintained in most Branches and expanded in some. There are areas of concern, and are being addressed at Branch and Council level.
8. We are now at a new decision time, and these decisions will decide the sort of Association we enjoy into the future. We need to think about both the sort of association we want to be and the sort of association we can be. What are the issues?

8.1. **Finances.**

8.1.1. The move to a more professional association, the incorporation of that association in two countries, the development of a usable website (and its further development and maintenance, the demand for additional and more focussed professional development through the Branches, the establishment and initiation of work with the Foundation, and the development of a professional secretariat all demand more resources. While ATEM currently has consolidated reserves, it cannot be spending more than it brings in through its income sources. More funding is needed if these developments are to be consolidated and improved. The options (which are not mutually exclusive) for growing ATEM and consolidating the gains made so far, are these:

8.1.1.1. **Increase the cost of membership of ATEM to both individual and Corporate Members.** There are many now in ATEM who put forward or who support an argument that the annual subscription to ATEM is now one of lowest for any professional association in Australasia, and so a substantial increase is warranted and indeed overdue. There are, however, other members of ATEM (particularly long-standing members who have come through the AITEA era), who argue with equal validity and strength, that a membership subscription increase may well result in fewer members, particularly from middle management staff, a traditional area of strength for ATEM.

8.1.1.2. **Develop sufficient sources of income that are additional to subscription income, to fund some of the work of ATEM.** The work on the Foundation is geared towards this view. The concept of

the Foundation is that the income generated from industry and commercial partnerships will be sufficient to fund the professional development activities of ATEM through the Branches, and so assist in focussing the subscription income on the operation of ATEM and the communication needs of members. The reason for that focus and not the one that would have the Foundation fund the central operations of ATEM, is the feedback so far from potential partners, that the best return to them for their involvement would be in the professional development activities of ATEM with members in the Branches. There is work to be done to identify the required level of income needed to support a growing professional development profile for ATEM, but it is obvious that ATEM Foundation will need to select a significant partner in each business sphere, and partners who are leaders in that sphere of business in both Australia and New Zealand.

8.1.1.3. Grow the membership of ATEM further in the Branches and through Corporate Membership. This option is one that is underway now in all Branches, but which will need a significant marketing plan and resources to put the plan in place. The ATEM Council is considering a marketing plan already, and this needs to be given some urgency. Corporate Membership is also to be reviewed in terms of the “rules” of membership and participation, and in terms of the costs and returns to Corporate Members. A further activity that could be considered (and should be given emphasis) is to identify other, like organisations in the tertiary sectors in both countries, and begin closer links. ATEM could (and should) start now and firstly seek closer co-operation between those organisations and ATEM. We should then look for and negotiate some co-ordination of key activities such as the annual conferences or assemblies, and consideration of joint activities in professional development (to share the overheads). Finally we should give strong consideration to the possibility of mergers between ATEM and other suitable associations, in the interests of growth and economies of scale for all involved.

8 2 Management

8.2.1 ATEM now has a Secretariat based in Canberra. This has proven to be a major step up for ATEM and has produced benefits for everyone in ATEM through focussed and enhanced activities on behalf of ATEM Council and the Branches and the members. We are at a decision-point for ATEM in this area as well. The options we have to consider now are these:

8.2.1.1 **Keep the status quo.** The current Secretariat does an outstanding job for the funding ATEM provides, in terms of the operations of the Council, the contact and assistance to Branches, and raising the profile of ATEM. It also manages the website for communications, and has enhanced and streamlined our systems for

communication, the Association Conference, for Association activities, for the development and recording of accurate membership information, and for Association and Branch finances. This works well, and relies to a large extent on the additional and unpaid efforts of the two contractors (both ATEM “Ghosts”), for its continuing success. This can obviously continue in the meantime, but ALL of ATEM needs to recognise and appreciate the efforts of the contractors involved and their personal contributions, and to understand that this arrangement can only continue provided the current contractors want to keep working for us, or can be replaced by like-minded contractors in the future. There is an obvious risk for ATEM in this strategy, if we are to continue to have a functioning Secretariat..

8.2.1.2 Develop the Secretariat functions through further investment. There is an option to invest more in the Secretariat and expand the time and staffing to allow more of the current voluntary effort to be done professionally. We need to remember that we currently get more return from the current arrangement than we pay for, and that level of commitment has to be part of the equation. There are functions to do with the operation of ATEM that are currently done by volunteers when they have the time, which could be moved to professional management. That would give us faster response times and more consistency in our work, but would also cost us more in resources. There are obvious examples, and these are just a few of many:

- (i) We manage our responses to key government initiatives as best we can, by having someone or a group of volunteers analyse the policy proposals and formulate an ATEM response. We need access to some full-time effort (on short term contracts) on policy analysis and the development of responses on behalf of ATEM.
- (ii) We are trying to establish and run a Foundation for funding ATEM by having volunteers contact potential business partners and benefactors, negotiate deals that will be beneficial, and secure the funding. This all needs expertise and time that many will not have, and it needs administration and management to keep it moving and focussed. Each potential deal is different and will take months to secure if it is done in an amateur and part-time way.
- (iii) We need to further develop and to coordinate our work in professional development. This is a key “point of difference” for ATEM, and must be a strong activity in Branches and through Council. Currently, this activity (the reason we exist in many ways) is managed to varying levels and standards by volunteers in Branches. There is a key role to be done in terms of developing an ATEM Professional Development Framework, in implementing the Framework throughout ATEM at a consistent standard, in “selling” the Framework to members, and in working with Branches to customise and apply the Framework in regions.

