

Association for Tertiary Education Management Inc.

ABN 72 682 233 729

COUNCIL AGENDA

There will be a meeting of the ATEM Council at 9.00 am on Sunday, 29 September 2002 in Room U214, Queensland University of Technology, Gardens Point Campus, Brisbane. The items below in blue are for adoption as starred items.

1 Welcome, Apologies and Proxies

2 Minutes

The Minutes of the meeting held on 3 May 2002 are on the web. Motion: that the minutes be confirmed.

The Minutes of an Executive Committee Teleconference held on 24 July 2002 are on the web. As Council considers business arising from this meeting, it is necessary for the Minutes to be confirmed. Motion: that the minutes be confirmed.

3 Business Arising from the Minutes

All matters arising are included below.

4 ATEM's Future

A report prepared by the Executive Committee is attached. **Pages 5 to 11**. For further consideration by Council to determine any action that needs to be taken

5 Annual Report and Financial Statements

A copy of the Annual Report is attached. **Pages 12 to 22**

6 Financial Statements

The Financial Statements, Auditors Report and forward budgets will be tabled at Council.

7 Business Referred by the Executive Teleconference

7.1 Professional Development Framework (PDF)

The President will report on:

- (i) meetings with DEST, AVCC, NZVCC and NZ Ministry of Education; and
- (ii) establishment of the Professional Development Committee

2000 Marketing Campaign

7.2.1 Membership and Corporate Membership Campaigns

The table showing overall membership statistics is in the Annual Report, **Page 15**. Other tables showing more detail for the Corporate Members are attached. **Pages 23 to 28**.

The question of a rolling membership year needs to be reviewed. There are strengths in the rolling year which are particularly appreciated by the Secretariat. However some members are not convinced about it and argue for a single date such as 31 March. For discussion.

7.2.2 Membership Brochure and Poster

The new Membership Brochure and Poster, produced by C@L Jan McAdam, has been distributed to Branches. Jan McAdam will report on further implementation of the Marketing Plan.

7.3.3 ATEM Web Site

The new ATEM Web Site, produced by C@L Jan McAdam, will be discussed.

7.4 International Affiliations

A paper from VP Tom Gregg is attached. [Pages 29 to 32](#)

7.5 Web Guide for New Office Bearers

A paper from the Secretariat is attached. [Pages 33](#)

7.6 Elections

The Returning Officer will report on the Results of the 2002 Executive elections, and of the impending election for a Councillor at Large to be held at the AGM.

2001 ATEM Conferences

8.1 2002 ATEM/AAPPA Conference

BP Paul Abernethy will report.

8.2 Conference Partnership between ATEM and AAPPA

President to report on a meeting between representatives of both Associations which will be held on 30 September at 3.00 pm.

8.3 2003 ATEM Conference 28 September to 1 October

BP Ion Wallace will report.

8.4 2004-2006 Conferences

The impending Conferences are Hobart 2004, Perth 2005, and Sydney 2006. The latter is ATEM's 30th Anniversary. Motion: that in accordance with the formula the 2007 and 2008 Conferences be held in Darwin and New Zealand respectively.

2002 Business Referred by Branches

9.1 Branch Reports

Branch Reports on Professional Development are attached to the Annual Report.

10 The Journal of Higher Education Policy and Management

Joint Editor Ian Dobson has been invited to the meeting to present his report.

11 New Business

11.1 ATEM Foundation

The Minutes of the 1st Annual General Meeting of the ATEM Foundation Ltd, held on Saturday 28 September at 4.00 pm, will be tabled.

11.2 ATEM Patron

A draft paper from the Secretariat is attached. **Page 34** Professor Gale has indicated that she will not be available to be re-appointed as Patron, and will conclude her term at the conclusion of the Annual Conference. Council is invited to consider the appointment of our third Patron.

11.3 ATEM Awards and Grants

11.3.1 Grants and Awards for 2003

The President, as Chair of the Awards Committee will report on 2002 Awards and Grants.

11.3.2 Citation for Don McNicol

A copy of the Citation for Don McNicol's award of Honorary Fellow is attached.
Page 35

11.3.3 Review of ATEM Awards

The Executive Committee has reviewed the criteria for the President's Award, the Meritorious Service Award and the Certificate of Appreciation. It recommends the attached document be approved for future award rounds. **Pages 38 to 40**

11.4 Result of Members Survey

C@L Jan McAdam has prepared a paper on the results of the 2002 Members Survey which is attached. The paper will be presented to the Members Forum.

11.5 ATEM Archive

ATEM's historical documents and records have been deposited with the Noel Bultin Archive of Industry and Labour at the ANU. The Archive will assess, classify and maintain the ATEM papers for an annual fee of \$220.

12 Other Business

13 Next Meeting

The next meeting will be held on Saturday 24 May 2003 at the Travelodge Motel, Wentworth Street Darlinghurst NSW. All members have been booked in for the nights of 23-24 May. Any member wishing to add further nights at their own expense should give details to the Secretariat.

Distribution

Executive:

Maree Conway, President
Tom Gregg, Vice-President
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
Bob Whalan, Northern Territory
Chris Jeffery, Western Australia
Gerard Toohey, Victoria
Ginny Ferguson, New Zealand
Ion Wallace, South Australia
Michael Werts, Canberra
Paul Abernethy, Queensland
Richard Easter, Tasmania

In Attendance:

Giles Pickford and Peter Scardoni, Association Secretariat
Ian Dobson, Joint Editor of the Journal

1 Background

Council's May 2002 meeting considered a discussion paper **Where Are We? Where To Now?** prepared by Vice-President Tom Gregg, at the request of the President. The purpose of this discussion paper was to provide a framework for a consideration of ATEM's future as a professional association. It had become clear that there was dissatisfaction with a number of services, including the ATEM website, and that there were continuing issues about the financing of Council operations.

2 The Issues

ATEM is essentially a volunteer organisation. Most branches employ part-time staff to help with professional development programs and the like, and ATEM itself employs contractors to run its Secretariat, and provide a permanent contact point. The remainder of ATEM's activities are run by staff who give of their time.

In an environment where day jobs are busy, putting in time for ATEM is often difficult. However, Executive Committee members across the Association continue to do just this. The dilemma is that as volunteers, we can only do so much. The expectations of our members, however, continue to increase.

It was timely, therefore, that ATEM considered the sort of professional association it could be, as opposed to the professional association we would all like it to be. Two key questions were considered first:

- Is ATEM a professional group that is bigger than an individual, an institution, or a Branch?
- Is it local, national or global?

The discussion paper presented two opposing options:

- 2.1 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. That investment will need to be in the 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.

- 2.2 ATEM will turn aside from that strategic direction, and recast itself as a smaller and more local organisation by way of a voluntary institute for those who administer institutions. It will need to decide that, in fact, there is no unique body of knowledge about managing or administering tertiary institutions which makes those who do that work part of a separate and developing profession. It will then be clear that the role of ATEM will be to share best practice within the sectors involved, to offer and administer local staff development activities to members, and to provide a point of contact at branch-level for those in different institutions in the same sectors. Annually, ATEM would be able to provide a cost-effective opportunity for members to meet for a conference that is largely internally focussed on practitioner papers and experiences, and which is affordable from conference fee income. The Council and Executive would need to ensure that those elected were ready to support their work in a voluntary way (and reduce the Council and Executive activities to meet that practicality), and to return to the level and type of communication with branches that existed before the current developments took place. Again, this is a perfectly legitimate strategic direction to take, provided the consequences of doing so have been clearly debated within ATEM, and the decisions taken with those consequences understood.

These options were deliberately presented as two extremes to provoke discussion of key issues.

The remainder of this paper will detail Council's discussion of the issues, and its decisions. Some points are discussed in detail; other points raise issues for further discussion. It is not a verbatim account of discussion, but rather draws together key themes and issues raised. It is also not definitive, but is presented here as a further framework within which ATEM's future can continue to be discussed.

3 The Decision

The Council discussed the two options for the first half of its May meeting, and agreed to pursue the first option.

ATEM will therefore continue to pursue development as a professional association. It will be international in scope, and maintain a Secretariat appropriate to the level and quality of services required by its members. The Association will work to develop its professionalism, particularly in terms of its communication between members and with external groups.

The goal of ATEM is to develop a position in the tertiary sector such that members are known for their professionalism, so that ATEM becomes a keyword for high quality performance and professionalism – both for ATEM and for individual members.

It is recognised that to continue to develop in this way will require a review of the resourcing of ATEM. Such a review will need to proceed on the basis that Branches conduct the core business of ATEM, and must be resourced appropriately to provide high quality professional development programs and services. However, it was agreed that ATEM as a whole is greater than the sum of its parts. It is probably timely, therefore, for

ATEM's structure to be reviewed to ensure it is organised in the best way to face the future.

There are other models of professional associations such as those in place in the United Kingdom (for example, AUA), the United States (for example, AACRAO, AIR, AAUA and APPA), and in Australia (for example, AAPPA, and AAIR). Other options such as institutional branches, rather than state/territory/country/regional branches, might be more appropriate in an era when finding time to go to programs off-campus is increasingly difficult.

However, ATEM needs to consider the questions:

- What does “professional” mean for us?
- How will we define “professional”?
- What is the best structure for ATEM as a professional association?
- How can we best resource ATEM?

4 Broad Themes

4.1 Scope of ATEM

The big picture focus provided by ATEM, particularly in providing membership with an understanding that they are members of a broader profession beyond their day-to-day work and their institutions, is essential.

