

Association for Tertiary Education Management Inc.

ABN 72 682 233 729

COUNCIL

There will be a meeting of the ATEM Council at 10.00 am on Saturday, 4 May 2002 in the Park Room, Rydges Riverwalk Hotel, 649 Bridge Road, Richmond.

The ATEM Executive Committee will meet at 4.00 pm on Friday, 3 May 2002 (venue to be advised).

AGENDA

1 Resignation, Apologies and Proxies

Greg Ellis has left the AVCC and resigned from Council. Apologies have been received from Pat Allen and Margie Cole. They have given their proxies to the Chair, and these will be tabled. Council is invited to accept these proxies

2 Minutes

The minutes of the Council meeting held on 7 October 2001 are on the web, and are for confirmation by Council.

The minutes of the Executive Teleconference held on 21 February 2002 are on the web and are for confirmation by members of the Executive.

3 Business Arising from the Minutes

3.1 Report on up-take of Good Practice Guides

<u>Title</u>	<u>Ordered</u>	<u>Remaining in stock</u>
Milestones Along the Critical Path	200	66
Can I quote you on that?	200	127
Just a Minute	200	103

All other items arising from the minutes are included in the agenda.

4 ATEM's Future

A paper giving options for ATEM's future was prepared at the request of the President by VP Tom Gregg. The ATEM Executive resolved on 21 February that this paper should be circulated to Branch Presidents with a request for a written response. The paper, and those responses that have come to the Secretariat to date, is attached.

The President wishes to spend the first half of the meeting in an in-depth discussion of the issues raised in the attachment. **ATTACHMENT 1**

LUNCH TIME 12.30 pm

5 Starring of Items

The President will move that all starred items be actioned as indicated in the agenda. Members will have the opportunity to 'unstar' an item for discussion at this time.

6 Financial Report

A report from Association Treasurer Neil Voyce and Assistant Treasurer Peter Scardoni will be posted to members before 25 April, and is for consideration.

7 Business Referred by the Executive Teleconference

7.1 ATEM Foundation

VP Tom Gregg will report on progress.

7.2 Professional Development Framework

At the last meeting of Council, the President was authorised to continue discussions with key groups in Australia about the establishment of a Professional Development Framework (previously the Continuing Professional Education Program). Following comments at Council, the CPEP proposal was re-worked and re-titled the Professional Development Framework. A copy of the revised proposal is attached for information. (ATTACHMENT 2).

The President held very positive meetings with DETYA (now DEST), the AVCC, ANTA and Canberra Institute of Technology during September and October last year. The decision to review ATEM's future directions, however, means that this proposal is on hold until the outcomes of that review are known.

***7.3 Strategic Directions Statement**

A copy of the most recent version of ATEM's Strategic Directions Statement is attached for information. Also attached are Executive Committee targets for 2002. (ATTACHMENT 3).

7.4 Marketing Campaign

7.4.1 Membership and Corporate Membership Campaigns

The Secretariat has prepared tables comparing membership statistics for April 2000-2002. Another table indicates the current position in the Corporate Members Campaign. (ATTACHMENT 4).

7.4.2 Progress Report

Jan McAdam will provide a report on implementation of the Marketing Campaign approved at the last meeting of Council. A total revamp of marketing materials is currently under way, including a redesign of the brochure and website and the production of new marketing materials, including a poster, application form, business card template, and presentation folder, and is expected to be completed by mid May. The ATEM President has also secured a regular column in *Campus Review*.

7.4.3 Membership Brochure

Art work will be tabled.

7.4.4 ATEM Web Site

Details to be tabled.

7.5 International Affiliations

Tom Gregg will report on alliances with international associations.

Council is invited to note the following reciprocal conference arrangements, and the proposal for a new affiliation:

- AUA (April 8-10, Southampton) delegate Steve Pelham, Purchasing Manager, ECU. Allison Johns of AUA will attend ATEM Conference.
- AAUA (June 20-23, Boston Massachusetts) ATEM delegate to be appointed. AAUA delegate to be appointed.
- ACCRAO (April 14 -17, 2002 in Minneapolis, Minnesota) delegate Bruce MacCallum, Head of Admissions, QUT. AACRAO delegate to be appointed.
- A proposed new affiliation with the Society for College and University Planning (SCUP).

***7.6 Revision of Organisational Plan and Web Guide for New Office Bearers**

This attachment is an updated version of a policy approved by Council in 1998 and is for information. Council is also invited to note the progress made on the development of a web guide for new office bearers at the Association level. (ATTACHMENT 5)

***7.7 Elections**

Council is invited to note that the ATEM Secretariat will follow the election schedule below:

Call for nominations: Saturday 1 June 2002
Nominations close: Saturday 15 June 2002
Ballot papers sent by e-mail: Monday 1 July 2002
Ballot Closes: Thursday 1 August 2002.

Retiring members are Margie Cole (Association Secretary), VP Greg Ellis, C@L Pat Allen. Margie Cole has indicated that she will stand again. Greg Ellis has resigned and Pat Allen will not run again.

***7.8 Secretariat Contracts**

Council is invited to note the revised contracts developed for renewal of the Secretariat's contracts from May 2002 to May 2004. Performance targets for the Secretariat are also specified in these contracts. (ATTACHMENT 6).

8 ATEM Conferences

8.1 Report and Accounts from the 2001 Conference

Jenny Coggins will report. (ATTACHMENT 7)

8.2 2002 ATEM/AAPPA Conference

Paul Abernethy will report on the organization of the 2002 ATEM/AAPPA Conference, including arrangements for the Members' Forum. (ATTACHMENT 8)

Council is invited to note that the inaugural Australian Universities Quality Forum (AUQF), organised by the Australian Universities Quality Agency, will be held immediately preceding the conference on 27 and 28 September 2002 at the Sheraton Hotel in Brisbane. The President of ATEM is a member of the AUQF Steering Committee.

8.3 Conference Partnership between ATEM and AAPPA

The President will report on outcomes of discussion with AAPPA about the existing formula for dispersal of profits (ATTACHMENT 9).

8.4 2003 ATEM Conference

Ion Wallace will report on preparations for the 2003 ATEM Conference in Adelaide. (ATTACHMENT 10)

***8.5 2004-2006 Conferences**

Council is invited to note that the Presidents of the following branches have accepted Council's invitation to hold the Annual Conference

Tasmania 2004

Western Australia 2005

Sydney 2006 (ATEM's 30th Birthday)

9 Business Referred by Branches

***9.1 Branch Reports**

Branch reports are attached to the end of the Agenda. Those not available at the publication date will be tabled.

9.2 Free Memberships as part of a New Members Campaign

Sue Gould will report.

9.3 Fiji Chapter

Tom Gregg will report.

10 The Journal of Higher Education Policy and Management

The editor of the Journal will attend the meeting for discussion of this item. His report will be included in Tabled Papers.

11 New Business

11.1 Travel Policy

The ATEM Secretariat requests some guidance on travel policy. (ATTACHMENT 11)

12 Other Business

13 Next Meeting

The next meeting will be held on Sunday 29 September 2002 in Room U214 at the Queensland University of Technology. It will be preceded on Saturday 28 September in Room U214 by the 3rd meeting of the ATEM Foundation Board. The ATEM Ghosts Annual Lunch will be held on Monday 30 September.

Distribution

Executive:

Maree Conway, President
Tom Gregg, Vice-President
Greg Ellis, Vice-President (resigned 15 April 2002)
Neil Voyce, Association Treasurer
Margie Cole, Association Secretary
Pat Allen, Councillor at Large
Jan McAdam, Councillor at Large

Branch Presidents:

Alan Tilley, New South Wales
Annabel Tyson, Tasmania
Chris Jeffery, Western Australia
Ginny Ferguson, New Zealand
Ion Wallace, South Australia
Jenny Coggins, Canberra
Martin Heskins, Northern Territory
Paul Abernethy, Queensland

In Attendance:

Ian Dobson, Editor of The Journal, (for Item 10)
Giles Pickford and Peter Scardoni, Association Secretariat

Attachment 1 – Item 4

Association for Tertiary Education Management Inc. Where Are We? Where To Now?

Prepared by VP Tom Gregg

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. 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 they 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 we enjoy. 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 others 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 which 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 a member 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?