- (iv) Branches themselves struggle at times with the demands of managing and enhancing branch membership, involvement and activity. A few willing volunteers often have to juggle the important demands of ATEM and its development around the competing demands of family life and work. More help is needed in this than can sensibly be provided from our current Secretariat, and this has to be addressed.
- (v) ATEM has a website that has been developed in a part-time way, through an agency system, and largely by a Secretariat without that expertise itself and with help from volunteers. This has served and is serving ATEM well enough, but there is increasing sophistication in the modern websites of like organisations, and increasing strident criticism of the design and functionality of our current website. If this is to be our main communication medium for members and Council, and a major source of benefit and return to our potential partners through the Foundation, it needs and deserves more attention and development time. This can only come from either an ATEM volunteer prepared to put in the initial full-time effort to change the site and develop functionality and to continue to maintain the site, or from professional, paid input under the leadership of Council and the Secretariat.

8.2.1.3 Accept that ATEM will not develop along the route chosen, and return to having no Secretariat function. There are members who legitimately feel that all this development that has occurred and other s feel must continue to occur, has taken ATEM away from being the amateur, volunteer “institute” of like-minded members, organised within Australia and on “federal” lines, with a loose link together only through a Council meeting twice each year and an annual conference, which they continue to see as what is required. This group may well feel that all the development and emphasis on a more professional association model, is simply not required and not the direction ATEM should continue to take. There are many who feel, for example, that the annual conference has gone from being a meeting of members to share experiences and practices, with a few inspirational key-note talks from those within the sectors, to a “commercial event” with too much influence by sponsors and venues, and where there is now a sense that each Branch who hosts the conference must compete with the conference before in terms of the level of the venue and sponsorship. There is also a feeling that the main focus of the conference is on income and not on the education of members. For the Secretariat, the decision would be to close down that paid function, and return to having such services and activities as were possible, provided through volunteers in Branches and on the Council.

Conclusions and Decisions.

9. These are all the matters that ATEM needs to debate, to decide on a future direction. ATEM must decide if it does want to continue to develop as a professional association (with all that implies), or to return to an amateur, member-funded, volunteer organisation, based on state structures in Australia and with those unpaid

volunteers doing all that is necessary for the organisation as a whole to function. The implications of that decision are all laid out in the preceding paragraphs of this brief paper. The impact of the decisions we make will be profound, however. The results will seem to be likely to produce one of these two broad scenarios:

- 9.1. ATEM will develop as a full professional association, respected in the tertiary sectors of Australia and New Zealand as a legitimate voice for those who work in management and administration of tertiary institutions. A body of knowledge will be developed and recognised, which is based around the concept that management of tertiary institutions is a profession in its own right, with all that implies in terms of conduct and membership, and in terms of initial and on-going professional development. To head in that direction will require more investment from members themselves, ATEM as an organisation, and from partners in the leadership of ATEM, in professional development of members, communication methods and opportunities, and in the full-time support of Council and Branches through the Secretariat. If ATEM is to be a professional association such as is envisaged currently, then further investment and development must happen now, and branches must support that path of development and the investments of time and funds required.
- 9.2. ATEM will turn aside from that strategic direction, and recast itself as a smaller and more local organisation by way of a voluntary institute for those who administer institutions. It will need to decide that, in fact, there is no unique body of knowledge about managing or administering tertiary institutions which makes those who do that work part of a separate and developing profession. It will then be clear that the role of ATEM will be to share best practice within the sectors involved, to offer and administer local staff development activities to members, and to provide a point of contact at branch-level for those in different institutions in the same sectors. Annually, ATEM would be able to provide a cost-effective opportunity for members to meet for a conference that is largely internally focussed on practitioner papers and experiences, and which is affordable from conference fee income. The Council and Executive would need to ensure that those elected were ready to support their work in a voluntary way (and reduce the Council and Executive activities to meet that practicality), and to return to the level and type of communication with branches that existed before the current developments took place. Again, this is a perfectly legitimate strategic direction to take, provided the consequences of doing so have been clearly debated within ATEM, and the decisions taken with those consequences understood.

Where To From Here For ATEM?

ATTACHMENT 5 – AQUA National Forum – Item 7.2

NATIONAL QUALITY FORUM PROPOSAL

A Briefing Paper

Prepared by Martin Carroll, AUQA and Josie Palermo, VUT

For a meeting to be held on Monday, 17th December 2001, 12.00pm to 2.00pm

At the AUQA Offices, Melbourne

INTRODUCTION

The purpose of this paper is to provide a briefing for the meeting on Monday 17th December. The objectives of that meeting are threefold:

- i. To seek agreement as to whether there is a need for a national forum to discuss quality issues and, if so, what the general nature of that need is;
- ii. To identify an appropriate governance structure for responding to such a need;
- iii. To engage in preliminary planning for such a response.