The Australian-New Zealand connection is critical, and needs to be developed further.

ATEM is an international organisation and members need to see themselves operating in an international environment.

4.2 Membership

4.2.1 Why Join ATEM?

When someone joins ATEM, they join the Association, and that should be the underlying principle. However, membership interaction occurs mostly at the Branch level, and the day-to-day working focus of members is generally local and operational. How do we get members to engage with ATEM in these circumstances? What the Association is, and why it exists needs to be clear.

The focus of our membership recruitment needs to ‘sharpen’. Should we pursue the classification of potential members into “senior”, “middle” and “junior”? Should we have graded membership and differential fees? What is our target market? There was some agreed that our target market was middle and senior managers while we should maintain a strategy to encourage more junior members to pursue professional development, and join ATEM at an appropriate time (i.e. the focus should be on getting junior members involved in programs, not necessarily becoming a member). What is ATEM's optimal membership level?

In the same way, ATEM should target specific groups such as HR Directors, Student Services, IT professionals and academic managers (eg Heads of Departments).

Why would administrators and managers want to join ATEM? What are the benefits of membership? What does being able to put ATEMM on business cards mean? “Junior” administrators will join for different reasons to those driving a “senior” manager to get involved. This is a critical issue which needs to be articulated clearly.

The role of Branches in recruiting and maintaining membership is critical. It was agreed that Branches should take the lead role in membership recruitment and contact with members.

4.2.2 Institutional Coordinators

The ‘tyranny of distance’ needs to be considered in any discussion of membership. How can members in rural cities and smaller branches contribute and receive equivalent membership benefits? The proposal to have institutional coordinators (as part of ATEM’s marketing and membership recruitment strategy) may help in this area, since each institution could run its own programs locally for members.

Institutional Coordinators would play a key role in maintaining communication at the local level. The assumption that ATEM can ask HR departments to circulate ATEM information to new staff is probably, in this day and age, no longer feasible. ATEM Institutional Coordinators would have the responsibility of contacting new staff, and circulating ATEM information beyond the local membership.

When such positions have existed in the past, it has been difficult to keep the momentum going, so some coordination at the Association level will be necessary. A Member-at-Large can be given this responsibility, with possibly an event at the annual Conference so that Coordinators can meet and share ideas.

4.2.3 Membership Fees

The issue of appropriate levels of membership subscriptions was discussed, including the possibility of differential membership fees. As usual, there were conflicting opinions among Council members. Some felt that if we were serious about developing as a professional association, then our membership fee should increase. Others felt that increases would alienate members and result in declining membership. Given that most of ATEM’s membership is from the middle management ranks and above, the actual cost of membership is probably less of an issue than the impression that we make externally by having a low fee (ie that we are not a ‘serious’ association because our subscription is low relative to other organisations).

Given that ATEM currently functions on membership subscriptions and professional development program income, it is probably timely to re-consider the basis of membership subscriptions as part of a broader review of resourcing ATEM.

4.2.4 Institutional Support

Concern was expressed about the lack of support in some institutions for ATEM members wishing to attend programs, or to be involved in ATEM activities. While this is often an individual issue, ATEM should pursue, at the sector level, an understanding/agreement that attendance at ATEM programs, appropriate to the staff member's employment, is to be supported.

4.2.5 Corporate Members

While ATEM's Corporate Member scheme is now established, the benefits of being a corporate member are less than clear. The key benefit of membership now is being able to advertise vacancies on the ATEM website free of charge, and a subsidised conference registration.

While having five senior members receive information about ATEM is an obvious benefit for ATEM, it may be timely to review corporate membership to ensure we are able to use the expertise and knowledge present in those members, and to provide them with appropriate membership benefits. Links between Corporate Members and ATEM Foundation partners may be one area for future development. Other options such as reduced fees for attendance at professional development programs for all staff in a corporate member institution may be worth pursuing. Some consideration should also be given to the level of the fee if benefits are substantially increased.

4.2.6 Accreditation for Membership

More traditional professional associations require an entry qualification to join, and continuing professional development to maintain membership. ATEM requires neither, although it has in the past. It may be time to explore again the range of membership options available, though focused more on work than qualifications.

The Professional Development Framework (PDF) is at the concept stage and has now been endorsed by the AVCC, DEST, the NZ Ministry of Education and the NZVCC. The AVCC has expressed interest in working with ATEM to develop the Framework further.

Rather than the proposed cross-sector working party, ATEM should now develop the Framework itself, in collaboration with the AVCC if that is agreed (awaiting advice). We need the PDF to provide a professional 'edge' to our membership, and it may also provide, in the future, a framework for membership based on professional competence.

4.2.7 TAFE/Polytechnic Membership

The tertiary focus of ATEM was re-affirmed. While TAFE/Polytechnics/Wananga provide their staff with professional development programs, it was generally agreed that ATEM should continue to seek to develop its presence in the TAFE/Polytechnic sector, including developing relationships with existing associations of administrators such as VISTA, TAFE Directors Australia and AUSTAFE in Australia.

4.3 Services

4.3.1 Web Site

Email chat rooms were seen as a critical communication method, particularly to share best practice, and particularly for more remote branches and members.

The web site generally is critical, and it was agreed that it needs to be better resourced to develop it to the standard required by members. While electronic communication will continue to be the primary method of communication, it was agreed that personal contact at the local level was equally critical. This is where the role of the Institutional Coordinator will be critical.

4.3.2 Professional Development

The possibility of strengthening professional development provision by establishing a Professional Development Committee was raised. This Committee could oversee the development of the Professional Development Framework as well.

If all ATEM professional development programs currently offered by branches were consolidated into a single document and published on the web-site, the resulting publication would be an impressive statement about ATEM's role in professional development. This concept may need to be pursued further as part of ATEM's marketing strategy.

4.4 Influence in the Sectors

The need for ATEM to raise its profile in the tertiary sector was again confirmed. A lobbying role was generally agreed to be essential, although the exact nature of that role was less clear. ATEM has developed a 'consultation' relationship with DEST in Australia and the Ministry of Education in NZ, and is about to meet with the AVCC and NZVCC about particular issues. ATEM's profile is increasing and further development needs to be considered carefully to ensure we build on the work already undertaken.

The continuing question of what exactly constitutes an ATEM view was raised. While the Association has a set of guidelines for public comment, it is not clear that a consensus view can ever be developed, at least quickly enough to respond to current issues. ATEM needs to consider how it can become a 'voice' on appropriate issues in the sector.

4.5 ATEM Conference

4.5.1 Sponsorship

It had already been agreed to set up an Association Conference Sponsorship Group which would take responsibility for seeking on-going sponsorship for Conferences. The Vice-President responsible for the Conference will be Chair of this Group.

4.5.2 Program

Should concurrent sessions at the conference be streamed more to focus attendance along the junior-middle-senior continuum? This issue was raised, although it might be more beneficial to focus on ensuring a good cross-section of paper presenters – ie some new, first-time presenters who are supported by a mentor to present, and more senior presenters such as registrars and equivalents.

4.6 ATEM Secretariat

All Branches acknowledged the value of the Secretariat, and the necessity to have such a structure for the Association. However, the risks associated with a part-time, contractor based arrangement were also acknowledged. While this arrangement had been put in place so that ATEM did not have to become an ‘employer’ with all the additional work that involved, it is clear now that Secretariat support is essential if ATEM is to continue to develop.

It was agreed that the Association would need to review its Secretariat arrangements during 2003/2004, with a view to moving to a more formal appointment of an Executive Director at an appropriate time.

4.7 ATEM Foundation

While the development of the ATEM Foundation has been slow, its key purpose in developing an endowment to fund professional development in the Branches was confirmed.

5 Key Recommendations

5.1 Ensure that the two working parties already established:

- 5.1.1 membership working party; and
- 5.1.2 conference sponsorship working party

now hold their first meeting before the end of 2002.

5.2 The September 2002 Council meeting to consider this paper and identify issues for further development/exploration.

5.3 The Executive to consider:

- the structure of ATEM; and
- resource models which would include reviewing the existing budget principles.

5.4 The Executive to provide recommendations to the May 2003 Council meeting.

Maree Conway
ATEM President

September 2002

INTRODUCTION

This report covers the period 1 May 2001 to 30 April 2002.

PRESIDENT'S REPORT

This is ATEM's 3rd Annual Report, and my first as President. My first year as President of our collegiate and developing professional association has been both exciting and rewarding. My own involvement with ATEM continues to be a learning journey, and that involvement brings its own rewards.

The Council's May 2002 meeting took a critical decision in terms of the future of ATEM. After considering a number of issues and options, it decided that the Association should pursue a future as a professional association, with all that entails. As a primarily volunteer organisation, ATEM has to try and balance the expectations of its members and the ability of its office-bearers and Secretariat to meet those expectations. The Council's decision will require a re-thinking about how ATEM operates to ensure that we are able to continue to develop in the future.

We have structured our activities using four strategic areas (see ATEM's Strategic Directions Statement):

- Knowledge Identification
- Knowledge Creation
- Knowledge Transmission
- Knowledge Application

and this Annual Report is structured using these categories.

The Secretariat continues to be an essential part of the ATEM operation, and the Council has recognised that, over time, it will need to strengthen those operations and move to a full-time, paid, professional activity. Giles Pickford and Peter Scardoni continue to keep ATEM operating at the Association level, and provide a valuable source of history and anecdotes about ATEM's past and future.

ATEM's future will always be dependent on the efforts of its members and the volunteers who commit their time to move the Association forward. You will be able to see the outcomes and benefits of their work as you read through this Report.