Responses to ‘The Future’

From the Canberra Branch

From the Northern Territory Branch

The NT ATEM Branch Executive considered the “**Where are we? Where to now?**” discussion paper and agreed to the following stance:

NT ATEM believes:

- That ATEM needs to continue to aim at attracting membership from the full range of general and administrative/management staff, and must not become so professional a body that entry requirements could lead to membership restrictions for lower level staff;
- That ATEM must move to increasing professionalism in order to move “the profession” along, to remain attractive to members and to provide increased benefits to members and tertiary education management.
- That ATEM fees may need increasing to assist in meeting cash flows requirements, and the possibility of a staggered fee structure is suggested based on salary points rather than HEW levels (given HEW levels are not always used and the \$\$ are inconsistent as well);
- The changes in ATEM since the AITEA days are fully supported, meaning the Branch would not like to see a return to a loose association of Branches with the main commonality being the Annual Conference;
- That recent initiatives in services, such as the email discussion/chat lists, electronic newsletter, corporate membership, far improved website etc are very positive moves, and need to be built on and extended further; there are “glitches” which still require improvement, but the overall direction and intentions of the Secretariat activities are fully supported;
- That ATEM must continue recent efforts to become recognised as a legitimate and necessary voice and lobby group on tertiary education matters; this has been done with some noticeable success in NZ, and efforts of the ATEM Exec to “woo” the AVCC, DEST etc in Australia are supported, as are efforts to increase our links to the TAFE sector. In time, this may require additional resources to allow more in-depth submissions to be made to proposed policy initiatives;
- The ATEM Secretariat is to be congratulated on the efforts of Giles and Peter which go well beyond the terms of their contract. However, the NT Branch is concerned that we cannot expect, nor should we rely on, such commitment in the long term, and it recognises that the situation will change in the foreseeable future, when replacing the current resources will cost substantially more; we cannot and must not plan on ongoing high level “Ghost” support, and must be prepared to appropriately resource a professional secretariat;
- PD activities must remain the key responsibility of Branches, although there may be developments through Foundation activities which can be widely offered to members in conjunction with, and complementary to, Branch activities; if the Foundation can fund members to attend nationally accredited short courses, managed centrally, branches could still deal with PD, such as forums, guest speakers and user pay courses through their own resources
- There is some concern about possibly identifying core skills required by ATEM members. While the principle and philosophy is supported, some members are concerned that the task would be extremely difficult, given the wide range of general staff involved in ATEM (general admin, librarians, facilities management staff, research staff, financial staff etc etc);

- It is noted that TAFE as a sector is not well represented, and efforts to increase ATEM's involvement is supported.

CONCLUSIONS

Therefore the NT Branch is strongly of the view that we must continue the direction of increased professionalism (as long as that is not at the cost of becoming elitist and losing lower level members), which means increasing funding to allow for further development of Secretariat and policy initiatives. We would NOT wish to see the Secretariat activities cease, as under that scenario, ATEM dies.

The NT Branch is not, at this stage, overly concerned that the range of PD activities varies between branches, as we're at different stages re expectations, resources, and size, which impacts on viability. Over time, it may be that some commonality of courses may be possible when finances for the whole of ATEM (possibly through Foundation activities) improve, but scope would need to be retained for branch-specific needs, and PD focus must remain, in the foreseeable future, with branches.

We support fee increases, and suggest a staggered fee structure be considered. We should not try to compare ourselves directly with other professional bodies, as many of them have an entry standard for membership, which is specifically NOT supported by this branch.

We also support and reaffirm the need for the Foundation to find partners which would improve resources and member benefits, and increase viability.

The Branch notes that Corporate Members are not fully utilising some of their membership benefits – such as the Job Vacancies section – and that there may be some more “selling” required here. Perhaps a specific wooing of the TAFE sector in Australia, which runs quite differently from NZ polytechs and Wanangas, needs considering.

New and stronger links with other organisations, especially within Oz and NZ, should be pursued, and this suggestion is fully supported. These would include the Research group, the PR group, both of which have conferences, AAIR etc. Stronger links and possible joining of conferences would reap benefits to all members by expanding the range of papers and topics covered.

In the short term, the efforts of voluntary members in Branches will be the backbone of ATEM; However, should Foundation activities reap sufficient rewards, some increased activity at branch level by paid staff may be possible and would be desirable as ATEM activities compete with other institution activities.

From the New South Wales Branch

From the New Zealand Branch

The two options presented for the future direction of ATEM have serious implications for the New Zealand Branch. The questions must be asked; are there other options that would meet identified needs and what compromises are possible? Is this an either/or situation?

1 The New Zealand Situation

New Zealand has some significant differences and challenges that we don't believe challenge our Australian relatives in the same way. These include our geographical situation and consequent

challenges and our need to operate with a separate but ATEM aligned Constitution and Foundation. Our branch is not centred around one tertiary organisation let alone one city. The costs of travel mean that it is often cheaper to travel to Australia than fly within New Zealand. The New Zealand branch is more akin to one ATEM organisation with branches in the regions.

Hence professional development programs offered at branch level require serious investment by those wishing to participate; course fees, travel and accommodation add up to a significant cost.

Therefore professional development offerings in the regions are an imperative for most members. However we struggle here because;

- 1.1 regions are spread out and an event offered in a central location may require several hours of travel by car for others in the region to attend.
- 1.2 the regional representatives are finding it increasingly difficult to organise staff development events because of the increasing work loads in their jobs. Staff reductions at most organisations and a higher staff student ratio than for our Australian counterparts, mean that regional representatives are stretched to organise and offer more than two or three events annually.

2 NZ Branch within ATEM

- 2.1 It is very clear to us that there are definite advantages in the closer collaboration we have had with the Australian branches in recent years. We value the opportunities that have been generated since the transformation of AITEA into ATEM, from what was a somewhat limited organisation in New Zealand, into a professional association that has the ear of government and a respected profile across the tertiary sector.

These opportunities come from having a more focussed, professional and structured organisation across Australasia.

- Communication is frequent and multifaceted; the Journal, website, ATEM Matters, etc.
- Significant numbers of New Zealand members make the journey each year to the Australian site of the annual conference and indeed healthy numbers of Australian members journeyed across the Tasman to Wellington a few years ago. New Zealand members value the personal and professional contacts developed and renewed at these times.
- The goals of the Foundation, once realised, will have an invaluable impact for New Zealand in assisting members to access professional development programs.

- 2.2 At a planning day held late last year, the ATEM New Zealand Branch committee identified our strengths. These include;

- the cross sector representation.
- the collective experience.
- our financial status.
- the NZ national network
- links with other professional organisations (knowing people personally).
- our brand “ATEM” is an asset.
- what ATEM has to offer tertiary education people.
- the “ATEM” treasures.
- the opportunity to connect tertiary education providers, to be an umbrella organisation, to facilitate/co-ordinate across the sector, to be cross functional and to develop and pursue collaborative relationships.
- to offer and co-ordinate special interest group links.

These strengths also indicate some of the values that underpin the work of ATEM New Zealand Branch and inter alia the platform for our future direction.

3 ATEM 2002-2005

3.1 The Secretariat

It is our contention that the Secretariat enables the very opportunities noted in 2.1 to happen. The fact that we have mirrored the Secretariat somewhat by appointing a part

time New Zealand Branch Secretary in the form of a treasured ghost (Peter Wills) is indicative of the value that we place on the achievements realised through having this structure. I refrain from expressing this as a support role because it is far more than that. These roles are more akin to the engine of the ATEM vehicle, putting the rubber on the road!

3.2 Professionalism

We believe that ATEM as a professional body must operate professionally. To achieve this we must have the policy, structures, processes and people to give effect to the vision for the future. What is that future?

3.3 Future Direction

The New Zealand branch can only go forward. That may seem a truism but the suggestion of a return to a previous loose structure is not an option for the New Zealand branch. The expectations have been raised for a vibrant, professional, rewarding association with the ear of government, opportunities to link with like associations on other continents, the benefits of a website where communication is very immediate, and the opportunities to develop professionally.

The principles underpinning ATEM 2002-2010 should include:

- A continuing professional development for the organisation and the members.
- An assurance that all those employed in tertiary administration and management are included in ATEM considerations.
- The recognition that while fees may have to be raised, they will not exclude potential members from lower income areas of the sector.
- Continuing recognition of the voluntary work undertaken by members.
- Recognition of the need for paid assistance in the engine room of the organisation.
- The recognition that ATEM is a part of a global network of professional organisations for those in management and administration in the tertiary sector.
- Being recognised and respected as a voice representing the tertiary sector at institutional and government levels.
- Seeking partnership and alliances with relevant organisations.
- Striving for excellence as a leading organisation in the tertiary sector.

4 Conclusions

- ATEM New Zealand will not go backwards.
- ATEM New Zealand values being a part of ATEM Australasia.
- ATEM New Zealand will strive to be a professional organisation serving its constituency through professional development initiatives.
- ATEM New Zealand will continue to seek recognition and respect from the tertiary institutions it serves and the government and ministry under which it operates.
- ATEM New Zealand will seek to collaborate with other relevant professional bodies both within NZ and internationally to further the interests of its members.
- ATEM New Zealand will seek to represent its constituency through consultation and collaboration.
- ATEM New Zealand will continue to develop.

From the Queensland Branch

From the South Australian Branch

From the Tasmanian Branch

From The Victorian Branch

The response is in note form against items of contention with the paper.

2.2 Corporate membership

The benefits for institutions are unclear. This needs review.

2.3 Links

Unconvinced how active, real and effective these are.

2.4 Finance

There still appears to be some difficulties experienced in supporting the Secretariat/Council fully.

2.5 Professional development focus

Totally agree – this is where Victoria has been particularly successful

2.6 Leadership research

Do not believe this is a necessary focus

2.7 Awards

We are unaware of the real success of these schemes

2.8 Annual Conference

Agree

3. ATEM Website and ATEM matters

Both depend on voluntary work and as such are potentially “at risk”

4. Foundation

Unsure of success of this venture and of even the need for it to exist.

5. Secretariat

The voluntary contribution of the team is to be highly commended but puts the Association at risk. The Victorian Branch has part time paid officers, thus relieving the burden on committee members

6. Poised for the future.

Agreed

7.1 Reasonable profile

Agreed

7.2 Partnerships

Unsure

7.3 Government Agencies

Unsure

7.4 Finances

In our dealings with the Secretariat we have not been able to get clear financial information relating to GST for example. There was also a great deal of confusion re the Melbourne National Conference

7.7 Communication

Global e-mails are excellent. Information about membership renewals etc is not good.

7.8 Secretariat as a focus

Unsure if this is really what Victorian members think

8.1.1 Cost of services to support ATEM

Are we sure of the need/cost –benefit of all of these?