BACKGROUND

There are a number of stakeholders in the Australian Higher Education sector with an interest in promoting discussion fora on issues relating to quality assurance and quality improvement. These issues have become particularly topical with the advent of the Australian Universities Quality Agency, which has responsibility for, *inter alia*, conducting external quality audits of self-accrediting institutions (SAIs) and accrediting agencies in the HE sector.

In New Zealand, a national forum called the Quality Enhancement Meeting (QEM) has been held annually since the inception of the New Zealand Universities Academic Audit Unit (AAU) in 1994. It initially comprised two members from each university and the staff of the AAU. It quickly became an important annual calendar fixture, and over time grew from a one day university/AAU-only forum to a two day forum that also includes people from the polytechnic (\approx TAFE) and college of education (\approx CAE) sectors for parts of the program. The QEMs serve the dual purpose of providing a forum for discussing matters particular to academic audits, and presenting/discussing a wider range of quality issues including good practices, theoretical concepts and matters pertaining to managing quality units.

In Australia, no such forum currently exists. It is our view that there is opportunity for an Australian version of such a forum.

Having said that, it must be acknowledged that there is not a complete vacuum in this regard. Professional bodies regularly include a focus on quality issues in their national and regional conferences, as well as a range of member-specific projects. The three

organisations most recognized as playing leading role in this regard are HERDSA, AAIR and ATEM.

HE institutions themselves are also starting to identify and respond to the need for a targeted forum. Earlier this year, the Victoria University of Technology organized a national forum entitled “When Somebody’s Watching”. It was an AAIR-endorsed and institution-based initiative designed as an open-attendance, conference-style forum for the academic/theoretical consideration of academic audits. It was attended by over ninety people, indicating a strong level of interest in such issues.

The following table is a crude attempt at illustrating the convergence of stakeholder responsibilities and requirements.

Table 1. Stakeholder Needs Analysis

Entity	Requirement
HE Institutions	Need a forum for quality directors and practitioners to discuss quality practices, sharing of best practices, preparation for quality audits and professional issues associated with running quality programs in HE Institutions. Some staff also wish to have a forum for debating the academic and / or critical aspects of quality assurance, both in HE institutions and across the sector as a whole.
AUQA	AUQA has a responsibility to provide institutions with every assistance possible in responding effectively to academic audit and in gaining maximum benefit from it. This includes consulting with the sector about the development and refinement of audit practices. AUQA also has as one of its Objects the dissemination of good practices. This can be done via a number of media, including seminars/conferences.
Professional Bodies	Have a responsibility to provide members with fora for discussing topics of interest in a professional context.

While each of the above stakeholders could independently organize fora for exploring quality issues, it may be in the sector's best interests to have a co-ordinated approach. This would have such benefits as:

- minimising organizational burdens;
- minimizing costs for participants;
- maximising the perspectives than can be brought to bear on the discussions; and
- creating new collaborative opportunities.

THE AIM

This meeting has been called on the assumption that there is an unmet need within the HE sector to discuss matters to do with academic audit, and that this could best be responded to in a collaborative manner. The meeting seeks to explore whether an explicit agreement in this regard can be reached, and what principles might underscore any subsequent action in responding to such a goal.

Proposed Goal:

To hold an annual Australian (Australasian?) forum for discussing quality assurance and quality enhancement in Higher Education.

Proposed Principles:

- i. The forum should be a collaborative effort of the HE institutions (SAIs and accrediting agencies), the auditing agency itself (AUQA), and the professional bodies with an interest in the process and outcomes.
- ii. The forum programme should be designed to meet the mutual and particular needs of the different stakeholder groups.
- iii. The forum should be national, and perhaps Australasian, providing all interested parties with an opportunity to participate in shared learning.
- iv. The forum should be hosted on a rotating basis by an HE institution, thereby assisting with accessibility, distributing the administrative burden and physically locating the debate within the institutions themselves.

STEERING GROUP

In order to achieve the above-stated goal, a suitable collaborative governing body would need to be established. However, there does not appear to be a demonstrable need for a new permanent entity, with a membership base and an ongoing programme of activity, as much as simply a vehicle for organizing a regular forum. To that end, it is proposed that a Joint Steering Group (JSG) be established which:

- includes representatives from each stakeholder group;
- enables the hosting institution to have a suitable measure of control;
- incorporates experience learned from previous fora;
- provides some continuity/stability; but
- also allows a wide range of stakeholders to be involved at various times;

In order to recognize the collaborative nature of this initiative, it is suggested that the three main stakeholder groups be represented in equal proportion. It is also suggested that a suitable professional from a related field outside of the HE sector be involved to provide an external perspective. The JSG might look as follows:

- three Members from Professional Bodies;
- three Members from SAIs and Accrediting Agencies;
- three Members from AUQA; and
- one Member from relevant entity outside of the HE sector

This could be further specified as in Table 2 below. The names in the left hand column are indicative only, based upon the persons involved in discussions to date and/or invited to participate in this meeting. The purpose is only to illustrate what a JSG membership, in the first instance, might look like.