Maree Conway
President ATEM Inc.

STRATEGIC DIRECTIONS

In September 2001, ATEM adopted four themes on which to base our programs and against which to measure progress. These are:

Knowledge Identification – where we identify the intellectual framework required for our members to succeed in the profession;

Knowledge Creation – where we find through research and collaboration better definitions of, and standards for, the conduct of our work;

Knowledge Dissemination – where we encourage the wider understanding of how good professional practice can be achieved by our members and by the institutions in which they work;

Knowledge Application – where we put into practice at the individual and institutional level the improvement of our work.

Set out below are the most significant steps forward that have been achieved in the past 12 months.

KNOWLEDGE IDENTIFICATION

Since 2000 new sections have been added to the ATEM Web Site to encourage members to publish their work. The work of members is published in the proceedings of Branch Conferences and the Annual Conference, in ‘Occasional Papers’ and in ‘Research Undertaken by Administrators’. Providing a forum for members to share their experience and practice is part of ATEM’s strategy to codify the knowledge base of the profession.

Discussions began in Australia with DEST and the AVCC about a professional development framework to underpin sector-wide professional development and career planning for administrators and managers. The concept will be trialed in Australia first and later adapted for New Zealand. The NZVCC and the Ministry of Education in New Zealand have indicated they would be willing to endorse the Framework.

Strategic alliances with three overseas organizations have continued: the Association of University Administrators (UK and Ireland), the American Association of University Administrators and the American Association of Collegiate Registrars and Admissions Officers (ACRAO).

Visits to and/or communications with other Associations, listed on the ATEM web site, continued:

- American Association of Community Colleges
- Australasian Association of Higher Education Facilities Managers (AAPPA)
- Australian Council for Private Education and Training
- Australian National Training Authority and TAFEs in Australia
- Australian Universities Quality Agency
- Australian Vice-Chancellors’ Committee
- Committee of Scottish Higher Education Principals
- Committee of Vice-Chancellors and Principals (UK)
- Higher Education Systems Ltd
- International Association of Universities
- International Meeting of University Administrators
- New Zealand Vice-Chancellors’ Committee
- Nordic Association of University Administrators

KNOWLEDGE CREATION

While research and the creation of new knowledge has traditionally been viewed as an academic task, ATEM believes that the tacit knowledge and expertise held by its members should be codified. Research costs money, however, and ATEM is restricted to working with the members' scarce funds. However, it is surprising how much can be done by enthusiastic people with few resources. New ideas overflow at Annual and Branch Conferences. Members are encouraged to present at these conferences, and a special session is provided to help aspiring authors to prepare their work for publication. The Journal of Higher Education Policy and Management included a new section "Reflections, Reports, Reviews" in 2001 to encourage members to publish work about their professional practice".

In May 2001 Council endorsed the recommendation that the criteria for ATEM Grants and Scholarships be more clearly differentiated from ATEM Awards, with the former focussing on knowledge creation and the latter on significant and sustained contributions to ATEM and the profession.

ATEM Awards made in 2001 for 2002 were:

| | |
|--|-----------------------------------|
| ATEM Fellow | Richard Easter (Tasmanian Branch) |
| Peter Karmel International Travel Grant | Raj Sharma (Victorian Branch) |
| Study Scholarship | Joy Magee (Queensland Branch) |

Further information about the criteria for these awards and grants can be found on the ATEM website.

KNOWLEDGE DISSEMINATION

The Journal of Higher Education Policy and Management, the electronic newsletter, the web site chat rooms, and the conferences and seminars run by the Branches, are all places where knowledge is shared and where our work becomes more effective through our participation in a learning society. We also benefit by being able to participate at the international level. ATEM Delegates attended a number of overseas conferences and share their experiences on returning home

The *Journal of Higher Education Policy and Management* continued to flourish under the direction of two new Joint Editors: Ian Dobson of Monash University and Angelo Calderon of RMIT. As already indicated, the Journal now contains a section for practitioner papers of interest to people involved in the more day-to-day aspects of tertiary education administration and management.

ATEM's popular electronic newsletter 'ATEM MATTERS' edited by Association Secretary, Margie Cole, continued its successes, with editions posted on the web site in March, May and August 2001 and February 2002. ATEM is gratified by the number of contributions coming in to the newsletter.

The further development and refinement of the ATEM Web Site continued with the addition of a new page called 'Facts and Figures'. This page gives members insights into membership statistics and ATEM's finances. Hit rates to the site were (calendar years):

| | |
|------|--------|
| 1999 | 14,918 |
| 2000 | 17,000 |
| 2001 | 21,200 |

The Association continued to purchase the Good Practice Guides produced by the Association of University Administrators (United Kingdom and Ireland). These are then available for members to purchase at the Annual Conference or direct through the Association Secretariat. Guides on sale at the time of writing include: "Milestones Along the Critical Path: project management in higher education", "Can I Quote You on That: a guide to working with the media", and "Just A Minute: a guide for committee secretaries".

The 2001 Annual Association Conference, hosted in October 2001 by the Canberra branch, was a great success, being attended by 374 delegates. The Branch is to be congratulated on doing so well, in spite of the troubles brought on by the September 11 attacks in the USA, and by the collapse of the official Conference Carrier which preceded the conference by only a few weeks.

KNOWLEDGE APPLICATION

ATEM members apply their knowledge in their daily work in their organizations. Their concern is about local issues and practice in institutions. The knowledge applied in day-to-day work, however, helps build the knowledge base of the profession, and ATEM's networking allows members to share ideas and improvements to practice. In this way, ATEM's members are able to contribute significantly to institutional management.

ATEM will review its Code of Conduct for members during 2002 to ensure that it is still relevant and useful as a guide for members in their work.

President, Maree Conway, coordinated a Submission to the 'Higher Education at the Crossroads' inquiry in Australia. This continues ATEM's resolve to participate in such policy development as far as possible. The Submission is available on the ATEM web site.

MEMBERSHIP

All of our aims can only be achieved by a growing and ever more involved committed membership.

To this end, Council approved a Marketing Plan, created by Councillor at Large, Jan McAdam, in May 2001 which will be progressively implemented by her over the following twelve months. It has reached the end of stage one, with a redesign of the membership brochure, a poster, business cards and the ATEM Web Site, all having the same modern style and looking compatible. The second stage of the campaign will involve the new materials and the web site 'going live' and a major membership recruitment push which will be covered in the next Annual Report.

Membership Statistics is one major item of good news in this financial year. The Table below shows an improvement on this time last year, when numbers had slumped badly to a low of 1,519 in May 2001. Corporate Membership boomed in 2001 and these figures are also shown in the Table.

Membership statistics are dynamic. Members leave the profession and come into it every day of the year. Below is a snapshot of April 2001 compared to April 2002.

| BRANCH | FINANCIAL MEMBERS | | UNFINANCIAL MEMBERS | | NEW APPLICATIONS. | | UNSPECIFIED | | CORPORATE MEMBERS | | GHOSTS | | TOTAL | |
|--------------------|-------------------|------------|---------------------|------------|-------------------|-----------|-------------|-----------|-------------------|------------|-----------|-----------|-------------|-------------|
| | 2001 | 2002 | 2001 | 2002 | 2001 | 2002 | 2001 | 2002 | 2001 | 2002 | 2001 | 2002 | 2001 | 2002 |
| CANBERRA | 35 | 35 | 12 | 25 | 1 | | 2 | | 30 | 30 | 13 | 24 | 93 | 114 |
| NEW SOUTH WALES | 113 | 189 | 90 | 57 | 6 | 14 | 6 | 3 | 45 | 54 | 1 | 5 | 261 | 322 |
| NORTHERN TERRITORY | 19 | 28 | 19 | 6 | 1 | | | | 10 | 10 | | | 49 | 44 |
| QUEENSLAND | 193 | 139 | 51 | 154 | 2 | 6 | 8 | 1 | 15 | 27 | 8 | 1 | 277 | 328 |
| SOUTH AUSTRALIA | 50 | 41 | 42 | 37 | 1 | 1 | 2 | | 10 | 17 | | | 105 | 96 |
| TASMANIA | 50 | 52 | 1 | 8 | | | 2 | | 5 | 12 | | | 58 | 72 |
| VICTORIA | 113 | 122 | 111 | 79 | 7 | 6 | 11 | 8 | 20 | 29 | 4 | 4 | 266 | 248 |
| WESTERN AUSTRALIA | 53 | 77 | 36 | 32 | | | 3 | | 20 | 25 | 1 | 1 | 113 | 135 |
| NEW ZEALAND | 51 | 105 | 119 | 87 | 13 | 6 | 20 | 6 | 90 | 102 | | 1 | 293 | 307 |
| OTHER | 2 | 1 | 2 | 1 | | 1 | | | | | | | 4 | 3 |
| TOTAL | 679 | 789 | 483 | 486 | 31 | 34 | 54 | 18 | 245 | 306 | 27 | 36 | 1519 | 1669 |

PROJECTS AND ACTIVITIES

ATEM Foundation

The ATEM Foundation aims to develop an endowment to fund professional development programs across the Association and to support research into tertiary education administration and management. Some progress has been made towards recruiting the first major partner in New Zealand.

ATEM Ghosts

The ATEM Ghosts Chapter continued its work for ATEM by donating \$500 to pre-dinner drinks for the 2001 Conference. ATEM Ghosts are active in the administration of the Association Secretariat, and the New South Wales and New Zealand Branches. A Canberra Ghost, Louise Elliott, made a substantial contribution to the administration of the 2001 Conference.