8.1.1.1 Cost of membership

Needs to be reviewed – but need to understand that mostly individuals pay their own membership

8.1.1.3 Grow membership

Agree – Victoria is looking at strategies to do this but would like the “membership renewal process” to be reviewed as we do not believe it is currently working well.

8.2.1.1 Status Quo

As stated previously this is not a good risk strategy

8.2.1.2 Professional Secretariat

Need to review what we want the secretariat to do

- (i) Is there such a thing as an ATEM response
- (ii) Unsure of need for Foundation
- (iii) Unconvinced of the benefits of an ATEM Professional Development Framework – we have a very successful and highly supported PD program that appears to be meeting needs.
- (iv) Note-Victoria already pays for local administrative support
- (v) Should be paid support and development

9 Conclusions and decisions

Victoria believes that the 2 options put forward suffer through unfortunate use of language and almost precludes further discussion. We believe that all the options have not been canvassed and that there is middle ground between “going back to the past” and moving to “a fully professional association”

We believe that a re-positioning exercise is necessary lead by the Council but involving all members. Although Victoria has a strong PD program and is in sound financial state we do not have strong membership numbers. We believe that should be the major focus at this time and are trying to identify and promote real benefits of membership. We believe that members identify with their Branch much more than the national body.

We would like to suggest that it may be time again to look at our name and to review how effective our move to attract TAFE members has really been.

From the Western Australian Branch

WA welcomes the discussion generated by the Future Directions paper.

In brief, WA, without having discussed this outside the WA Council, currently supports option 9-1 i.e. move to a full professional association with more investment and development required to enable this to happen. It may result in an enlarged Secretariat and/or greater paid support at the State level.

WA does not agree that tertiary management involves 'a body of knowledge' or that it is 'a profession in its own right'. Rather, ATEM's role should focus on:

- * facilitating common interests. ATEM should not try to replicate the role of area-specific associations e.g. in human resources, finance etc. but should focus on the tertiary context/environment;
- * identifying the needs of and facilitating sector-specific professional development;
- * lobbying groups such as AVCC and national and state governments.

In addition, WA believes that ATEM should more actively seek to encompass TAFEs and Training Departments.

More resources must be devoted (probably through higher registration fees) in improving basic processes and tools eg membership renewal; website.

It goes without saying that important decisions that need to be made must occur with extensive consultation with all members.

Chris Jeffery
President

29 April 2002

From the ATEM Secretariat

ATEM in its present state is an international organisation. Its Journal is produced in Oxford and has a wide international circulation outside the ATEM Membership, its members reside in four continents and numerous islands, its Annual Conference attracts international participation, it is affiliated with sister organisations overseas and it will eventually have Branches in nearby parts of Asia and the Islands.

This international nature of ATEM is not perceived by the ordinary members, who see the organisation as their local Branch office with some shadowy extensions to other places, one of which seems to be in Canberra. Ordinary Australian members call these shadowy extensions 'national', which puzzles New Zealanders and our other overseas members in Asia and the Islands who have a deeper understanding of ATEM's true nature.

Also, with the directions taken by the Professional Development Framework, we have already told the world that we are a Profession with a body of theoretical knowledge that underpins what we do. This concept has been accepted by DEST, the NZ Ministry of Education, the AVCC and ANTA. We have irretrievably gone beyond the model of the 'Mechanics Institute' or the 'School of Arts' that we once were.

It would be in the interests of the present Secretariat if the 'back to 1997' option was chosen as there is no doubt that a reduced operation at a reduced cost could be maintained by the present two Ghosts well into their senility.

However, acting against their own interests, the two Ghosts concerned think that ATEM must grow. Its logical *minimum* size is 10% of the general staffs of Australia and New Zealand, which is about 8,000 we think. Its maximum size cannot even be guessed.

Our present size is about one-sixth of the logical minimum. In order to grow, funds must be directed to the marketing campaign and to augment the number of Ghosts contracted in the Canberra Office; or alternatively, to employ a full-time officer who would be assisted by Ghost contractors; or to employ part timers or Ghosts at the Branch level; or a mix of the above.

The role of Ghosts is to tackle the impossible at minimum cost. This should always be seen as a temporary situation. The possible needs to be adequately funded because it is worthwhile and because the sector needs it. The impossible will crop up from time to time so there will always be a need for Ghosts at the rough edges of the enterprise.

Giles Pickford and Peter Scardoni
Association Secretariat

29 April 2002.

Professional Development Framework

Introduction: Professional Education for Tertiary Managers

As a professional association, the Association for Tertiary Education Management Inc (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 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. In addition to high quality professional development programs in each Branch, 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;
- maintains and builds their existing knowledge and skills; and
- informs and improves their continuing 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 aim of the Framework is to codify 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?

A TEM's role as a provider of high quality professional development programs is well recognised and long established. The provision of A TEM 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 A TEM believes it is 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 continuing development of such programs.

How the Framework Might be Implemented?

A TEM believes that professional development needs to occur in the context of institutional employment. A TEM 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;
- A TEM 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	Academic Values Professional Values (eg ATEM Code of Conduct)
Knowledge	<p>Generic 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> <p>Specific Role related – finance, human resources, facilities, academic admin, marketing, research administration etc. Role of tertiary managers Careers in tertiary education</p>
Skills	<p>Change Management Committee skills Communication Information Management Information Technology Negotiating Industry Partnerships 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</p>

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. Appropriate industry groups can also be consulted about the development of the Framework.

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, including work already undertaken in this area and frameworks already in use;
- 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, implementation and maintenance of the PDF.

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

Attachment 3 – Item 7.3

Strategic Directions Statement

The Strategic Directions statement was reviewed at the Executive Teleconference on 21 February 2002. The following document was referred to Branch Presidents for consideration by Branch Executive Committees.

Vision

What we want to be...

To be a significant resource for education and knowledge about tertiary education administration and management in Australasia, with members recognised for their excellence in professional practice.

Mission

What we do...

ATEM works to advance the profession of tertiary education administration and management in order to support and develop excellence in professional and institutional practice. We do this by identifying, creating, disseminating and applying knowledge about tertiary education administration and management.

Guiding Principles

What drives us...

Tertiary education administration and management is an emerging area of knowledge. As leading practitioners, we want to drive the identification, creation, dissemination and application of knowledge relating to our work. Sharing that knowledge will be the underpinning principle for all our activities.

Tertiary education administration and management is a professional occupation, requiring of its members a commitment to lifelong learning and continuous professional development, and the highest standards of professional practice.

Tertiary education administration and management is a specialised and developing area of work in institutions. As a professional association, we will work towards achieving recognition of the critical role our members now have in their institutions.

Operational Guidelines

How we will work to achieve our vision...

ATEM's Branches provide our core professional development services. They will continue to be the focus of professional development programs and other activities targeted at local membership.

The ATEM Council is the governing body of the Association. It will drive the strategic development of the Association by ensuring alignment of Branch activities with the strategic themes. It will do this collaboratively by communicating the strategic themes and their intent effectively to Branches and members and by seeking regular feedback on the implementation of, and progress towards, achievement of those themes.

The ATEM Executive will ensure that the organisation as a whole operates efficiently. It will take the lead in implementing our strategic themes and will deal with day-to-day implementation issues. It will consult with Branches about new policy directions and make recommendations to Council. It will report on its activities and actions to each Council meeting. It will respond to government and other enquiries and behalf of the Association. The Executive will also make contact with appropriate groups, organisations and government departments to ensure the Association is able to position itself as a key information resource about tertiary education administration and management.

The ATEM Secretariat provides support to the Association by providing a range of services including coordinating publication of the Journal of Higher Education Policy and Management, management of the ATEM interactive web site, financial records and GST coordination for the Association.

ATEM will use all means possible to contain costs and increase resources in order to relieve the pressure on members' subscriptions. We will make decisions about the use of our limited resources using our strategic themes as a reference point. All our activities must contribute to the achievement of one or more of the strategic themes.

The ATEM Foundation will create an endowment that will be able to fund training activities, personal development projects such as travelling fellowships, study scholarship and research grants; and support some Council projects such as the web site, the Journal of Higher Education Policy and Management and others.

ATEM will endeavour to grow the organisation out into new regions. It will seek to expand its membership and Branch structure into Asia and the Pacific at the appropriate time.

The ATEM Ghosts (our retired members) will support ATEM, at Branch and Council level, by sponsoring smaller projects, and volunteering their time and expertise to assist in the smooth running of the organisation at all levels.

ATEM values and encourages the voluntary participation of its members in its operations. As a volunteer organisation, ATEM will promote involvement by members as an effective and rewarding professional development activity.

Strategic Themes

Our strategic themes will drive our activities at Association and Branch level. We will assess progress towards achievement of our vision each year by reviewing Association and Branch activities in each thematic area. We will report on that review in our Annual Report to members and other stakeholders.