Table 2. Proposed Steering Group Structure

Category	Agent	2002 Members
Three Members from HE Institutions	Representative from Host Institution (chairperson)	Graham Webb
	Representative from Host Institution	Helen Edwards
	Representative from Immediate Past Host Institution	Josie Palermo
Three Members from AUQA	Executive Director	David Woodhouse
	Academic Audit Officer	Martin Carroll
	Academic Audit Officer	Robyn Harris
Three Members from Professional Bodies	Representative from AAIR	Roni McDowell / Raj Sharma
	Representative from ATEM	Maree Conway?
	Representative from HERDSA	Simon Barrie / Di Challis
External Member	Representative from RACS	Vin Massaro

Ten people may seem like a large JSG. That number is based upon experience with organizing conferences of 300+ people, and the section below indicates that this may not be an unreasonable benchmark.

THE FORUM

Assuming that there is an identified need for such a forum, a wide range of options then needs to be considered. Exactly what type of event is being suggested here? It is noted that all the parties to the meeting on 17 December have considerable experience/expertise organizing conferences and events. It is not, therefore, the intention of this paper to advise how to go about such organisation, but rather to set out options for the type of event that may be most appropriate given the stated goal and principles.

Issues to consider include:

- content;
- size;
- degree of integration; and
- resources.

Forum Content

One might start by determining what such a forum would discuss. It might include at least the following list, perhaps indicating that streams may be appropriate or even necessary:

- the latest details on the audit framework and process and other AUQA activities;
- experiences to date of institutions involved in audit at various stages;
- theoretical perspectives on audit;
- international experiences of audit;
- presentation of good practices discovered through audit.

Forum Size

Secondly, it is worth considering what the possible attendance figures might be. The following is an extremely rough possibility:

• Institutions subject to audit send an average of two representatives each	100
• Additional participants from professional bodies	60
• Steering Group, other conference organizers and guest speakers	20
• AUQA staff (not already attending) and selection of auditors.....	10
• New Zealand attendees.....	30
• Incidental international attendees.....	<u>20</u>
• TOTAL.....	240

Already, the prospect of a significant conference as opposed to a sequence of plenary sessions appears feasible. This suggests a significant organisational commitment, but one which may, nonetheless, be the most suitable way forward.

Forum Integration

The proposal to organize an event of this nature in the collaborative nature suggested is exciting but also unusual. It may or may not instantly align with the sector's expectations and wishes. Attention must then be given to the nature and degree of programme integration in a forum arranged by multiple stakeholders. Table 3 outlines some of the options, along with some pros and cons of each.

Table 3. Degree of Integration

Forum Type	Pros	Cons
Stakeholders convene separate events (i.e. no integration at all)	<ul style="list-style-type: none"> • Full autonomy for each stakeholder group to arrange their own programme • Programs tightly aligned to delegate groups 	<ul style="list-style-type: none"> • No organizational economies of scale • Less incentive for delegates to attend • Low opportunity to further the research-practice nexus
Consecutive events (e.g. Thursday AUQA program; Friday HE Institution program)	<ul style="list-style-type: none"> • Full autonomy for each stakeholder group to arrange their own programme • Delegates have a choice to attend single or multiple days • Programs tightly aligned to delegate groups • Some organizational burden shared 	<ul style="list-style-type: none"> • Minimal organizational economies of scale • Low opportunity to further the research-practice nexus
Concurrent events (e.g. two or three separate streams run at same time, in shared venue, with shared administration)	<ul style="list-style-type: none"> • Delegates have a choice over streams • Programs tightly aligned to delegate groups • Some organizational burden shared 	<ul style="list-style-type: none"> • Minimal organizational economies of scale • May create a cultural division
Integrated event (one conference, multiple streams, shared plenaries and shared administration)	<ul style="list-style-type: none"> • Delegates have a choice over streams • Opportunities for pooled perspectives • Organizational burden shared • Organisational economies of scale • Greater incentive for delegates to attend • Fewer events for which delegates have to find attendance funding 	<ul style="list-style-type: none"> • Conflation of purposes may create dissatisfaction amongst delegates • Administratively complex to organize

Forum Resourcing

Resources are always a sticking point in organizing such a forum. Firstly, in planning such an event, it is necessary to determine what the financial objective is. Table 4 outlines three options and some of the related considerations.

Table 4. Financial Outcome Considerations

Financial Outcome	Considerations
Loss	With careful planning and pricing, a loss ought to be an unlikely result. However, the JSG organisations would need an explicit agreement, ahead of the event being organized, as to how a loss would be underwritten.
Profit	This could be surprisingly problematic. Firstly, the existence of funds creates the need for an entity to manage them. That is beyond, and perhaps even in conflict with, what is proposed in this paper. Secondly, the sector may question why such an event is used to generate a profit in the absence of a clear strategy for reinvesting it into quality improvement in the sector. Having said that, some profit is desirable to use as a float for promotion and startup costs for any subsequent forum.
Break even	This is perhaps the ideal outcome. Revenue streams could be aimed at this end. From a risk management perspective, “break-even” should be interpreted as meaning a modest surplus after all costs and promotion and startup costs for any subsequent forum have been covered.