ATEM Secretariat

As part of the ATEM Secretariat's aim of visiting Branches through the year, Peter Scardoni visited the **Queensland Branch**, and also John Chapman, the ATEM Ghost who runs the **NSW Branch Office**. Giles Pickford met with the **South Australians** in June 2001, attended the **New Zealand Branch** Conference at Massey University in July 2001, and attended the **Victorian Branch** AGM in August 2001. The Secretariat is also in a position to take part in **Canberra Branch** activities on a regular basis. The Secretariat's contract with ATEM was renewed in early May 2002 and expires again in May 2004.

Policy Documents up-dated and approved by Council this year were the Strategic Directions Statement (previously the Strategic Plan) drafted by Maree Conway; and the Organisational Responsibilities Document, drafted by Councillor at Large Pat Allen. A new Policy Document, the Finance Manual, was written by Peter Scardoni of the ATEM Secretariat and is particularly useful for Branch Treasurers.

PROFESSIONAL DEVELOPMENT AND RELATED ACTIVITIES

Branches are responsible for the organisation and delivery of professional development activities to their members. These range from seminars, workshops, conferences and meetings to short courses. Some Branches also provide financial assistance to members for professional development activities. Branches were busy during 2000-2001 and offered the following activities:

Canberra Branch

During 2001, the Branch was heavily involved in preparations for hosting the 2001 Association Conference. As such, and given the high workload being experienced by many of the Conference Organising Committee and the Branch members, PD activities were minimal. The conference was well attended by Branch members and this served to address some of the PD needs of individuals.

In March 2002, one presentation was held. This was on 'Time Management' but unfortunately too few members had the time to attend! The Branch Committee is investigating alternatives to monthly PD presentations in the hope that more members will be able to arrange their schedules around these alternatives.

New South Wales Branch

| | | |
|------------|-------------------------|-----------------|
| May 2001 | On Line Enrolment | 36 participants |
| June 2001 | E-Commerce | 13 participants |
| July 2001 | Higher Education Update | 75 participants |
| July 2001 | Freedom Of Information | 24 participants |
| Aug 2001 | Graduation | 8 participants |
| March 2002 | Call Centres | 24 participants |

Northern Territory Branch

| | | |
|------------|--|----|
| June 2001 | Changes, Challenges & Leadership – Hilary Langford 2 Days | 23 |
| June 2001 | CCL advanced program – Hilary Langford 2 Days | 12 |
| Aug 2001 | NT Branch AGM & Lunch in the Chinese Garden | 20 |
| Aug 2001 | Legal Issues – Roger Byrom 1 Day | 25 |
| Oct 2001 | Conference Debrief Luncheon Seminar | 26 |
| Nov 2001 | Cross Cultural Awareness Day trip to Batchelor | 23 |
| April 2002 | Bullying in the Workplace Luncheon Seminar | 15 |
| April 2002 | NT Freedom Of Information Legislation Seminar – Sue Oliver | 30 |

The NT Branch agreed to provide Conference Travel Subsidies for four members to attend the ATEM Conference in Canberra, to the value of the Conference Earlybird Registration Fee. Unfortunately, only one member was able to take up the subsidy due to the untimely collapse of Ansett, with the other members being unable to arrange alternative flights.

New Zealand Branch

| | | |
|-----------|--|-----|
| July 2001 | New Zealand Branch Annual Conference: at Massey University | 60 |
| July 2001 | “Expanding Your Influence” Hilary Langford, 3 days. | 19 |
| Sept 2001 | “Transforming Intellectual Property to Business Opportunity” | 25. |
| Dec 2001 | Seminar: “Key points of all the TEAC reports released this year” | |
| June 2001 | “The New Tertiary Education Strategy”: Dr Kaye Turner | 50 |

| | | |
|-----------|---|----|
| May 2001 | “TEAC Report: Issues and Implications “ lead by Tom Gregg | 20 |
| July 2001 | “Lunchtime meeting promoting the benefits of ATEM” Ginny Ferguson and Margaret Ricketts | 9 |
| Nov 2001 | “The Canterbury Tertiary Alliance” Professor Daryl Le Grew and Dr Ian Hall. | 14 |

A successful Christmas function at the Otago Polytechnic was held where the 2002 Conference was introduced to initiate interest and garner support. People from University of Otago and Dunedin College of Education also attended.

An email survey of members was conducted in February 2002 to ascertain training/development needs for the 2002 calendar year. Approximately 30 members responded and the nationally organised events for 2002 were chosen and scheduled

Three travel awards were made to assist members to attend the Canberra conference during 2001.

An email survey of members was conducted in February 2002 to ascertain training/development needs for the 2002 calendar year. Approximately 30 members responded and the nationally organised events for 2002 were chosen and scheduled according to those topics prioritised by members

South Australia

Twenty eight members and non-members attended a breakfast on Thursday 3 May 2001 at the University of Adelaide Club with The Lord Mayor of Adelaide, Mr Alfred Huang, as our guest for the morning. Mr Huang delivered a very interesting and entertaining address on the subject of how the tertiary education institutions might work with the Adelaide City Council to promote Adelaide as an “Education City”.

A wine and cheese evening with Professor Tony Winefield as guest speaker held on Wednesday 20 June 2001 was well attended by ATEM members. In an interesting address, which provoked quite a bit of discussion, Professor Winefield outlined the findings from his research study of stress in University staff.

A Breakfast at the University of Adelaide Club on Thursday 5 July 2001 with Ian Creagh, Executive Director, Student and Staff Services, University of Adelaide, was also well attended. Ian, who had come to the University from DETYA a few years earlier, was about to depart the University and the State to take up appointment as Registrar at the City University of London. In a very thought-provoking and frank address, Ian reflected on his experience of the higher education sector in Australia from the perspective of a Commonwealth bureaucrat and a senior University manager, and his views of the future of higher education in South Australia.

35 members attended a breakfast on 5 December 2001 with Professor Cliff Blake, Vice-Chancellor of the University of Adelaide, as guest speaker. Professor Blake’s topic “The place for professional management in universities” was followed by a spirited question and answer session.

The 2002 State Conference “Higher Education Update” was held on Thursday 4 April 2002 at Ayers House. 30 delegates attended.

The Branch also started organising the Annual Conference for 2003.

Up to two John Emery Study Scholarships are awarded annually by the Branch Executive to assist Branch members to undertake studies related to their professional development. The Scholarships provide a grant of up to \$1000 towards costs of tuition. It was disappointing that no applications were received for study grants in 2001.

The South Australian Branch also provided a Travel grant of \$500 to assist a member to attend the Annual Conference.

Tasmanian Branch

In May, Professor Sue Johnston, the newly appointed Pro Vice Chancellor: Teaching and Learning at the University of Tasmania, gave lunchtime seminars in both Launceston and Hobart on '*Flexible Teaching and Learning – Implications for all*'. Seventeen members attended the Hobart session and eighteen members from the University and Maritime College, attended the Launceston activity.

A State Conference was held in July in Hobart. The topic was '*Globalisation, is it the new world order for higher education?*' Speakers included the Vice Chancellor, Professor Don McNicol; Dean of Arts and authority on Globalisation, Professor Malcolm Waters; and former Deputy Vice Chancellor of the University of Melbourne and Professorial Fellow of the Institute of Economic and Social Research, Professor Boris Shevdim. Breakout sessions were led by Mr Chris Rasmussen of the University of Michigan and Tasmanian University Pro Vice Chancellor (teaching and Learning) Professor Sue Johnston who considered respectively the implications for access and equity, and for teaching and learning. The closing address was given by the Hon Duncan Kerr, MHR, and Federal Member for Denison who recently published a book on Globalisation. Approximately 71 University and Maritime College staff attended this day activity. A very happy evening dinner followed the State conference, with approximately 52 members and some partners attending. During the evening, Richard Easter was presented with a gift in recognition of his work for ATEM at both the state and national level.

In September, lunchtime forums were held in Hobart and Launceston with the Deputy Director of the University of Tasmania's International Services Division, Ms Sue Lacy, her address entitled '*International Services at the university of Tasmania : Who, What, Where, When, Why and How*'. This was attended by 15 people in Hobart and 13 in Launceston.

The November activity was run in Hobart with Professor Michael Wood, Executive Dean (Business), from Curtin University speaking on the topic '*Managing Teaching Overseas : Partnerships and Quality*'. This activity was attended by 17 members.

The first activity for 2002 was conducted in both Hobart and Launceston with Christine Goodacre, Director of the Flexible Education Unit at the University of Tasmania who spoke on the newly updated Utas webpage, '*Progress and Initiatives in Redeveloping the University's Web Site*'.

BRANCH FUNDING FOR GRANTS TO ATTEND THE ANNUAL CONFERENCE IN CANBERRA WERE ADVERTISED, BUT NO APPLICATIONS WERE RECEIVED. IN 2002, THE BRANCH ADVERTISED CONFERENCE GRANTS TO FUND UP TO FIVE MEMBERS TO ATTEND THE 2002 BRISBANE CONFERENCE IN SEPTEMBER, THE GRANTS BEING TO COVER REGISTRATION FEES AND ATTENDANCE AT THE ANNUAL DINNER. ONE APPLICATION WAS RECEIVED.