Theme		Priorities 2002-2004
<u>Knowledge Identification</u>	<p>We will identify knowledge relevant to tertiary education administration and management (TEAM). We will identify the intellectual framework and knowledge base required for our members to be successful members of their chosen profession.</p>	<p>Continue to develop the ATEM web-site so that by 2004, it incorporates an electronic clearing house of academic and practitioner knowledge about TEAM. Develop a process so that members can routinely help identify knowledge important to their professional practice.</p> <p>Begin discussion with appropriate groups to define standards and core competencies for TEAM.</p>
<u>Knowledge Creation</u>	<p>We will contribute to the creation of knowledge about TEAM, including definitions and standards, through research projects, collaboration with other organisations and by using the resources of our members.</p> <p>We will support our members to contribute to knowledge creation through ATEM Scholarships and Grants.</p> <p>Through the ATEM Foundation, we will provide funding to appropriate groups and institutions to pursue research designed to increase knowledge about TEAM.</p>	<p>By the end of 2003, have in place an ATEM Scholarships and Grants program that is focused around creation of knowledge about TEAM. Work collaboratively with AVCC, NZVCC and like organisations to establish a cross-sectoral working party on definitions and standards in TEAM. Establish links with universities and other organisations teaching and researching in TEAM and provide funding for projects designated by ATEM as requiring development (through the ATEM Foundation).</p>
<u>Knowledge Dissemination</u>	<p>We will provide opportunities for knowledge dissemination including conferences, professional development programs, and by publishing the Journal of Higher Education Policy and Management. We will collaborate with like associations locally and internationally to share best practice.</p> <p>We will make representations on behalf of our members to appropriate inquiries and groups, and work to ensure that ATEM plays an appropriate and significant role in the tertiary education sectors in which it operates.</p> <p>Our Branches and the Secretariat drive the dissemination of knowledge to our members. Their activities are our core services.</p>	<p>Continue to publish ATEM Matters as a primary means of communication to members. Establish more consistent coordination of Annual Conferences, including sponsorship, so that learnings from one conference inform the next. Establish and develop links with like organisations internationally. Focus the Journal of Higher Education Policy and Management on the intellectual context for TEAM, combined with practical application of that knowledge. Make Good Practice Guides available to members as a benefit of membership. By 2004, have in place a web-based information resource on professional development activities across the organisation. Review the usage of email chat rooms and obtain feedback from members about their usefulness. Make submissions to relevant inquiries as appropriate.</p>
<u>Knowledge Application</u>	<p>We will support our members work and their professional development. Via our Continuing Professional Education Program we will encourage and support members to continually update their knowledge about their work and their profession.</p> <p>We will reward examples of excellence in professional practice through ATEM Awards.</p>	<p>Code of Conduct to be reviewed in 2002 and relaunched in 2003. Continuing Professional Education Program (incorporating staff exchanges) operational in 2004. Closer linking of corporate membership and professional development. Review ATEM Awards by the end of 2002 to reflect contributions by members to the development of the profession and improvements in professional practice.</p>

Draft: 22 March 2001

Amended: 14 September 2001

Attachment 3 – Item 7.3 (continued)

2002 TARGETS for the ATEM EXECUTIVE: Strategic Directions Statement

Knowledge Identification

- 1 Lead further development of the Professional Development Framework, with recommendations to the May 2003 meeting of Council

Responsibility: President

Knowledge Creation

- 2 Review ATEM Scholarships and Grants to align them with Strategic Directions Statement.

Responsibility: President, Secretariat.

- 3 Pursue DEST funded research project in collaboration with UNE (on the academic-administrator divide).

Responsibility: President.

Knowledge Dissemination

- 4 Review website and conduct mini members survey to identify what members want from our website (taking into account results of 1999 survey).

Responsibility: Members at Large.

- 5 Review of international affiliations with a view to determining if the ones we have are viable, and whether we need to pursue alternative alliances, including how AUA and ATEM might interact on a more "global" level.

Responsibility: Vice-President.

Knowledge Application

- 6 Review ATEM Code of Conduct for re-launch in 2003.

- 7 Review ATEM Awards for relevance.

Responsibility: Secretary, Secretariat.

Operational

- 8 Oversee financial operations on a day-to-day basis.

Responsibility: Treasurer

Attachment 4 – Item 7.4.1

Membership Statistics

The tables telling the story of our membership statistics each April for the three years 200-2002, are produced in ‘Landscape’, and therefore cannot be inserted here. Instead they will be attached to Tabled Papers.

A Corporate Membership table follows.

Month Renewal Due	Institution (Non Renewers in Red)	Invoice Sent	Renewed	No Reply
January	Whitecliffe College of Arts & Design		Yes	
	Central Queensland University		Yes	
	Bible College of New Zealand	Yes	Yes	
	Edith Cowan	Yes	Yes	
	Manukau Institute of Technolgy	Yes	Yes	
	University of Canberra	Yes	Yes	
	University of Tasmania	Yes	Yes	
February and March	Whitireia Community Polytechnic	Yes	Yes	
	NZ Ministry of Education	Yes	Yes	
	Auckland College of Education	Yes	Yes	
	Australian Catholic University	Yes	Yes	
	Australian National University	Yes	Yes	
	AVCC	Yes		x
	Batchelor Institute of Indigenous	Yes		Recontacted
	Bond University	Yes	Yes	
	Canberra Institute of Technology	Yes	Yes	
	Christchurch College of Education	Yes	Yes	
	Christchurch Polytechnic Inst of T	Yes	Yes	
	Deakin University	Yes		Recontacted
	DEETYA	Yes	No	
	Massey University	Yes		Recontacted
	Murdoch University	Yes		Recontacted
	Nelson Marlborough Inst of T	Yes	Yes	
	Northern Territory University	Yes	Yes	
	Otago Polytechnic	Yes	Yes	
	Queensland University of Technology	Yes		Recontacted
	Swinburne University of Technology	Yes		Recontacted
	Te Wananga O Aotearoa	Yes	Yes	
	UNITEC Institute of Technology	Yes	Yes	
	University of Adelaide	Yes	No	
	University of Canterbury	Yes	Yes	
	University of New England	Yes	Yes	
	University of New South Wales	Yes	Yes	
	University of Sydney	Yes	Yes	
University of Technology, Sydney	Yes	No		
University of Western Australia	Yes		Recontacted	
University of Western Sydney	Yes	Yes		
University of South Australia	Yes	Yes		
University of Waikato	Yes	Yes		
University of Wollongong	Yes	Yes		
Victoria University of Wellington	Yes	Yes		
Western Inst of Technology (Taranaki)	Yes			
April	Aoraki Polytechnic	Yes	No	
	Australian Martime College	Yes		x
	Curtin University of Technology	Yes	Yes	
	Flinders University	Yes	Yes	

	Moreton Inst of TAFE	Yes	
	Gordon Institute of TAFE	Yes	x
	University of Otago	Yes	x
May	AACRO		
	Challenger TAFE		
	Murray Institute of TAFE		
	Southern Cross University		
	Sydney Institute		
	James Cook	Yes	x
	UAC (NSW)		
	University College (ADFA)		
June	Auckland University of Technology		
	Kangan Batman TAFE		
July	Australian Graduate Management Consortium		
	Charles Sturt University		
August	Southern Sydney Institute of TAFE		
	Royal Australasian College of Surgeons		

Rolling Membership Year

The rolling membership year was introduced two years ago for various reasons, the most prominent being the tendency for people joining or leaving mid year to request part payment or part refund of fees. It also helps spread the workload through the year. When a member logs on to 'Members Only' in the web site their membership expiry date is shown in the first sentence, so there is no validity in suggesting that members are not aware of their membership status.

There have been suggestions from members that they are not getting renewal reminders (in fact they are sent out automatically each three months) and there is some pressure to return to a common membership date such as 31 March. This is the peak renewal time anyway, and if we return to that system we would recommend that date.

However, Council needs to take into consideration the impact on a corporate member who joined in, say, November, being asked to renew four months later. This would amount to an impost of \$1,870 in four months. Also we will have to brace ourselves for a return to the past, where we wrestled with individual members who could not see why they have to pay again so soon.

Giles Pickford and Peter Scardoni
Association Secretariat

Attachment 5 – Item 7.6

Organisational Plan and Web Guide for New Officer Bearers

The President has proposed that we create a web-based guide for newly elected Office Bearers in both Council and the Branches, so that newcomers can find their way around more promptly and effectively.

We propose an organisation chart showing how the organisation is structured.

We also propose to use the organisation plan below, which was written in 1998 but has now been updated.

The Finance Manual is already there for Treasurers, and we need to add membership recruitment procedures for Secretaries and Membership Officers.

Is there anything else?

It is recommended that the revised Organisational Plan be approved and that the other documents be produced by the Secretariat.

Giles Pickford and Peter Scardoni
Association Secretariat

Draft ATEM Organisational Plan: Prepared by Councillor at Large – Pat Allen

(The WA Branch endorses this plan but reminds us that it may need to be changed if major changes come from the discussion of ATEM's Future).

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

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.

Operate the branch within the Association Constitution, policies and Strategic Plan, and communicate ATEM policies, strategies and developments to branch members.

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.

Provide reports to the Association on Branch activities for each Council meeting and the Annual Report.

Promote ATEM Scholarships and Awards to Branch members, and make timely recommendations or nominations to the Association on behalf of applicants or candidates.

Manage the election of Branch Officers, and manage meetings at Branch level in accordance with the requirements of the Constitution.

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.

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.

Recruit new members, manage and support existing members. Maintain membership information for the Association membership database with the assistance of the Association Secretariat.

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.

Raise State political issues with the President for Association response (Australian Branches).

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.

Manage Branch-level meetings and conferences, and promote regional activities for members and potential members of ATEM, in conjunction with local institutions.

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.

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.

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.

Manage Chapters as determined by the 'Guidelines for Chapters'

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.

Council

Manage the Association in accordance with the Constitution, and manage any required development of the ATEM Constitution.

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.

Develop and implement Association policies and procedures, in accordance with the Strategic Plan.