Table 5 indicates some of the obvious sources of revenue and related considerations. Note that they are not mutually exclusive options.

Table 5. Resource Options

Source	Considerations
Subsidisation by JSG organisations	This would keep costs down for delegates, but, some JSG organizations may not have the resources or the mandate to commit their resources in this fashion. It may also create an uneven sense of ownership or control of the event if stakeholders’ financial contributions are not equivalent.
Sponsorship by other organisations	This would keep costs down for delegates. It would also require additional effort by the organizers. However, if the event is to be a significant-sized conference, then experience in the sector suggests that some success in generating sponsorship, if not in cash then in related product support (e.g. satchels, stationery etc.) is feasible.
Delegates fees	The vast majority of delegates would expect to pay to attend such a forum. However, there is considerable competition for the quality / professional development / conference investment. Any such forum would need to meet a demonstrably new need, and not simply duplicate existing fora.

CONCLUSION

The purpose of this paper was to set out the issues involved in establishing a national forum for discussing quality assurance and quality enhancement in Higher Education. No recommendations are provided here, as this paper is not intended to prescribe a way forward but rather to canvass some possibilities. However, should such a forum be agreed to, then progress will need to commence swiftly as such events usually require a considerable lead-in period.

If no agreement is reached on a collaborative response, then at least dialogue will have been opened up regarding ongoing co-operation such that each stakeholder group seeks to fulfill niche needs and avoid duplication of effort.

NATIONAL QUALITY FORUM PROPOSAL

Notes

from a meeting held on Monday, 17th December 2001, 12.00pm to 2.00pm
at the AUQA Offices, Melbourne

PRESENT

- Professor Graham Webb, Director, CHEQ, Monash University
- Associate Professor Helen Edwards, CHEQ, Monash University
- Josie Palermo, Quality Analyst, Victoria University
- John Hopkins, Recognition Officer, Victorian Office of Higher Education
- Dr Vin Massaro, Chief Executive, Royal Australasian College of Surgeons
- Dr Di Challis, Treasurer, HERDSA
- Roni McDowell, Vice-President, AAIR
- Robyn Harris, Acting Director, NZ Academic Audit Unit
- Dr David Woodhouse, Executive Director, AUQA
- Judy Duffy, Academic Audit Officer, AUQA
- Martin Carroll, Academic Audit Officer, AUQA

APOLOGIES

- Maree Conway, President, ATEM

INTRODUCTION

The objectives of the meeting were threefold:

1. to seek agreement as to whether there is a need for a national forum to discuss quality issues and, if so, what the general nature of that need is;
2. to identify an appropriate governance structure for responding to such a need; and
3. to engage in preliminary planning for such a response.

Four background documents were provided:

1. a briefing paper from Martin Carroll and Josie Palermo;
2. an email from Maree Conway, President ATEM;
3. an email from Professor Geoff Scott, Quality Co-ordinator, UTS; and
4. a schedule of quality-related conferences in Australasia during 2002.

GENERAL POINTS

- There was general agreement that opportunity existed to convene a new and regular discussion forum dedicated to quality assurance (incl. audit) and quality improvement, both in theoretical and practical terms (noting, indeed, that such a division is largely arbitrary).
- It was generally agreed that a variety of stakeholders would have an interest in participating in the organisation and ownership of such a forum. Such stakeholders probably included those gathered for the meeting, but might also include AQTF, TAFE providers (via QUIET?) and private providers. The latter issue was not resolved at the meeting.
- 2002 is a full calendar for quality-related conferences. That does not impact on the need for an ongoing annual forum, but may well impact on the nature of such a forum in 2002.
- The term conference may be misleading for the new forum, as what is envisaged could involve a wider range of formats than people presenting papers. It might, for example, also include interactive workshops, project teams, posters and training sessions. Examples for alternative names included “symposium” and “forum”.

TARGET AUDIENCE

The following were identified as the primary audience groups for such a forum:

- Quality practitioners (e.g. directors and staff of quality and planning units; members of quality-related committees and working parties);
- Managers in HE (e.g. DVCs, PVCs, Deans, Heads of Schools);
- Higher Education Research Officers;
- Academics with an interest in academic and institutional quality;
- AUQA auditors and staff;
- Student politicians (added to this list after the meeting).

It was noted that the forum, whilst designed for the Australian audience, would probably be of high interest to persons with similar roles in New Zealand.

FORUM IN 2002

Given the busy schedule for 2002, and the lack of time to organize a major event, it was agreed that:

- the forum in 2002 could be about 1½ days long;
- it could be primarily focused for practitioners;
- it would seek to neither compete with, nor duplicate the programs of, other conferences;
- it could be linked to an existing conference if that proved feasible.