Victoria

2001

| | | | | |
|------|--|---------|--------------------------------|----|
| May | Customer Service | 1 day | Fofi Hronopoulos/ Terie Healy | 18 |
| May | Customer Service | 1 day | Fofi Hronopoulos | 19 |
| May | New Administrators | 1 day | Various | 26 |
| June | Middle Managers Program | 3 days | Various | 19 |
| July | Minute Taking | 1 day | Jennifer Robinson | 25 |
| July | Project Management | 1 day | Adam Le Good | 29 |
| July | Budgets - Activity based costing | 1/2 day | Antony McCloy | 24 |
| Sept | Minute Taking | 1 day | Jennifer Robinson | 21 |
| Sept | Career Planning | 1 day | Julie Warnock | 5 |
| Sept | Customer Service | 1 day | Fofi Hronopoulos, Terrie Healy | 19 |
| Sept | Minute Taking – Wodonga | 1 day | Joanne Austin | 17 |
| Sept | Activity Based Costing | 1 day | Antony McLoy | 26 |
| Sept | Impact of Internationalisation | 1 day | Jan Drew | 16 |
| Oct | HR Series for Managers and Supervisors | 1 day | | 20 |

2002

| | | | | |
|-------|------------------------|-------|-------------------|----|
| March | Minute Taking | 1 day | Jennifer Robinson | 22 |
| April | Project Management | 1 day | Adam Le Good | 15 |
| May | Minute Taking | 1 day | Jennifer Robinson | 18 |
| May | Advanced Minute Taking | 1 day | Jennifer Robinson | 12 |
| May | Minute Taking | 1 day | Jennifer Robinson | 19 |

Western Australia

2001

| | | | | |
|-----|--|--|--|-----|
| May | A view from abroad: The challenge that confronts , Professor Bill Tierney | | | 117 |
| | Australian Higher Education, University of Southern California, | | | |
| May | Corporate Governance, Peter Perriam, Director Internal Audit Curtin Uni | | | 24 |
| | Phillip Draber, Director Internal Audit Murdoch Uni, | | | |
| Jun | Quality in Australian Universities, Assoc/Professor Stephen Thurgate | | | 47 |
| | Pres Acad C'cil, and Gordon Hobday, Snr Policy & Projects Officer ECU | | | |
| Jul | International Education - WA Leading the Way, Program of speakers | | | 80 |
| Aug | Putting the students back into Student Services, Jeff Hollett, | | | 66 |
| | Director, Office of Student Services, Murdoch, | | | |
| Sep | Aligning Asset Management with business activities | | | 21 |
| | Mrs Rowan Maclean, Director Physical Assets WA Dept of Training & Employment | | | |
| Nov | ONLINE or on-the-line: Implications for Managers, Dr Stephen Towers | | | 28 |
| | Director, Centre for Learning Innovations & Future Tech, ECU, | | | |
| Nov | Investing in your people, Mrs Lanie Byk | | | 30 |
| | Manager, People Strategy & Dev, BankWest, | | | |
| Dec | Christmas Drinks, hosted by Chris Jeffery, President ATEM WA, | | | 16 |

2002

| | | | | |
|------|--|--|--|----|
| Feb, | The Developing Relationships between the State Government and tertiary institutions in Western Australia, Hon Alan Carpenter | | | 91 |
| | Minister for Education | | | |
| Mar | Campus Planning, Bruce Thompson | | | 23 |

Associate Director of Planning, Murdoch

Apr Organisational and Personal Well being - Achieving that, Steve Bowler 41

ATEM (WA) STUDY GRANT

\$2,000 awarded to Lynda Roberts-Hall of Curtin University whose project will:

- . revise recruitment training at Curtin
- . develop an on-line recruitment module
- . improve the career development workshops at Curtin
- . develop a re-deployee career development and assistance program

Queensland Branch

2001

| | | |
|------|--|----|
| May | Advanced Training in Change Leadership: Mastering the People Aspects Of Change Management - Hilary Langford, O&L – 2 days | 15 |
| May | Managing Ourselves in the Workplace: The ultimate time management course, Darryl Krook, CPEM - 1 day | 22 |
| May | Performance Management and Discipline Charles McCowie & Alison Rossiter, UQ – 1 day | 18 |
| May | Presentation Skills, Dr June Dunleavy, CCS Pty. Ltd. – 1 day | 11 |
| June | Providing Leadership in Office Technology: the changing role of secretaries and personal assistants Dr Roy Lundin, QUT – 1 day | 14 |
| June | Report Writing Course Kathy Watson & Theresa Davern, GU –1 day | 20 |
| July | Towards Middle Management | 46 |
| July | Cross Cultural Issues for Tertiary Managers Jiri Martinek, Qld. Premier's Department – 1 day | 15 |
| July | Regional Centre Presentation Marcus Parsons – 1 day | |
| Aug | Dealing with Conflict and Difficult People at Work Hilary Langford, O&L – 2 days | 20 |
| Aug | Masterful Leadership : Unmasking Your Inner Wisdom Hilary Langford, O&L – 2 days | 23 |
| Sept | Managing Ourselves in the Workplace: Managing under pressure Darryl Krook, CPEM – 1 day | 13 |
| Sept | Discrimination, Harassment and Bullying Michelle Moynihan, MM Pty Ltd – 1 day | 7 |
| Oct | Expanding Your Influence Hilary Langford, O&L – 3 days | 14 |
| Oct | Effective Workplace Writing: Creating and maintaining credibility in writing Dr Roslyn Petelin, UQ – two ½ day sessions | 33 |
| Oct | Managing Finances Now and for the Future: An Interactive Approach Alison Harris & Sue Smith , GU – 1 day | 25 |

2002

| | | |
|-----|--|----|
| Feb | Committee Skills, James Moloney, QUT – two 1 day sessions | 40 |
| Feb | Understanding and Managing Ourselves in Today's Work Environment Darryl Krook, CPEM – 1 day | 11 |
| Feb | Marketing Education, Dr Stephen Holmes – 2 days | 20 |

| | | |
|-------|--|----|
| Mar | Writing for Publication, Professor Royce Sadler, GU – 1 day | 41 |
| Mar | Universities: Managing Knowledge and Creating Value Dr. Kate Andrews, BDO Kendalls – 1 day | 26 |
| April | Contract Issues for Non-Lawyers Kerrin Anderson, FAL & Tania Kearsley, UQ – 1 day | 34 |
| April | Managing Finances Now and for the Future: An Interactive Approach Alison Harris & Sue Smith, GU – 1 day | 23 |

FINANCIAL STATEMENTS

The Association Treasurer's Report and the Audited Financial Statements as described below will be tabled at Council on 29 September 2002.

ASSOCIATION FOR TERTIARY EDUCATION INC COUNCIL OPERATING STATEMENT For Period 1 May 2001 to 30 April 2002

ASSOCIATION FOR TERTIARY EDUCATION INC COUNCIL BALANCE SHEET as at 1 May 2002

ASSOCIATION FOR TERTIARY EDUCATION INC CONSOLIDATED OPERATING STATEMENT For Period 1 May 2001 to 30 April 2002

ASSOCIATION FOR TERTIARY EDUCATION INC CONSOLIDATED BALANCE SHEET as at 1 May 2002

THE ATEM COUNCIL 2001-2002

At 30 April 2002, the ATEM Council comprised:

Executive:

| | |
|--------------|---|
| Maree Conway | President |
| Tom Gregg | Vice President |
| Greg Ellis | Vice President (resigned 30 April 2002) |
| Margie Cole | Association Secretary |
| Neil Voyce | Association Treasurer |
| Pat Allen | Councillor at Large |
| Jan McAdam | Councillor at Large |

Non-Executive (Ex Officio) Members – Branch Presidents:

| | |
|----------------|--------------------|
| Alan Tilley | New South Wales |
| Margie Cole | Northern Territory |
| Jenny Coggins | Canberra |
| Annabel Tyson | Tasmania |
| Ginny Ferguson | New Zealand |
| Chris Jeffery | Western Australia |

Paul Abernethy
Sue Gould
Ion Wallace

Queensland
Victoria
South Australia

ENQUIRIES

For enquiries about ATEM, please contact the Association Secretariat or visit the Association Web Site: www.atem.org.au

ATEM SECRETARIAT

Giles Pickford 0411 186 199

Peter Scardoni 0411 498 462

PO Box 50, O'Connor ACT 2602, Australia

Phone + 61 2 6125 5300

Fax + 61 2 6125 5262

Email: atem1@bigpond.com

| Month Renewal Due | Institution | Invoice Sent | Renewed | No Reply | Not Renewing | |
|-----------------------------------|---|--------------------------------------|---------|-------------|-----------------|----|
| January | Central Queensland University | | Yes | | | |
| | Bible College of New Zealand Edith Cowan | Yes | Yes | | | |
| | James Cook | Yes | Yes | | | |
| | Manukau Institute of Technology | Yes | Yes | | | |
| | University of Canberra | Yes | Yes | | | |
| | University of Tasmania | Yes | Yes | | | |
| | Whitecliffe Coll of Arts & Design | | Yes | | | |
| | Whitireia Community Polytechnic | Yes | Yes | | | |
| | February | Assn of University Administrators | n/a | Yes | | 10 |
| | and March | NZ Ministry of Education | Yes | Yes | | |
| March | Auckland College of Education | Yes | Yes | | | |
| | Australian Catholic University | Yes | Yes | | | |
| | Australian National University | Yes | Yes | | | |
| | AVCC | Yes | Yes | | | |
| | Batchelor Inst of Indigenous TE | Yes | Yes | | | |
| | Bond University | Yes | Yes | | | |
| | Canberra Institute of Technology | Yes | Yes | | | |
| | Christchurch College of Education | Yes | Yes | | | |
| | Christchch Polytechnic Inst of T | Yes | Yes | | 20 | |
| | Deakin University | Yes | Yes | | | |
| | DEETYA | Yes | No | | x | |
| | Massey University | Yes | Yes | | | |
| | Murdoch University | Yes | Yes | | | |
| | Nelson Marlborough Inst of T | Yes | Yes | | | |
| | Northern Territory University | Yes | Yes | | | |
| | Otago Polytechnic | Yes | Yes | | | |
| | Queensland University of Tech | Yes | Yes | | | |
| | Swinburne University of Tech | Yes | Yes | | | |
| Te Wanananga O Aotearoa | n/a | Yes | | | | |
| UNITEC Institute of Technology | Yes | Yes | | 30 | | |
| University of Adelaide | Yes | No | | x | | |