Review the work, position and structure of the Association, and initiate the on-going change and development of ATEM.

Develop and promulgate, in an appropriate format, all ATEM codes and guidelines for the information of members.

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.

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.

Have oversight of the Association Conference as determined through the protocols and guidelines in the Conference manual.

Work closely with the ATEM Foundation to develop benefits for members with commercial partners in tertiary education, and publicise these to all members

Initiate and manage strategic alliances with like organisations.

Determine the fee structure of individual and corporate membership each year.

Manage the relationship with Corporate Members of ATEM, particularly the communication of ATEM policies, conferences and activities to Corporate Members.

Determine policy matters for the management of the ATEM website

Determine policy with regard to the publications of ATEM particularly the Journal.

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.

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.

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

President

Lead the review and on-going development of the Association's strategic plan.

Chair Executive and Council meetings and ensure the efficient operation of all committees and officers of the Association.

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.

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.

Obtain legal advice on behalf of the Association as required.

Liaise with the Association Patron on behalf of the Association.

Ensure that communication between the Executive and Council is at an appropriate level and that information between the Association and Branches is communicated effectively.

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

Develop and maintain international links on behalf of the Association, in particular those links with AUA, AAUA and AACRAO.

Develop strategic alliances with relevant organisations.

Develop and maintain Corporate membership activities.

Market the Association, including the development and maintenance of the Association web site.

Vice President 2

Chair the ATEM Awards Committee, and review the operation of scholarships, grants and ATEM Awards.

Oversee the Continuing Professional Education Program, including consideration of nominations for ATEM Fellowships.

Monitor and review all ATEM publications, and in respect of the Journal, maintain regular contact with the Journal editors.

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.

Association Secretary

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

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.

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

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

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

Treasurer

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

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

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

.Recommend and implement financial delegations on behalf of Council.

Edit the Finance Manual in consultation with the ATEM Secretariat.

WA BRANCH suggests: The Association Treasurer must be eligible for Membership of an Australian or New Zealand accounting body.

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.

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

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

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

Review the Membership Brochure (Information Kit for New and Potential Members) on a regular basis to ensure it is serving the needs of Branches.

In consultation with the ATEM Secretariat monitor the ATEM membership renewal process each year and report as necessary to Council.

In consultation with the Executive, oversee the operation of membership benefits and services.

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 the Executive and Council.

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;

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.

Responsible for Policy implementation and the development of procedures as determined by the Executive and Council.

Ensure that branches are kept informed of developments at the Association level.

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.

Act as Minute secretary for Executive and Council meetings; work with Association Secretary to produce agendas and background papers.

Assist the Association Treasure in the preparation of financial reports. Ensure that all follow up action is completed as appropriate.

Maintain a record of all Council delegations.

Liaise with the providers of the ATEM web support and monitor their ongoing effectiveness in Web site maintenance and development.

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.

Provide support for the Association Secretary in the running of elections and referenda and act as Returning Officer.

Provide support for the Association Treasurer by undertaking the day to day financial matters including the invoicing of new and existing members.

Establish links with similar positions in other professional associations. In consultation with the Vice President assist and nurture relationships with affiliated organisations.

Act as secretary and provide support to the ATEM Foundation.

Attachment 6 – Item 7.8

Secretariat's Contracts

These are not available at the publication date. They will be circulated at the meeting.

Attachment 7 – Item 8.1

Report on the 2001 Annual Conference

BP Jenny Coggins has provided the following report. The audited financial statements will be included in Tabled Papers.

This is the final report on the 25th ATEM and annual *aappa* conference.

Overview

The 25th ATEM and annual *aappa* conference was held in the National Convention Centre from 7 October –10 October 2001. 374 delegates attended the conference. The Conference turned over \$448,037.80 and made a surplus of \$78,252.97 (subject to audit). Given the collapse of the Conference carrier, Ansett Airlines, a few weeks before the Conference and the uncertainties following September 11, this could be considered to be a satisfactory outcome.

Planning for the Conference began with the formation of the joint planning committee in February 2000. Conference Solutions was appointed as the Conference Manager in April 2000. The call for abstracts was circulated in March 2001 with an initial closing date of 20 April. The closing date had to be extended eventually until early June in order to elicit sufficient papers of the standard required. Planning Committees for future conferences need to bear this in mind when determining timelines for receipt of abstracts.

Poster presentations, although initially closing earlier, remained open until 10 August though proposals were accepted for presentation as late as the beginning of September 2001. Again, depending on Committee requirements, the degree of flexibility in receiving late proposals needs to be established.

Details of the conference, including papers, are on the conference web site –
<http://www.anu.edu.au/facilities/atem-aappa/>

Delegates

Delegates came from –

<i>Origin</i>		<i>% of Total</i>
ACT		
Australian National University	28	
University of Canberra	29	
Australian International Hotel School	2	
Australian Catholic University	1	
Canberra Institute of Technology	1	
AVCC	1	
ATEM Secretariat	4	
Other, including sponsors and commercial partners	23	
ADFA	1	
Total	90	24
VIC		
University of Melbourne	9	
Deakin University	11	
Monash	9	
Swinburne	4	

Latrobe	7	
VUT	9	
RMIT	6	
Royal Australian College of Surgeons	3	
Gordon Institute	1	
Commercial	24	
Total	83	22
NZ		
Massey University	11	
Auckland University of Technology	8	
University of Waikato	9	
Manukau Institute of Technology	3	
Lincoln University	1	
University of Canterbury	3	
Christchurch College of Education	2	
Christchurch Polytechnic Institute of Technology	3	
University of Auckland	8	
University of Otago	4	
Association of Colleges of Education in NZ	1	
Otago Polytechnic	1	
Bible College of NZ	1	
Waikato Polytechnic	1	
Other	3	
Total	59	15.8
NSW		
University of Sydney	7	
University of NSW	6	
UTS	10	
Macquarie University	7	
University of New England	12	
University of Wollongong	3	
University of Western Sydney	8	
University of New castle	6	
Charles Sturt	1	
Southern Cross	4	
Dept. of Education TAFE Division	1	
Other incl Commercial	13	
Total	73	19.5

QLD		
University of Queensland	7	
QUT	9	
James Cook University	4	
University of Central Qld.	3	
University of the Sunshine Coast	6	
Griffith University	6	
University of Southern Qld	3	
North Point TAFE	1	
Other inc Commercial	7	
Total	46	12
WA		
Murdoch University	7	
University of WA	5	
Edith Cowan	4	
Curtin University	4	
Other inc Commercial	5	
Total	25	6.6
SA		
Flinders University	5	
University of SA	3	
Adelaide University	2	
Other inc Commercial	3	
Total	13	3.5
TAS		
University of Tasmania	5	
Total	5	1
NT		
Northern Territory University	2	
Centre for Remote Health	1	
Batchelor Institute of Indigenous Education	1	
Northern Territory Clinical School	1	
Total	5	1
USA	1	
China (sponsored by University of Canberra and included in total)	2	
Other	6	

295 of the delegates were a member of ATEM or *aappa* –

<i>Association</i>	Number	%
ATEM	164	46.5
<i>aappa</i>	103	27.5

Neither	70	18.7
ATEM Corporate	28	7.5
AAPPA Business Partner	9	2.4
<i>Total</i>	<i>374</i>	

Evaluation

Delegate feedback sheets were included in conference satchels and in the last plenary session delegates were invited to complete the sheets and hand them in to the registration desk. 43 responses were received, being about 11% of delegates. The evaluation results are set out in Attachment 1 (to be tabled at the meeting). Overall, the majority of delegates rated the conference as either excellent or good, two delegates rated it as poor and two did not answer the question.

Web site and promotion

The conference committee followed the practice of previous conferences by promoting the conference only by email to ATEM members and aappa list subscribers as well as on the web. Announcements were also sent via bulletin boards at local institutions, as well as asking email recipients to on-forward the conference information. Consideration needs to be given to advertising the Conference in publications such as campus review to try to attract a wider audience. This of course has a cost. Overall, delegates rated the conference web site and promotion well. The Conference Planning Committee acknowledges the Australian National University for hosting the Website.

Currently, conference proceedings are generally held on a conference's co-hosts server. Future electronic archiving of conference proceedings in one location needs to be addressed by both ATEM and aappa. (*Note from Secretariat: ATEM has an arrangement with the National Library of Australia to archive all past Conference Papers. The URL is on the web site under 'Annual Conference'*).

A student was employed to publish papers on the website during the conference. This was a cost-effective solution and enabled delegates to gain access to papers immediately on return to their institutions. A small number of papers could not be published because presenters did not produce a text version of their paper, although this was a condition of presentation acceptance. This is likely to be an on-going problem as some presenters who use PowerPoint to deliver their presentations do not prepare a written paper. Conference planning committees need to consider ways of encouraging presenters to provide full text versions of their presentations for publication.

Although media releases were prepared and circulated to the local media outlets, it was disappointing that there was no response from the media. Future conference planning committees are advised to send out regular media release for some time prior to the conference to try to secure some coverage. The media's attention was focused on the first round of bombing in Afghanistan, which would have contributed to the lack of media coverage.

Registration and secretariat

The registration form was available only on the web and delegates could register on the web or by printing and faxing the form. The registration form could have been improved by making provision for delegates to identify their organisational area within their institutions. This would have facilitated networking. The registration form needs to make provision for delegates who belong to both ATEM and appaa and for delegates who list their organisations as "Other" to provide more details. Information about sponsor and trade exhibitors needed to distinguish between those who needed to pay registration fees and these who didn't to provide more accurate information to the Planning Committee.