Offers were made by both ATEM (by correspondence) and AAIR for the forum to be incorporated into their conferences in 2002. No consensus was reached on when or where the forum in 2002 would be held. In the interests of time, and given that the 2002 forum will likely be focused on academic quality audit and associated issues, AUQA undertook to seek a resolution on dates and venues. For 2003, it was envisaged that the Steering Group would make such decisions.

POSSIBLE SCHEDULE OF 2002 FORUM TOPICS

A brainstorming session was held to identify the broad range of topics the 2002 forum might cover. The following list was generated and could provide the basis for a more refined discussion about a forum program.

1. Institutional reviews / self-evaluation
2. Preparing the Performance Portfolio for AUQA
3. Purpose and Objectives of academic quality audits
4. Swotting for the exam
5. Actual experiences of audit (pre, during and post)
6. Measures of performance / benchmarking / surveys / institutional data
7. Standards – setting and achieving
8. Comparing and contrasting models of institutional audit / accreditation / assessment
9. World review
10. Show & Tell
11. Workshop AUQA Good Practice Warehouse, including dissemination issues

12. What has AUQA learned and how is AUQA changing?
13. Protocols
14. Hot issues for students
15. How does all this lead to Quality improvement?

FORA IN 2003 AND BEYOND

It was generally agreed that from 2003 there was scope for a more major event, for example a three-day forum, than may be held in 2002. Such a forum would be a significant event in itself, and should probably not be associated with another conference. Also, it was deemed unlikely that as many conferences in 2003 would select quality as their theme.

It was also suggested that if the overall purpose was to generate discussion fora, then a single event may not be a complete response. A Steering Group may wish to consider, for example, facilitating on-line discussion groups pre-forum with a view to establishing forum papers and workshops, and post conference with a view to following up on projects generated at the forum. It was noted that this requires a considerable commitment.

CONCLUSIONS and ACTION POINTS

In broad terms, it was agreed that:

1. Stakeholders should be given the opportunity to formally commit to a Joint Steering Group.
2. The Joint Steering Group will assume responsibility for organizing fora in both 2002 and 2003, with the forum in 2003 being a more substantial event than the one in 2002.
3. The Steering Group will convene early in 2002 to commence these tasks.
4. The people from universities currently in attendance will, in the first instance, represent universities on the Steering Group. This was preferred to a separate process having to be devised for determining some appropriate means for seeking university representation.
5. John will determine the level of interest from Offices of Higher Education nationally and the nature of their ongoing involvement.
6. Martin will write to stakeholder groups inviting them to nominate permanent representatives to a Steering Group.
7. David will approach various conference organizers with a view to exploring options for collaboration in 2002.

ATTACHMENT 6 – Election Schedule – Item 7.3

In 2002 there will be an election for the following positions:

Vice-President (incumbent Greg Ellis, who was elected last year to fill the casual vacancy caused by Maree Conway being elected President)

Association Secretary (incumbent Margie Cole)

Councillor at Large (incumbent Pat Allen)

The proposed election schedule is set out below:

Call for Nominations	Monday 3 June
Nominations Close	Thursday 27 June
Start of Electronic Ballot	Thursday 4 July
Ballot Closes	Thursday 25 July
Declaration of Poll	Friday 26 July.

ATTACHMENT 7 – Overview of PDF – Item 7.4

Introduction: Professional Education for Administrators and Managers in Tertiary Education

As a professional association, the Association for Tertiary Education Management (ATEM) is committed to supporting the professional development of its members. In turn, ATEM members, by joining the Association, make a commitment to their career in tertiary education administration and to continuously improving the levels of professional practice in institutions.

ATEM has been considering for some time how it can best support the changing professional development needs of its members. The Association has a number of initiatives in place including study grants and scholarships and the ATEM Fellowship, an award for senior managers that recognises a sustained commitment to professional development and improving professional practice.

Professional associations traditionally provide their members with formal, structured professional development programs, usually associated with professional accreditation requirements. ATEM has decided that it will not move towards professional accreditation, for two main reasons: (i) ATEM operates as an open and accessible association to promote professional development and networking (the two main reasons cited by members for joining ATEM); and (ii) since its members represent a diverse range of disciplines and specialist areas, with a wide range of required skills and knowledge, a single set of accreditation requirements is neither feasible nor desirable.

ATEM is, however, convinced that there is a more generic set of knowledge and skills that is required to work effectively in tertiary education institutions. Such knowledge and skills has not yet been codified in a way that:

- clearly indicates the expertise and knowledge tertiary managers bring to institutions;
- demonstrates the foundations of that knowledge in the operation and work of academic institutions rather than business organisations; and
- can underpin professional development programs now and in the future.

ATEM believes it has a role to play in codifying this knowledge and skills, in collaboration with other groups, organisations and associations, to ensure that the administration and management of tertiary education institutions is continually improving and supportive of core educational activities and values.

Within its broad knowledge strategy, ATEM is therefore proposing to develop a Professional Development Framework (PDF) which will codify the core competencies, skills and knowledge required to work effectively in tertiary management positions. Tertiary managers would be able to use the Framework to pursue a program of professional development that meets both their personal career development needs and the needs of their employing institutions. By using the PDF in collaboration with their institutions, tertiary managers would be able to pursue a program of development and training activities to maintain and build their existing knowledge and skills to inform and improve their professional practice.