| | | | | | |
|--------|--|-----|-----|---|----|
| | University of Canterbury | Yes | Yes | | |
| | University of New England | Yes | Yes | | |
| | University of New South Wales | Yes | Yes | | |
| | University of South Australia | Yes | Yes | | |
| | University of Sydney | Yes | Yes | | |
| | University of Technology, Sydney | Yes | No | | x |
| | University of Western Australia | Yes | Yes | | |
| | University of Western Sydney | Yes | Yes | | |
| | University of Waikato | Yes | Yes | | |
| | University of Wollongong | Yes | Yes | | |
| | Victoria University of Wellington | Yes | Yes | | 40 |
| | Western Inst of Tech (Taranaki) | Yes | Yes | | |
| April | Aoraki Polytechnic | Yes | No | | x |
| | Australian Maritime College | Yes | | x | |
| | Curtin University of Technology | Yes | Yes | | |
| | Flinders University of SA | Yes | Yes | | |
| | Gold Coast Institute of TAFE (now Moreton Institute of TAFE) | Yes | No | | x |
| | Gordon Institute of TAFE | Yes | | x | |
| May | University of Otago | Yes | Yes | | |
| | AACRO | Yes | Yes | | |
| | Challenger TAFE | Yes | | | |
| | Higher Ed Systems Pty Ltd | n/a | Yes | | |
| | Murray Institute of TAFE | Yes | | | |
| | Southern Cross University | Yes | Yes | | |
| | Sydney Institute | Yes | ? | | |
| | UAC (NSW) | Yes | Yes | | |
| | University College (ADFA) | Yes | Yes | | |
| June | Auckland University of Tech | Yes | Yes | | 50 |
| | Kangan Batman TAFE | Yes | | | |
| July | Australian Graduate Management Consortium | Yes | | | |
| | Charles Sturt University | Yes | Yes | | |
| | Melbourne University Private | | Yes | | |
| August | Southern Sydney Inst of TAFE | Yes | ? | | |
| | Royal Aust College of Surgeons | Yes | Yes | | 53 |
| TOTAL | 66 | | 53 | | |

CORPORATE MEMBERS 2002
(as at 12 September 2002)

*New in 2002

AACRAO (May)

Jerry Sullivan, Janie Barnett

Auckland College of Education (Mar)

John Langley, Bruce Carlsson, Lexie Grudnoff, Joce Jesson, Stuart Middleton

Auckland University of Technology (June)

Dr John Hinchcliff, Phil Ker, Maureen Reid, Judith McKay, Doug Stevens

Association of University Administrators (Feb - Ghost)

Lynn Rawlinson, John Ryan, Alison Johns, Tony Rich, Celia Whitchurch

Australian Catholic University (Feb)

Prof. P.W. Sheehan, John Cameron, John Ryan, Noelene Kelly, Gay Westmore

Australian National University (Mar)

Professor Ian Chubb, Professor John Richards, Professor Malcolm Gillies, Professor John Hearn, Professor Robin Stanton

Australian Vice-Chancellors Committee (March)

John Mullarvey, Ros Engledow, Peter Rodely, John Chan, Lyn Brooks

Batchelor Institute of Indigenous Tertiary Education (March)

Veronica Arbon, Paul Omaji, Byron Davis, Holly Marjerrison, Pat Coles

Bible College of New Zealand (Jan)

Bruce Know, Allan Officer, Mark Sutton, Maureen Turnbull, John Ferguson

Bond University (Mar)

Prof. Ken Moores, Peter Castleton, Alan Finch, John Stephens, Beryl Griffin

Canberra Institute of Technology (Mar)

Peter Veenker, Aidan O'Leary, Peter Le Cornu, Gail Gardner, Vaughan Croucher

Central Queensland University (Jan)

Prof. Glenice Hancock, Prof. Rhondda Jones, Prof. Stewart Marshall, Mr Ken Window, Mr Eric Laakso

Charles Sturt

(No names given yet)

Christchurch College of Education (Feb)

Dr Ian Hall, Bruce Ferguson, Dr Lindsay Parry, Dr Pim Borren, Adrienne Roberts

Christchurch Polytechnic Institute of Technology (Mar)

Rolph Knowles, Mirla Edmundson, Jo Milne, Russ Skinner, Dean Snelling

Curtin University of Technology (April)

Prof. Lance Twomey, Prof. Lesley Parker, Mr Peter Walton, Prof. Paul Rossiter, A/Prof. Jeanette Hacket

Deakin University (March)

Prof. Geoff Wilson, Prof. Anne Martin, Russell Elliott, Prof. Pip Hamilton, Eric Meadows

Edith Cowan University (Jan)

Prof. Millicent Poole, Warren Snell, Greg Holland, Andrew Branston, Jeff Murray

Flinders University of South Australia (Apr)

Prof Anne Edwards, Jackie Hayvice, Mary Solomon, Hugh Kearns, Carolin Walters

***Higher Ed Systems Pty Limited** (May)

John Murgatroyd, Cynthia Hansen, Kent Levander, Rebecca Simmonds, tba

James Cook University (Jan)

Prof. B. Moulden, Gloria Macdonald, Greg Stokie, Denese Gray, Geoff Duce

Manukau Institute of Technology (Jan)

Jack MacDonald, Grace Sylvester, Peter Coolbear, Anthony Ward, Janet Rattle

Massey University (March)

To be advised

Melbourne University Private (July)

David Lloyd, Graeme Russel, John Green, Penny Graham, Mariann Fee

Murdoch University (March)

Professor John Yovick, Gaye McMath, Kerry Hutchinson, Jane Powell, Andrew Bain

Nelson Marlborough Institute of Technology

Neil Barnes, Caroline Seelig, Chris Gosling, Carolyn Read, Jane Kennedy

New Zealand Ministry of Education (Feb)

Howard Fancy, Elizabeth Eppel, Allan Sargison, Jane von Dadelszen, Colin McGregor

Northern Territory University (Mar)

Prof. Ron McKay, Prof. Charles Webb, Mr Antoine Barnaart, Mr Kevin Davis, Prof. Mary Ann Bin-Sallik

Otago Polytechnic (Feb)

Dr Wanda Korndorffer, Dr Robin Day, Dr Graham McGregor, Margaret West, John Fletcher

Queensland University of Technology (March)

(No names of nominees given)

Royal Australasian College of Surgeons

(no names given yet)

Southern Cross University (May)

Prof. John Rickard, Malcolm Marshall, Prof. Jenny Graham, Prof. Zbys Klich, Prof. Angela Delves

Swinburne University of Technology (March)

Stephen Murby, Sarah Davies, Prof. Barbara Van Ernst, Prof. Dale Murphy, Alistair Crozier

***Te Wananga O Aotearoa (Mar)**

Rongo Wetere, Min Marshall, Bentham Ohia, Colin Owens, Sandra Mann

UNITEC Institute of Technology (Mar)

Dr John Webster, Owen Burnside, Terry Fulljames, Jenny Ritson, Paul O'Connor

Universities Admission Centre (NSW & ACT) Pty Ltd (May)

Andrew Stanton, Andrea Goodwin, Kim Paino, Andrew Harrop, Trevor Saunders

University College (May)

Professor Robert King, Laurie Olive, Maxine Brown, Tessa Hodson, Maria Beckett

University of Canberra (Jan)

Prof. Roger Dean, Adrian Westerman, Garry Foman, Michael Werts, Jenny Coggins

University of Canterbury (Feb)

Prof Daryle Le Grew, Prof Bob Kirk, Mr Tom Gregg, A/Prof Bruce Jamieson, Mr Alan Hayward

University of New England (Feb)

Prof Ingrid Moses, Graeme Dennehy, Grances Nichols, Steve Marlor, Kristin Adair

University of New South Wales (Feb)

Rory Hume, Crystal Condous, Chris Lidbury, Helen Ross, James Walsh

University of Otago (April)

Dr Graeme Fogelberg, Stephen Gray, Jan Flood, Penny Love, Chris Heath

University of South Australia (Feb)

Prof Denise Bradley, Judy Szekeres, Tara Hemingway, Mary Taylor, Lucy Schulz

University of Sydney (Feb)

Prof Gavin Brown, Prof Ken Eltis, Prof Judith Kinnear, Dr William Adams, Mr Paul Slater

University of Tasmania (Jan)

Don McNicol, Tony Ferrall, Richard Easter, Rudi Lidl, Stuart Andrews

University of Waikato (Mar)

Prof Bryan Gould, Helen Pridmore, Wendy Craig, Sue Pharo, John Cameron

University of Western Australia (Mar)

Prof Deryck Schreuder, Prof Alan Robson, Mr Peter Curtis, Ms Wendy Edgeley, Prof Dennis Haskell