All delegates who responded to the survey rated the pre-conference administration and the on-site registration as excellent or good.

Program

The program ran from Monday 8th to Wednesday 10 October. Each day started at 8.45 am, Breakfast Sessions were held on Tuesday for ATEM delegates and on Wednesday for AAPP delegates. A mini-systems forum was included in the program on Tuesday afternoon. This was not well attended, partly because it was held at the same time as the optional tours and many delegates either went on the tours or chose to take the afternoon off. The decision to include the forum was taken after consulting with delegates who had attended the previous year's forum, many of whom had expressed an interest in attending.

The tour of Parliament House could have been better described given aappa delegates and ATEM delegates had different perceptions about the meaning of "Behind the Scenes." The ATEM delegates were disappointed to find themselves touring the plant rooms rather than politicians offices.

Keynote presentations

Keynote speakers were:

Wendy McCarthy, Chancellor of the University of Canberra, Professor Ian Chubb, the then president of the AVCC, Professor Ruth Dunkin, Vice-Chancellor of RMIT University, Paul Perkins, Chief Executive Officer of ACT Electricity and Water, Phil Cox, President of APPA and Mark Kerry, Management Consultant and gold medallist at the Moscow Olympics. Professor Fay Gale, the ATEM Patron opened the Conference.

Concurrent sessions

Eight streams of papers running concurrently were broadly grouped under cross-sector issues, students, resources, systems, policy, planning and legal, buildings/facilities. Thanks to the advice of colleagues from the Melbourne conference planning committee, the Committee began calling for abstracts early which enabled the program to be sorted out relatively early, although some changes were necessary to accommodate presenters who had to leave before the final day because of the need to re-book flights following the Ansett collapse. The Conference Planning Committee agreed that eight streams was probably too many as some sessions were not well attended, and suggests that future conference planning committees focus on fewer sessions which would result in a higher standard of papers. Despite this, delegates' comments about the papers presented were generally positive, with speakers and presentations mostly rated either excellent or good.

The availability of chairs for the ATEM sessions was a problem, with several of our local branch members having to chair a number of sessions, some of which conflicted with sessions which they would have preferred to attend. It is suggested that a search for potential chairs needs to be conducted early to try to ensure that more chairs are available.

The majority of the papers were provided electronically for publication on the Conference Website.

Special interest groups

Opportunities were not provided for special interest group sessions. These were held at the previous conference and not well attended and the Planning Committee therefore decided against holding such sessions. Feedback from delegates indicated some interest running facilitated special interest group sessions.

Social activities

The Conference provided within the registration fee a welcoming reception, happy hours at the end of Monday's and Tuesday's sessions, breakfasts on Tuesday and Wednesday and a conference dinner. The AAPPA dinner and guided tours on Tuesday were available for additional cost. Delegates who completed the evaluation forms generally rated the social activities as enjoyable. There was some criticism of the large size of the venue for the welcome function and the happy hours. Delegates who attended enjoyed the conference dinner, but some others would have preferred it to have been on the penultimate evening. Many delegates left before the dinner. The Planning Committee had considered the advantages and disadvantages of having the dinner on the final day and decided that the advantages of having it on the final evening outweighed the disadvantages. Members of the Committee who had attended a number of conferences were of the view that delegates would be more likely to stay until the end of the conference if the dinner was held on the last night. Attendance at the launch of the Canberra Conference in Melbourne had been disappointing and that was attributed to delegates leaving early. The Committee also believed that delegates presenting papers on the final day of the Conference would prefer to attend a dinner after presenting their papers. Finally, it was agreed that holding the dinner on the final night gave a sense of closure to the Conference.

Conference venue

The Convention Centre worked well as a venue, although the theatre in which plenaries were held was sometimes too cold, and access to the rooms on the first floor was difficult for delegates with disabilities. The seating arrangements within the theatres for both the plenaries and concurrent sessions were not suitable for people with disabilities. The AV support was excellent and technicians generally responsive when there were difficulties. Some delegates found the exhibition space a bit barn-like, but the exhibitors were very satisfied with it and found the layout encouraged delegates to visit the displays.

The Conference Managers had negotiated discounts on accommodation and at some of the restaurants near the Convention Centre.

Conference catering

Catering at the Convention Centre was of a high standard. There were no long queues for food. On the advice of the Conference Managers, the Planning Committee opted against having seating in the hall. Some delegates would have preferred to sit. Seating co-located within the exhibition space during break periods would have been appropriate.

Finances

The financial statements are provided separately in Attachment 2 (to be tabled at the meeting). The Conference Planning Committee was grateful for the \$20,000 seeding money provided by the University of Canberra and the \$1,500 provided by aappa. The Conference Manual states that seeding money was to have been provided from previous conference profits, but a request for funds was met with a suggestion that it was preferable to seek support from the host institution. Branches which do not have extensive reserve funds need to seek support from local institutions early in the planning stages to enable the payment of the initial expenses.

Sponsorship

The Planning Committee acknowledges the support of major sponsors:

ACTEWAGL

TAC

Cardax

Callista Software Services

Woods Bagot

Invensys
Norman Disney and Young
Strategic Facility Services
SSL Education Services
City Group
Genesys Conferencing

A total of \$122,000 was raised through sponsorships, including \$500 from the ATEM Ghosts.

Conference managers

Conference Solutions provided support for the Conference from May 2000. The support provided for the launch of the conference in Melbourne was outstanding, as was, with some exceptions, the on-site support during the conference. Because of a staff change about six months before the Conference, support was sometimes inconsistent, and the new Conference Solutions Event Manager sometimes needed to be reminded to implement or follow-up Committee decisions or directions. A lack of communication between the Event Manager and the Committee resulted in an assumption that most delegates would register on the first day of the Conference rather than the Sunday afternoon which meant that there were not enough staff to manage registrations. Long queues were avoided because members of the Conference Planning Committee helped. The resignation of the two staff who had supported the Conference shortly after the event resulted in lengthy delays before the final reconciliation of the accounts. Future Conference Planning Committees should consider in negotiating contracts with Conference Managers that the payment schedule allows for the withholding of the last payment until the final reports are handed over.

Relations between the associations

Relations between the two associations were very positive, with the joint effort sustained over a very long period. All of Canberra's tertiary institutions were represented on the Planning Committee.

Conference Planning Committee

Members of the Conference Planning Committee were:

Bruce Bailey
Jenny Coggins
Louise Elliott
Glen Gaskill
Phillip Gray
Amanda Hart
Bert Hoebee
Steve Langley
Susan Love
Graham McDonald
Bart Meehan

Recommendations:

It is recommended that:

- the closing date for abstracts should be set well in advance of the Conference to ensure receipt of a range of papers of an acceptable standard;
- consideration needs to be given to promoting the Conference more widely via advertising in publications such as Campus Review and by establishing early and regular contact with the media;
- presenters need to be encouraged to provide before the Conference, full-text versions of papers for publication;

- registration forms need to allow for the collection of information about delegates work areas and whether sponsors are paying or non-paying delegates;
- the search for potential chairs for concurrent sessions needs to be conducted early;
- consideration needs to be given to holding facilitated sessions for special interest groups;
- contracts with Conference Managers should allow for the withholding of a final payment until final reports have been provided.

Attachment 8 – Item 8.2

Report from 2002 ATEM/AAPPA Conference

A report from BP Paul Abernethy follows.

The Branch had a successful year in 2001 and the uptake for the 2002 Branch PDP Program has so far been exceptional. I am particularly pleased that the first half has been successful as the second half-year sees the major income driven programs operating. We have attempted to upgrade the Management Training Programs and there have been a number of new initiatives within the 2002 offerings. It is felt that there is a good opportunity to offer Project Management Training Courses as it would appear other university organizations do not operate these at the local level. I am still keen to cross-pollinate the offerings with some that might attract people from the high school sector and this will be explored later in 2002.

Please note that I will not be continuing as Branch President after this term and look forward to a new appointee at the next Branch AGM. I have enjoyed being involved and will of course remain branch IPP. I will remain on the PDP Planning Committee.

The main effort of a number of Branch Executive Members has been the ATEM/AAPPA Conference. The web site is full operational with program outline, registration form and paper presentation pro-forma. The initial call for papers has been made and some 380 expressions of interest recorded on the web site. Speakers are finalised, locations booked, social program and dinners all booked and hotels made available.

However, while we sent an extensive sponsorship kit to a wide array of companies and organizations, the take up rate is very poor. We still have some time to get the funds in but I have reduced the level of anticipated support from \$123,000 to \$55,000. This highlights one of the comments I made at our last Council meeting. AAPPA can derive funds very easily in the major centres but Queensland is not a state that has a history of business support for universities and university events. To ensure that we do not have any problem the level of Registration has been increased by \$50 for the major categories. This allows an additional \$17,500 income from attendees (based on 350) to cover any contingency. A draft budget and the Program Outline, both in full colour, will be tabled at the meeting.

I am also asking for some comment from the NZ Branch on potential impact from the Rugby World Cup decision.

I will report in detail at the meeting.

Paul Abernethy
Branch President, Queensland

Attachment 9 – Item 8.3

ATEM/AAPPA Conference Partnership

Background

ATEM and AAPPA have collaborated for some years now to present a joint conference. The original arrangement was for profits from each conference to be split according to an agreed formula which was based largely on registrations.