This paper provides an overview of the proposed Framework and how it might be implemented.

What is the Framework?

The PDF consists of a set of core competencies, skills and knowledge required for effective management of tertiary education institutions. It specifies the knowledge base and standards required by tertiary managers, at various levels of experience (for example, junior, middle and senior). It draws together work already done in this area including, for example, existing staff development programs and classification standards.

The primary purpose of the Framework is to produce an agreed, cross-sectoral set of standards to underpin the professional development of tertiary managers.

The PDF is **not** a formal qualification, nor is it a course of study designed to lead to professional accreditation. A fully developed Framework, however, could underpin such qualifications or accreditation requirements in the future.

Once established, the Framework could be used by:

- tertiary managers to pursue their professional development; and
- institutions to develop professional development programs within an agreed cross-sectoral framework.

Why Develop a Framework Now?

ATEM's role as a provider of high quality professional development programs is well recognised and long established. The provision of ATEM programs, however, has occurred generally in isolation from employing institutions and from other similar programs and activities run by groups such as the Australian Vice-Chancellor's Committee in Australia.

There is a gap in the tertiary sector in terms of the professional development of tertiary managers. Considerable - and appropriate - attention is paid to the professional development of academic and teaching staff, and ATEM believes it is now timely to address the professional development needs of tertiary managers in a coordinated, cross-sectoral way.

Some institutions run comprehensive internal staff development programs, while some institutions have no coordinated approach. The development of the PDF would provide all institutions with an agreed framework which can be used to underpin the development of such programs.

How the Framework Might be Implemented?

ATEM believes that professional development needs to occur in the context of institutional employment. ATEM does not intend to become an arbiter of what can be included in individual professional development programs – these decisions are best made at the local level, taking into account the needs of the individual members and their institution.

Managers wishing to pursue their professional development would, in conjunction with their institution, map out a series of activities designed to achieve appropriate PDF standards for the level at which they were working.

Managers could use existing programs, including and not limited to:

- formal award study, where specific elements of that study are identified as relevant;
- short courses;
- institutional staff development programs;
- ATEM professional development programs, including conference presentations; and
- professional practice

to reach an agreed level of knowledge and skills. In particular, the PDF will be developed so that it takes into account professional experience – members would be able to demonstrate that they had achieved the required competencies and standards through that experience.

Possible Core Competencies, Knowledge and Skills

The table below provides an overview of the types of skills and knowledge ATEM believes is required of tertiary managers.

Table 1: Possible Core Competencies, Knowledge and Skills

Values	<ul style="list-style-type: none"> • Academic Values • Professional Values (eg ATEM Code of Conduct)
Knowledge	<p>Generic</p> <ul style="list-style-type: none"> • Industry knowledge – history and current • Regional and national issues • Global environment for tertiary education • Institutional environment • Institutional processes • Legal environment • Working in an academic environment (how institutions organise and make decisions; introduction to pedagogy; nature of TAFE; idea of a University) <p>Specific</p> <ul style="list-style-type: none"> • Role related – finance, human resources, facilities, academic admin, marketing, research administration etc. • Role of administrators in tertiary education • Careers in tertiary education
Skills	<ul style="list-style-type: none"> • Change Management • Committee skills • Communication • Developing Industry Partnerships • Information Management • Information Technology • Problem Solving • Project Management • Quantitative/numeric • Resource/Finance • Self-Management: reflecting on, and improving self-learning and improvement • Service Delivery • Staff Management • Strategy and policy formulation and implementation • Systems and Procedures • Teamwork

Next Steps

ATEM recognises that it is but one organisation interested in the professional development of tertiary managers, and therefore proposes that the PDF be developed on a cross-sectoral basis by a collaborative working group with representatives from major groups in Australia such as the Australian Vice-Chancellors' Committee (AVCC), the Department of Education, Science and Training (DEST), Australian National Training Authority (ANTA), TAFE Directors Australia, and staff development professionals within institutions.

In meetings during 2001 with interested groups, unanimous support was expressed for the PDF concept. ATEM now seeks to establish a working party in Australia, with the following suggested membership (to be determined in consultation with interested groups):

- ATEM President or nominee (Chair)
- 2 nominees of the AVCC
- 2 nominees of ANTA
- 1 nominee of TAFE Directors Australia
- 1 nominee of DEST

Secretariat services for the Working Party would be provided by ATEM. It is likely that the Working Party would have to conduct most of its business electronically unless nominating institutions were willing to fund attendance at one or more face-to-face meetings.

The Working Party would:

- scope the development and implementation process for the PDF;
- consider appropriate competencies, skills and knowledge required by tertiary managers;
- consider how those competencies, skills and knowledge might equate to Framework standards and levels (eg junior, middle and senior managers); and
- prepare recommendations for consideration by appropriate groups about how to proceed with the development and implementation of the PDF.