University of Western Sydney (March)

Colin Hawkins, Rob Coombes, Tong Wu, Christine Ewan, Rhonda Hawkins

University of Wollongong (Feb)

Prof Gerard Sutton, David Rome, Jim Langridge, Chris Grange, Gillian Luck

Victoria University of Wellington (Mar)

Stuart McCutcheon, Roy Sharp, Deborah Willis, Jude Urlich, Christine Turner

Western Institute of Technology at Taranaki (formerly Taranaki Polytechnic) (Mar)

Paul Sutcliffe, Chris Lambourne, Sue Duncan, Simon Calvert, Virginia Hulbert

Whitecliffe College of Arts & Design (Jan)

Michele Whitecliffe, Frances Hartnell, Terry Brydon, Pam Young, Belinda Keith

Whitireia Community Polytechnic (Jan)

Deirdre Dale, Bruce Miller, Val Collins, Susan Cauchi, Paul Bryant

SUMMARY

| | |
|---------------------------|----------|
| TOTAL RENEWALS | 53 |
| NOT RENEWING (see below) | 5 |
| NOT RESPONDED (see below) | <u>8</u> |
| As per spread sheet | 66 |

NOT RENEWING

DEETYA

Adelaide

UTS

Aoraki Polytechnic

Gold Coast Institute of TAFE (now Moreton Institute of TAFE)

NOT RESPONDED

Murdoch

Western Sydney

Australian Maritime College

Gordon Institute of TAFE

Challenger TAFE

Murray Institute of TAFE

Sydney Institute

Kangan Batman TAFE

Australian Graduate Management Consortium

Southern Sydney Institute of TAFE

Introduction

1. Over the last several years, ATEM has developed a series of international affiliation agreements with institutions and associations in the UK/Ireland and USA, which appear to have similar aims to those of ATEM in Australasia and the Pacific. We have also developed a fairly standard affiliation agreement document now (with the work largely done by the ATEM 2000 group), which provides reciprocal benefits to ATEM and the partner organisation.
2. In broad general terms, the reciprocal benefits we are seeking are profile, access to publications, possible staff exchange arrangements, and attendance at annual conferences/assembly. In terms of the attendance at conferences/assemblies, the reciprocal arrangement is for complementary registration for the event, and complimentary accommodation for the days of the conference/assembly. Travel to and from the city where the annual conference/assembly is held is the responsibility of the attendee, as are any other costs which may be involved. A copy of a representative agreement document is attached to this report.
3. At this stage, ATEM has such an agreement with the Association of University Administrators (AUA) in the UK/Ireland, with the American Association of University Administrators (AAUA) in the USA, with the American Association of Collegiate Registrars and Admissions Officers (AACRAO) in the USA, and most recently with the Society for College and Universities Planning (SCUP), also in the USA.
4. Locally, ATEM has also sought to form working relationships with like organisations in the tertiary/higher education sectors of Australia and New Zealand. The most long standing of those is AAPPA (which brings with it the International link to AAPPA's parent organisation in the USA), and that relationship is undergoing some rapid changes in terms of cooperation and partnership for the Annual Association Conference. There are also, however, a number of other groups that exist within the tertiary/higher education sectors which have a narrower and more specialised focus than ATEM, and which we should be working to contact in order to see if there are significant advantages in combining our annual conferences, and in having them work together under the ATEM 'umbrella' in Australasia. For the 2002 Conference we have a back to back arrangement with the Australian Quality Forum. There are contacts under way with the Australasian Association for Institutional Research (AAIR) and in 2003 AAIR is considering holding its conference in association with, or at least contiguous with, the ATEM conference in Adelaide. There are similar associations which link together those who work in finance, those who work in student services and administration, those who work in human resources, and those who work in public relations. Finally, there are organisation based on a single Australian State, such is VISTA, a TAFE-based association in Victoria. Perhaps such organisations should work mainly with ATEM's relevant Branches.

Principles

5. There is always a temptation to look to form formal relationships with other organisations when they come to the attention of ATEM. If we look first at the international links we have, each of those has arisen because of a single personal contact between an ATEM member and those international associations. That ATEM member has brought the association to the attention of the ATEM Executive, and the developments have come from that. It would be

important for us to develop a more structured way of assessing the value of such links prior to seeking formal affiliation agreements. What is it that we should seek from such links?

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

Existing International Linkages: A Review

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

Recommendation

7. The first recommendation is that I work with the President and Secretariat on behalf of the ATEM Council/Executive to review these international affiliations and make a formal recommendation to the Executive on both the form of the affiliations and the usefulness of those we currently have.
8. I also recommend that the same group carry out further research into organisations that may be similar to ATEM in the USA, Europe, and Asia/South East Asia to identify other such professional associations that could be contacted with a view to future affiliations.
9. I further recommend that a second group from Executive/Council be put together to look at our relationships with other tertiary associations within Australia and New Zealand. There would be much strength to be gained from having smaller, discipline or sector based organisations approached to see if they would come under the broad umbrella of ATEM in some way, and combine their annual conferences with that of ATEM. A united front such as suggested here would provide for greater political influence, and raise the combined profile of all organisations that seek to assist those who work in administration and management in the tertiary education (higher education) sectors in Australasia.

Tom Gregg
Vice-President

August 2002

MEMORANDUM OF COOPERATION BETWEEN THE ASSOCIATION FOR TERTIARY EDUCATION MANAGEMENT AND THE AMERICAN ASSOCIATION OF COLLEGIATE REGISTRARS AND ADMISSIONS OFFICERS

1. Introduction

The Association for Tertiary Education Management represents tertiary education managers in Australia, New Zealand, Papua New Guinea, the Pacific Islands and Asia. It currently has 2,400 members. It publishes the "Journal of Higher Education Policy and Management". It organises an annual conference, with the next three being (a) 7-10 October 2001 in Canberra, (b) 2002 in Brisbane and (c) 2002 in Adelaide. It operates the web site <http://www.atem.org.au> and it organises professional development courses through its Branches.

The Association for Tertiary Education Management (ATEM) wishes to establish formal links with similar organisations in other countries and regions, in the interests of sharing experiences and knowledge of developments in the field of tertiary education administration and management, and developing cordial relationships with others working internationally in the management of higher education. In addition, ATEM is continuing to lead the development of the professional skills and standing of staff who work in tertiary education management and administration in Australasia.

To give this decision some strength, ATEM is developing formal links with international organisations which have similar aims and objectives to those of ATEM, so that reciprocal arrangements can be made to give the links practical form. These agreements offer the opportunity for attendance at each Association's major annual conference, cover the automatic sharing of information and policies, and set in place opportunities to facilitate short term exchanges and job placements of members between contributing institutions of higher learning.

2. Purpose

This Memorandum covers:

2.1 The Association for Tertiary Education Management (ATEM) based in Australasia, and

2.2 The American Association of College Registrars and Admissions Officers (AACRAO) based in the USA.

The aim of this memorandum is to establish collaboration and cooperation of mutual benefit, and in particular:

- (a) To encourage attendance at the respective annual association conferences by complementary registration (and, when financially and logistically possible, accommodation provisions), with the delegate or the parent organisation to meet the cost of all travel involved; and to invite the delegate to present a paper at the conference;
- (b) To facilitate the mutual sharing of information, policies, strategic plans and related information and to establish effective communication channels to ensure that there is regular ongoing contact between the parties to this agreement;
- (c) To include the partners to the agreement on distribution lists for Association publications, including those issued or sponsored by the Associations;
- (d) To facilitate opportunities for the staff exchange or short term job placement of members; and
- (e) To form a basis for any future developments in the cooperation between the two Associations.

3. Supporting documentation

This agreement is supported by the principles outlined in the following ATEM policy documents:

3.1 International Links Policy (adopted December 1997)

<http://www.atem.org.au/index.cfm?action=intlink&tree=1>

3.2 Staff Exchange Scheme (adopted December 1997)

<http://www.atem.org.au/index.cfm?action=exch&tree=1>

3.3 Conference Protocols (adopted September 1998.)

<http://www.atem.org.au/index.cfm?action=confman&tree=2>

4. Agreement

This Memorandum will come into effect on the date of its signing and will remain in effect until such time as either party signals by formal correspondence its intent to withdraw from the agreement, or by mutual agreement. In either case, at least six months' notice is required.

Any dispute arising out of this Memorandum will be resolved amicably by consultation between the parties.

SIGNED: _____ DATED this _____ day of _____ 2000
[President of ATEM for and on behalf of the Association for Tertiary Education Management]

SIGNED: _____ DATED this _____ day of _____ 2000.
[President of AACRAO for and on behalf of the American Association of College Registrars and Admissions Officers]

DRAFT

In my role as ATEM President, I welcome you to ATEM as new Office Bearers. This page is designed to assist you in settling in to your new duties.

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

The web site contains a number of policy documents which will provide some useful information about how we operate. The main ones, which will assist you, are:

- 2000 Organisational Responsibilities - link to existing document
- 2001 Finance Manual (especially useful for Treasurers) - link to existing 2003 document
- 2004 Conference Manual (essential for any Branch which is hosting the Annual 2005 Conference) - link to existing document
- 2006 Awards and Grants Program - link to existing document
- 2007 Elections and Referenda - link to existing Guidelines
- 2008 Membership Recruitment - to be written after the decision about the 2009 rolling membership year
- 2010 Professional Development Framework - link to existing document
- 2011 Strategic Directions Statement - to existing document
- 2012 Other Office Bearers - link to web page
- 2013 ATEM Contacts List - to be attached to this new web page

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

Major issues at the moment are our marketing plan (web site re-design and brochure updates, and then membership recruitment push) and our professional development framework, along with the continuing issue of trying to find enough money to do the things we want to do!