AAPPA approached ATEM with a proposal that the profits now be split on a 50-50 basis, given that they believed the amount of sponsorship sourced by AAPPA balanced the larger number of ATEM registrations.

Discussion about this proposal has occurred on a number of occasions over the past 12-18 months. It has been the strong view of the ATEM Council that the current formula for sharing of conference profits should not change.

Current Developments

In March this year, I met with Andrew Froud, current AAPPA President, and Robert Kelly, current AAPPA Treasurer. This was a positive meeting, conducted in an environment of goodwill and commitment to see the partnership between ATEM and AAPPA continue in the long term.

It was clear, however, from this meeting, that AAPPA was not going to shift from its position of a 50-50 split, and that if such an arrangement was not agreed to, AAPPA would withdraw from the conference partnership. Likewise, it was clear that ATEM's long held position was not negotiable.

After a long discussion, we agreed to take the following recommendations to our respective governing bodies for consideration:

- that ATEM and AAPPA commit to a long term alliance for the future;
- that the current partnership arrangements end at the conclusion of the Brisbane 2002 Conference in order to re-develop the partnership for the future;
- that ATEM and AAPPA will run separate conferences for 2003/2004, although these conferences might well be held concurrently or consecutively in the same city, and that both groups will keep the other informed about conference planning, including timing and themes;
- at the Brisbane Conference, a joint Executive meeting will be held to begin discussions about a new conference framework which will aim to hold a new and re-badged flagship conference for tertiary managers in 2005, which might also aim to include groups such as AAIR and other specialist groups in a single, significant, annual professional development activity for tertiary managers;
- that this first Joint Executive meeting set an agenda and meeting timetable and decide membership of a group to meet for the remainder of 2002/2003 with a view to presenting recommendations for a 2005 joint conference no later than May 2004; and

- that a joint statement be released to members at the 2002 Conference in Brisbane, which focuses on the commitment of both groups to maintain the alliance, while recognising the need to spend the time to redevelop that alliance for the future.

Recommendation

That Council accept these recommendations and also agree to establish an ATEM Conference Sponsorship Working Group consisting of:

Tom Gregg (Chair)
Ion Wallace
Annabel Tyson
Richard Easter (if available)
ATEM Secretariat

to develop a protocol for conference sponsorship and to ensure that arrangements are put in place to attract sponsorship for the 2003 and 2004 ATEM conferences.

Maree Conway
ATEM President

15 April 2002

2003 Conference

**DRAFT PROGRAM
ATEM CONFERENCE
Adelaide 2003**

PUBLIC GOOD AND MARKET COMMODITY

DAY 1 - Sunday

Optional Tours and Social Activities
ATEM Council Meeting

5.30pm Registration
6.30pm Cocktail Party/Barbeque

DAY 2 - Monday

9.00am Opening Welcome
9.20am Keynote Speaker – Around conference theme possibly Prof Rory Hume, VC of UNSW
10.10am Morning Tea
10.30am Concurrent Session
Student views / Service ethos
12.30pm Lunch
2.00pm Keynote Speaker – Someone from industry or business council
2.50pm Afternoon Tea
3.10pm Concurrent Session
Managing perceptions/Managing expectations/Working with Industry
5.00 pm Happy Hour/Wine Tasting

FREE NIGHT – Bookings at restaurants around Gouger St (near the hotel)

DAY 3 - Tuesday

9.00am Housekeeping
9.20am Keynote Speaker – International and/or Quality focus, possibly someone from the Hong Kong Quality agency
10.15am Morning Tea
10.30am Concurrent Session
Deregulated and over-controlled / Place of quality audits and league tables
12.30pm Lunch
2.00pm Keynote Speaker – The research environment, possibly Vicki Sara
2.50pm Afternoon Tea
3.10pm Concurrent Session
Commercialisation / Management of intellectual property / Entrepreneurship / Risk Management

5.00 pm Happy Hour/Wine Tasting

CONFERENCE DINNER

DAY 4 - Wednesday

9.00am ATEM Members Forum / ATEM AGM

10.00am Launch of 2004 Conference

10.30am Morning Tea

10.50am Keynote Speaker – Management writer, possibly Alistair Mant

11.40am Concurrent Session

Industrial relations / Legal challenges / Future governance and the rise of
management

1.00pm Lunch and Close

OPTIONAL TOURS

Attachment 11 – Item 11.1

Travel Policy

The Secretariat has used a travel agent for the last two meetings in an attempt to arrive at the cheapest possible cost of the May Council Meeting. The policy of buying fares very early, and paying up-front for them, is supposed to reduce costs to the minimum: but the system is strict and inflexible.

The cost of the May 2002 Council Meeting is summarised below. The two cancellations were absolutely unavoidable and there was no recourse and no refund. This means that in this case the cost was 31.9% more than it needed to be if we had had 20/20 foresight.

Council needs to consider whether the present policy should continue.

<u>Name</u>	<u>\$+GST</u>	<u>Arrive</u>	<u>Depart</u>
Alan Tilley	224.24	3/5, 13.20	5/5, 12.00
Annabel Tyson	253.30	3/5, 7.40	6/5, 16.50
Chris Jeffery	517.30	1/5, 16.40	5/5, 14.45
Ginny Ferguson	652.80	2/5, 18.10	5/5
Greg Ellis	220.30	3/5, 10.55	5/5, 18.15
Ion Wallace	268.24	4/5, 7.45	5/5, 18.25
Jenny Coggins	220.30	3/5, 10.55	5/5, 18.15
Margie Cole, cancelled (no refund)	715.30		
Martin Heskins (vice MargieCole)	784.96	2/5, 13.25	5/5, 7.10
Neil Voyce	624.15	2/5, 18.50	5/5, 9.05
Pat Allen , cancelled (no refund)	517.30		
Paul Abernethy 308.30	3/5, 8.25	6/5, 18.15	
Tom Gregg	542.00	2/5, 18.30	5/5, 11.10
Giles & Peter	Driving	2/5, 18.00	5/5, 8.00
Total	\$4,653.69		
Cancelled no refund	\$1,232.60		
Grand total	\$5,886.29		

BRANCH REPORTS

NSW Branch Report

Executive

Since the last meeting of Council the NSW Executive has met on 12 October and 7 December 2001 and 15 March 2002. The Branch Executive will meet next on 17 May 2002 to consider, among its normal agenda, any matters referred from Council.

Membership

At 31 March 2002, the NSW Branch has 249 financial members, 75 new and 218 renewals. This is the highest level of financial membership at end March since 1997. The Branch made extensive efforts to encourage renewal, and only 62 members from 2001 appear not to have renewed.

Financial Position

In the period 1 May 2001 to 31 March 2002, The NSW Branch has generated a surplus of \$13,070, compared with a deficit in 2000-2001 of \$12,344. This surplus has been achieved by the above increase in membership, and by successful PD programs. At 31 March 2002, the Branch's bank balance is in credit \$19,535.

Professional Development

In 2002, the NSW Branch conducted a very successful professional development program on Call Centres and One Stop Shops (at UWS) in March, and a Copyright Seminar plus Institutional Visit will be held at the University of Newcastle on 17 May.

The NSW Higher Education Update, the centre-piece of the Branch's 2002 program will be held at UTS on Friday 19 July 2002. Staff from UNE will be co-ordinating a program at their Sydney Centre on Performance Management on 16 August.

A G Tilley
NSW President
April 2002

Western Australian Branch Report

The WA Council is now organised into portfolios or areas of responsibility in order to ensure that the Association delivers the best possible service to its members. Council members and their portfolios are as follows:

Chris Jeffery	Murdoch University	President & Professional Development
Brian O'Connor	Edith Cowan University	Immediate Past President
Phil Draber	Edith Cowan University	Treasurer
Kevin Smith	TAFE	Committee Member
Linda McLain	Edith Cowan University	Professional Development
Sue Beardman	UWA	Study Grant
Renata Mattia	Retired	Website
Laurie Money	Dept of Educational Services	Committee Member
Dennis Pentony		Executive Officer

Professional Development Program

A comprehensive Professional Development Program for 2002 has been devised and publicised (copy attached). It encompasses a very broad range of University/TAFE activity and should attract good attendances. All sessions will be offered with breakfast and locations are spread around the universities. The seminars are attracting pleasing attendances, with most in the range of 35-45.

Conference

The annual Conference has been scheduled for 19 July with a focus on the topic 'Quality'. Planning has been almost completed for this event and the day will include keynote and plenary sessions, a panel discussion and a number of concurrent sessions, followed by dinner. We have planned the sessions (and the presenters) to appeal to a broad range of tertiary staff, including academics, general staff and the TAFE sector.

Distinguished Speakers

Once again, this program had a very successful start with an address from the Minister for Education, Alan Carpenter, on his vision for education in WA, focussing on the tertiary sector. Over ninety people attended the late afternoon session and most stayed to drinks afterwards. All were impressed that at such a relatively early stage in the job, the Minister spoke for 45 minutes without any reference to notes!

We hope to offer one, or perhaps two more events in this popular series, during the remainder of the year.

Study Grant

WA Offers a Study Grant for local people who wish to undertake an initiative which will benefit themselves as well as tertiary education in general. The 2001/2002 Award was offered to Lynda Roberts-Hall from Curtin University who will investigate new recruitment training modules, on line recruitment and career development workshops and programs with the \$2,000 grant.