The Working Party should aim to have its first meeting by June 2002 at the latest, reporting to ATEM, the AVCC, ANTA and TAFE Directors Australia by September 2002.

ATTACHMENT 8 – Conferences 2004-2006 – Item 8.1

Set out below is the letter sent to the President NSW Branch. Similar letters were sent to Tasmania (2004) and Perth (2005).

Dear Alan

You will know that the ATEM Council meeting on 7 October 2001 it was agreed that the NSW Branch should be invited to host the ATEM/AAPPA Conference in 2006. Would you advise Giles Pickford in the Association Secretariat (atem1@bigpond.com) whether or not your Branch is willing to host the Conference in this year?

The Branch undertakes this hosting role on behalf of the Association. The Conference is the Association's flagship event, and needs to be suitably organised and run. The Association Conference Manual provides a set of protocols which must be followed to ensure continuity across years, and a number of guidelines which are provided as examples of best practice. These guidelines have been developed over time by previous Branches that have hosted the Conference, and should be followed wherever possible. The Conference Manual can be found under the heading 'Annual Conference' in the side menu of the ATEM Web Site.

The following requirements, in particular, should be noted.

- Details of membership of the Conference Organising Committee should be provided to the ATEM Secretariat as soon as they are finalised. The Secretariat will then ensure that each member receives a copy of the Conference Manual. Note that one

Association Vice-President, currently Tom Gregg, and the Association Treasurer, Neil Voyce, are ex-officio members of all Conference Organising Committees.

- The Secretariat will also provide details of sponsors of the past three Association Conferences and ATEM Foundation partners, so that your Conference Organising Committee can maintain contact with them and seek sponsorship as is appropriate. Note that the ATEM Foundation partners should NOT normally be approached by the Branch Conference Organising Committee, since conference sponsorship arrangements will have been negotiated by the Foundation. Communication with ATEM Foundation partners who will provide Conference sponsorship should be initially through the Secretariat.
- The Conference theme is developed by the Branch organising committee, and normally approved by the Association Council. Where timing does not permit consideration at Council meeting, the theme should be checked with the Association President.
- The Conference budget should be developed and considered by the Council as early as possible. Council meets in May and September each year.
- Copies of all agendas, papers and minutes of Conference Organising Committee meetings should be forwarded to the Secretariat.
- Any issues and problems that require consideration by the Association should be referred, in the first instance, to Tom Gregg.
- A report on the conference, including audited financial statements, should be provided to the Council as soon as practicable after the conference, and no later than the end of the financial year (30 April) in which the conference was held. This report should include any recommendations to change or update the Conference Manual.

I am happy to talk with you about these requirements, and my contact details follow.

ATTACHMENT 9 – 2002 Conference, Paul Abernethy’s – Item 8.3

The Conference budget was posted separately (based on 350 delegates). The template allows us to forecast as numbers are realised. We've set it up to a range between 200-600.

The Overarching Planning Committee Members are:

Paul Abernethy (ATEM)-Chair and also Conference Budgets & Finance Manager

Sam Ragusa (ATEM/aappa)- who is also chair of Sponsorship Sub-committee

Betty Bull (ATEM)-who is chair of Program Sub-committee

Brian Fenn (aappa QUT)

Geoff Dennis (aappa UQ)

John Urquhart (ATEM GU)

Barbara Richards (GU Minutes Secretary)

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b.fenn@qut.edu.au

B.Richards@mailbox.gu.edu.au

The program is basically developed and speakers for all but one spot confirmed.

ATTACHMENT 10 – Linking of Annual Report to Strategic Plan – Item 9

Dear President

As you know, the Council approved the document “Strategic Directions Statement and Priorities 2002-2004” at the meeting on 7 October 2001. A copy is attached, and members will shortly be advised of its approval and publication on the ATEM website.

The Strategic Directions Statement seeks to position the Association as a leader in professional development for tertiary education administrators and managers. It is a short document, in recognition that the core work of the Association occurs in Branches, and that the implementation of the Statement will require collaboration between Branches and the Association Executive Committee.

I am writing now to seek your support in implementing this Statement by ensuring that it is considered by your Branch Executive Committee to determine how, and in what ways, your Branch can contribute to the achievement of the various strategies and targets.

To ensure that we are able to track the implementation and achievement of the Statement, and report on achievement to our members, it would be appreciated if future reports on your Branch activity that are made to the Council, and for the Annual Report, could be made in the format of the Strategic Directions Statement – that is, reporting against each of the four major themes:

- Knowledge Identification
- Knowledge Creation
- Knowledge Dissemination
- Knowledge Application

I recognise that this reporting format may not cover all Branch activities, and additional headings can, of course, be used.

Please let me know if you have any questions about the Statement and its implementation. The Statement will be reviewed each year by the Executive Committee

prior to consideration by Council at its September meeting. If your Branch has any recommendations for improving the Statement before then, please let me know. It is, to use the jargon, a 'living document' and needs to be meaningful for the Branches for it to be of any value to the Association.

ATTACHMENT 11 – Schedule of Air Fares for May Council – Item 13

To be faxed before the meeting.