One such key issue right now is explained in a paper considered by the May 2002 Council meeting, which focused on the future of ATEM as a professional association. The Link is www.atem.org.au.

Welcome to all new ATEM Officer Bearers.

Maree Conway
President

DRAFT

The ATEM Patron will be a person of considerable distinction in Australia or New Zealand who has achieved great public prominence in one or more of the fields of academia, government, business, the professions or community service.

The Patron is appointed for three years by Council on the recommendation of the Executive Committee, and can be similarly re-appointed.

The Patron will have a special role in the following areas:

Ceremonial occasions
Furthering the work of the ATEM Foundation.
Lobbying

CEREMONIAL OCCASIONS

Such Occasions may be the opening of the Annual Conference, the Conferring of ATEM Awards, and similar occasions.

FOUNDATION

The Patron may assist the ATEM Foundation by holding a Board position, and assisting in approaching prospective partners.

LOBBYING

The Patron may assist in lobbying leaders of academia, government, business, the professions, or community leaders as requested by the ATEM Council or Executive Committee.

Giles Pickford and Peter Scardoni
Association Secretariat

August 2002

1 Membership

The Awards Committee for 2002 consists of:

- an Association Vice-President (Maree Conway, Acting);
- the two Members-at-Large (Pat Allen and Jan McAdam);
- a nominee of the Chair at Registrar level of equivalent (Dr Anthony Grigg, Registrar, Chisholm Institute of TAFE)

The Committee met electronically during August and September. The Committee considers applications for the Peter Karmel International Travel Grant, the ATEM Study Scholarship, and ATEM Awards (Meritorious Service Award and Certificate of Appreciation).

2 Recommendations

Two applications for the Study Scholarship were received, and one application for the Peter Karmel International Travel Grant was received. One nomination was received for ATEM Honorary Fellow.

The Committee recommends that the following awards be made:

Peter Karmel International Travel Grant

Bruce Knox, Executive Director, Bible College of New Zealand Inc, Auckland, New Zealand. Bruce's project is titled: Theological Education Quality Management Systems.

The project aims to compare and contrast tertiary quality systems in the UK, USA and New Zealand to ascertain whether quality development trends evidenced are unique to New Zealand or are worldwide trends.

ATEM Study Scholarship

Maddy McMaster, Director, Academic Services, University of Melbourne.

The Committee agreed to recommend the award of the Scholarship to Ms McMaster even though it was not her first formal qualification. The topic of her doctoral thesis is "New partnerships in university administration: how administrative and academic managers work together in faculties of Australian universities". The Committee believed the value of this work was sufficient to waive the first qualification criteria.

ATEM Honorary Fellow

An award of ATEM Honorary Fellow was made to Professor Don McNicol, on his retirement as Vice-Chancellor from the University of Tasmania. This award was approved by the Council by circulation to allow it to be presented at an ATEM function for Professor McNicol in July 2002.

3 Annual Review**3.1 Value of Grants and Scholarships**

The Committee recommends to Council that the value of the Study Scholarship be increased to \$1500 (from \$1000), and the Peter Karmel International Travel Grant be increased in value from \$6000 to \$7500. This is the first increase in the value of both awards since their introduction.

3.2 Review of Criteria

Several changes to the criteria have been recommended by the Executive; these will be considered as a separate item.

Maree Conway
Acting Chair

September 2002

Item 11.3.2 Citation for Don McNicol - Honorary Fellow 2002 **ATTACHMENT 7**

Professor Don McNicol has long had a vested interest in the ways in which institutions of higher education are managed and in how the administrative and management processes in such institutions can be made efficient and effective. Between 1986 and 1988 he was Commissioner for Universities with the Commonwealth Tertiary Education Commission. He later went on to become the Vice-Chancellor of the University of New England, of the University of Sydney and of the University of Tasmania.

Don McNicol has pursued this interest with commitment and energy, often in the face of significant opposition to change. It is in the pursuit of effectiveness and maximising resource efficiency in higher education that there has been a strong confluence of interests between those of Don McNicol and those of the Association for Tertiary Education Management. It is therefore understandable why Don has supported the Association strongly during his time as chief executive officer of three Australian universities, and has been a strong advocate for the work that the Association undertakes.

The Association for Tertiary Education Management aims to raise the level of professional competence in the field of tertiary education administration and management by aiding the professional development of members, and by recognising in appropriate ways outstanding contributions to tertiary education administrative practice or management practice.

Don McNicol has always recognised the value of having a well-informed and professionally competent administrative team. As well as providing the support of his institution he has always been prepared, as a busy chief executive officer, to meet with members and to give well prepared and thoughtful presentations on issues affecting the sector in general and his university in particular. The Association could be significantly hampered in the pursuit of its aims if it did not receive the support of the chief executive officers of the institutions in which its members reside. By providing his full support to the Association, Don McNicol has worked to facilitate the achievement of those goals that both he and the Association hold dear.

In recognition of his support over fourteen years as Vice-Chancellor of three Australian universities, the Association is pleased to admit Don McNicol as an Honorary Fellow of the Association for Tertiary Education Management.

Richard Easter
Tasmanian Branch President

July 2002

ASSOCIATION AWARDS

The Association for Tertiary Education Management Inc (ATEM) has established awards to recognise significant contributions made by:

- members to the Association; and
- members and non-members to the promotion and development of the profession of tertiary education administration and management.

An employee or person otherwise paid for by ATEM (including consultants) are not eligible for any Association Awards.

These awards are:

- President's Award
- Meritorious Service Award
- Certificate of Appreciation

This document outlines the criteria and nomination procedures for each award.

PRESIDENT'S AWARD

The President's Award is given to individual ATEM member who has made an outstanding contribution to the Association. This could reflect outstanding achievements in a single year, or to recognise ongoing, substantial Association involvement.

The Award is given at the discretion of the current President and will normally be presented at the annual Association Conference. The President may seek the advice of the Awards Committee, and/or Executive or Council members in deciding an Award.

Only one Award is made in any year, although the President can choose not to make an award.

MERITORIOUS SERVICE AWARD

This is an award which recognises outstanding contributions by members to the Association. It is ATEM's highest award for service. The award will normally be presented at the annual Association Conference.

Eligibility

Membership of ATEM for at least five years.

Guidelines

Nominations may be made by the ATEM Executive or a Branch Executive.

No more than three Awards can be made in any one year. Should the number of nominations from Branches exceed the number of awards that can be made in any one year, the Awards Committee will rank nominations after taking advice from Branch Presidents. Under these circumstances, some Branch nominations may not be accepted, but can be re-nominated in the following year.

Criteria

Exemplary service to the Association over a sustained period of time through one or more of the following:

- office bearer at Association level;
- Chair or member of ATEM Committee; or
- Chair or member of ATEM educational program or project.

Nominations

Nominations for the Meritorious Service Award should be made on the ATEM Awards Nomination Form, which is available from the ATEM Secretariat or from the ATEM website (www.atem.org.au), and lodged with the Association Secretariat by 31 July each year.

Nominations will be considered by the ATEM Awards Committee, which will make recommendations to the Executive Committee which has delegated authority from Council to approve awards. If a member of the Awards Committee is a nominee for an award, that member shall step down from the Committee until the current round of Awards are determined. The member standing down shall be replaced by a nominee of the President.

CERTIFICATE OF APPRECIATION

The Certificate of Appreciation is awarded to ATEM members in recognition of specific services or tasks performed on behalf of the Association at the Branch and/or Council level. The Certificate can be awarded by a Branch or by the Association.

Eligibility

Membership of ATEM for at least five years, during which time the applicant will have been actively involved in ATEM activities for at least two years.

Guidelines

Nominations are made by a Branch Executive or a member of Council.

No more than three awards can be made in any one year at the Association level, though the Branch Executive may determine the number of Certificates they wish to make at any time.

Should the number of Branch nominations for Certificates to be awarded by the Association exceed the number of awards that can be made in any one year, the Awards Committee will rank nominations after taking advice from Branch Presidents. Under these circumstances, some Branch nominations may not be accepted, but can be re-nominated in the following year.

Criteria

Exemplary service to the Association as an office bearer at the Branch or Association level. Performance of a service or task within a Branch or across the Association which was beneficial to the Association, or to promoting the profession of tertiary education administration and management generally.

Nominations

Nominations for the Certificate of Appreciation should be made on the ATEM Awards Nomination Form, which is available from the ATEM Secretariat or from the ATEM website (www.atem.org.au), and lodged with the Association Secretariat by 31 July each year.

Nominations for Certificates of Appreciation to be awarded at the Association's annual conference should be made by 31 July each year. Where a Branch wishes to award a Certificate of Appreciation within the Branch, that Branch may set its own timetable for the nomination, selection and awarding process. Branches can choose to make the nomination to Council and thus have the Certificate awarded by the President at the Annual Conference.

Nominations for Certificates to be awarded by the Association will be considered by the ATEM Awards Committee, which will make recommendations to the Executive Committee which has delegated authority from Council to approve awards. If a member of the Awards Committee is a nominee for an award, that member shall step down from the Committee until the current round of Awards are determined. The member standing down shall be replaced by a nominee of the President.

Where a Branch has determined and awarded Certificates, details of the award and a copy of the nomination form shall be sent to the Association Secretariat for publishing on the website.