Western Australian Branch Professional Development Program 2002

Date	Time	Topic/Theme	Guest Speaker
Feb 27th	4.30pm	Distinguished Speaker Seminar	Hon Alan Carpenter
Wednesday	Sundowner	the Developing Relationships between the State Government and tertiary institutions in Western Australia	Minister for Education
Mar 7th	7.30am	Campus Planning	Bruce Thompson
Thursday	Breakfast		Associate Director of Planning Murdoch
Apr 11th	7.30am	Organisational and Personal Well being - Achieving that balance	Steve Bowler
Thursday	Breakfast		Managing Partner People Solutions
May 2nd	7.30am	e Procurement - Whar's in it for me?	Steve Pelham
Thursday	Breakfast		Edirh Cowan University
May 30th	7.30am	Minimising the Division between academic and general staff	To be advised
Thursday	Breakfast		
June 27th	7.30am	Leadership program	Barbara Groombridge
Thursday	Breakfast		Curtin University of Technology
July 26th	8.30am	Annual Branch Conference	Program of speakers & workshops
Friday	All day	Theme - Accreditation recognition quality	
Aug 29th	7.30am	Getting industry interested in investing in universities	Frank Reid
Thursday	Breakfast		Australian Centre for Renewable Energy CRC
Sept 26th	7.30am	Student administration	Bee Lay Addis and Dave Macey
Thursday	Breakfast		Murdoch University
Oct 31st	7.30am	Face the music	Mark Coughlan
Thursday	Breakfast		Head of Music University of WA
Nov 21st	7.30am	TAFE and the community - a winning partnership	Wayne Collier
Thursday	Breakfast		Central West College of TAFE Geraldton
		Subtotal	
Dec 13th	5.00pm	Christmas drinks & nibbles for members and invited guests	Chris Jeffery
Thursday	Sundowner		President ATEM

Queensland Branch Report

See Attachment 8 for a consolidated report on Branch and Annual Conference matters.

New Zealand Branch Report

This report addresses the activities of the NZ Branch, October 2001-May 2002.

1.0 Membership:

Individual.	105 financial; 87 non financial
Corporate.	102
Other	12
Ghost	1
<hr/>	
Total	307

2.0 Branch Committee Changes:

The resignation of Gerrit Bahlman (VP) was received with regret. Anne Walker, a current committee member was elected to the VP role.

3.0 Branch Activities:

3.1 Two planning meetings have been held: 29 October 2001 and 4 March 2002.

3.2 Conferences:

- A conference cycle has been established.
- The 2002 Conference will be hosted in Otago, 4-5 July. This will be the 10th NZ Branch Conference. The theme is “ Celebrating Best Practice; Toward Excellence in Tertiary Education Management”

3.3 The day prior to the conference is being promoted as a day for special interest groups to meet. The rationale for this being:

- To encourage special interest groups to stretch their development dollar (fares and accommodation) by coordinating their meeting with the Branch conference.
- To encourage collaboration with special interest groups who may be a ‘subset’ of ATEM.
- To encourage the delivery of papers by special interest groups.
- AAPP members have been invited to participate and present papers.

3.4 Professional Development:

3.4.1 Regional activities include:

- Auckland:
 - April: A breakfast meeting featuring Kay Turner and John Hinchcliffe talking about the new educational strategies;
 - July: a follow-on from the “Knowledge Wave”;
 - August: UNITEC will host a three-panel discussion focusing on PR, Academic and Admin and the competitive/ collaborative issues - whether the Govt policy has moved forward.

- Wellington: There are plans to set up a group mid-year to capitalise on the local interest in the Museum Building. The General Election also presents a possibility for local activities.
- Manawatu: Activities scheduled for ATEM members beginning in June.
- Otago: A successful Christmas function at the Polytechnic was held where the 2002 Conference was introduced to initiate interest and garner support. People from University and College attended.
- Canterbury: A function at the end of 2001 including VC Darryl Le Grew and CCE Principal Ian Hall talking about the newly established Tertiary Alliance in Christchurch.
- Waikato: VPs will give support for a meeting in Hamilton to stimulate interest.

3.4.2 National Branch Program

- A report on an email survey of members resulted in 21 replies. The regional data has been passed on to regional representatives for follow-up. There has been a request to open up PD courses to members of the Institute of Chartered Accountants. This will be advertised.
- The national program will incorporate:
 - Expanding your Influence (Hilary Langford)
 - Inspirational Leadership (Hilary Langford)
 - Foresight (Maree Conway)
 - Advanced Training in Change Leadership (Hilary Langford)
 - The Branch Conference: Celebrating Best practice.

- #### 3.4.3
- Members are being encouraged to deliver a paper at the branch conference with a view to then delivering the paper at the ATEM conference. Assistance is being offered to:
- Develop an abstract and a paper.
 - Coach on delivering a paper.
 - Attend conference through the two awards available.

4.0 TEAC

A submission was made to the Tertiary Education Advisory Commission on “Shaping the Funding Framework” January 2002, authored by the President.

5.0 The Ministry

The President met with Elizabeth Eppell from the Ministry of Education to discuss ways in which ATEM NZ could work with the Ministry to facilitate and engage the tertiary sector in debate about shaping the future of the sector, given that ATEM is the only professional body representing all the various elements of the sector: Universities, Wanangas, Polytechnics, Colleges of Education and Private Providers. Discussions will continue to explore ways in which the proposed collaboration can be realised.

6.0 Fiji

The proposed Fiji Chapter appears to be waiting for someone willing to drive it at the Fiji end.

7.0 Singapore

The possibility of a chapter in Singapore was explored with staff members from the University of Singapore in November 2001. There was interest shown by the staff who were to discuss this with their leadership on their return. A Council member visiting Singapore might like to follow this up.

8.0 Foundation

NZ Branch Committee members expressed concern about the commitments and obligations inherent in the Foundation partnership that they would become responsible for. They would like assurances that;

- They will be consulted before being committed.
- That they will be kept informed of developments on a regular schedule.

Ginny Ferguson
22 April 2002

Northern Territory Branch Report

This NT report is written to address the ATEM's Strategic Themes. As a comment, I found this difficult to do, as the themes seem to apply more to association-level activity rather than Branch-level tasks. This may be an indication that the Strategic Directions document is aimed very much at the Association-level aims; and we may need to consider having underpinning Branch-level themes. It may be possible that we not require individual branch-specific Strategic Plans, but to have a single one which would apply to all Branches and allow our focus on PD activities, membership and Branch finances to be more easily reported against Branch goals.

1. KNOWLEDGE IDENTIFICATION

At this stage, this is an Association-level activity.

2. KNOWLEDGE CREATION

Whilst this is essentially an Association-level activity, the NT Branch will, once again, offer assistance to NT Branch members to attend the Association Conference, with the aim of increasing their knowledge, networking etc.

3. KNOWLEDGE DISSEMINATION

NT Members are encouraged to print ATEM MATTERS and to pass it round their colleagues.

The NT Branch is purchasing a complete set of Good Practice Guides and will consider including them as seminar handouts, where appropriate; and to possibly donating sets to the two main NT Institutions' libraries (NT University and Batchelor College) to facilitate their availability.

The NT Executive has updated its Branch page, and regularly fine-tunes the PD advice to ensure its currency.

The NTU Human Resources section now, as a matter of routine, provides new staff with the About ATEM brochure to encourage new members. In addition, our Membership Officer has contacted members who have not renewed to encourage renewals.

4. KNOWLEDGE APPLICATION

NT Branch PD activities this year have included a Seminar on Bullying in the Workplace (approx 15 attendees).

Planned PD activities are:

Event	Date	Program Duration
Proposed NT Freedom Of Information Act - implications for NTU Delivered by Sue Oliver	Tuesday April 30	12-2pm
Hilary Langford - Mastering Interpersonal Communications in the Workplace	May 29, 30	2 Days
Hilary Langford - Day 1- Introduction to the Enneagram: Breaking out of the box Day 2 - Confronting your motivational drivers and fast-tracking your development	June 3, 4	2 Days
NT Branch AGM - Lunch meeting at the Chinese Garden	June 18	12 - 1 pm
Project Management	?	½ Day
Legal Issues Seminar – breakfast or lunch Justice Sally Tomas	August	
Cultural Awareness Seminar	September?	1 day
Conference Debrief	October November	1 Hour Day trip to Batchelor
Christmas Drinks	December	Cocktail hour

Branch Finances

The NT Branch finances are strong, with around \$14,000 in our current account and over \$33,000 in a term deposit.

The Branch has recently reiterated its policy to run PD programs on a cost recovery basis rather than for profit, due to the small size of the Branch and because we are still working on being recognised as a PD provider/broker.

ATEM PD Framework

The NT Branch Members, despite my efforts, had little to say about the PD Framework paper. One important feedback was concern expressed that there is no single set of skills or knowledge required for administrators, given the range of administrative duties undertaken throughout institutions, which range, for example, from HR, finance, library, student administration to policy and planning issues. I share the caution if thinking we could develop and define those in a way which would apply across the board.

Resignation of Branch President

I have resigned as NT Branch President, effective 1 May to take up a position at QUT. The NT Branch Executive will be appointing one of its members to act as the Branch President until the June AGM, in accordance with the constitution. At the time of writing, this appointment process was still under way (*Note from Secretariat: Martin Heskins was elected on 29 April 2002*). In the meantime, the Executive nominated Martin Heskins to attend the May Council meeting on behalf of the Branch.

I wish to place on record my thanks and appreciation to the NT Branch and particularly its Executive Members for the support given to me during my terms as Branch President.

I will retain my ATEM Council membership by virtue of my Association Secretary role.

MARGIE COLE
NT Branch President
18 April 2002