

Association for Tertiary Education Management Inc.

ABN 72 682 233 729

COUNCIL AGENDA

There will be a meeting of the ATEM Council in The Wentworth Room at 10.00 am on Saturday 24 May 2003 in the Travelodge Motel, Wentworth Avenue, Darlinghurst, Sydney. For the information of your office, the phone and fax numbers of the Travelodge are: Tel: 61 2 8267 1700, Fax: 61 2 8267 1800.

There will be a meeting of the Executive Committee at 4.00 pm on Friday 23 May 2003.

All members have been booked into the Travelodge for the nights of Friday 23 and Saturday 24 May. If a member wishes to vary this arrangement, ring Alison Denham on (02) 8267 1700 and quote Block Code 'ATEM 230503'. ATEM funds Bed and Breakfast only for the two core days mentioned above.

The Council Meeting will be followed by the traditional dinner at a nearby restaurant.

1 Welcome, Apologies and Starring of Items

Ian Dobson, a Joint Editor of the Journal, apologises but has submitted a written report. C@L Jan McAdam has apologised.

The new President of the Queensland Branch, Roger Byrom, will be welcomed.

The President will move that starred items be either 'unstarred' for discussion or actioned as indicated in the agenda.

2 Minutes

The Minutes of the Council meeting held on 29 September 2002 have been circulated. For confirmation.

The Minutes of an Executive Committee Teleconference held on 19 February 2003 are also available on the ATEM website. These minutes will be considered by a meeting of the Executive Committee to be held on 23 May at 4.00 pm.

3 Business Arising from Council Minutes

3.1 ATEM's Future

Council has considered the question of ATEM's future structure and funding at both the May and September meetings in 2002. The Executive Committee, at its teleconference on 19 February 2003, agreed that a report summarising all points, prepared by the President, should be sent out to all Branches and all members of ATEM for discussion and feedback. This paper was put up on the web and all members were circulated by e-mail on 28 February 2003. The report is attached. [Pages 8-15](#)

Responses from Branches are attached. [Pages 16-21](#)

Council is invited to consider the following draft resolution on the matter.

DRAFT RESOLUTION

3.1.1. Council agrees that its overarching goal is that ATEM is to be recognised as a professional association respected in the tertiary sectors of Australian and New Zealand as a legitimate voice for those who work in management and administration of tertiary institutions; in particular to:

3.1.1.1 to develop and have recognised a body of knowledge, based around the concept that management of tertiary institutions is a profession in its own right, with all that implies in terms of conduct, membership and initial and continuing professional education; and

3.1.1.2 to ensure appropriate investment and support for ATEM as a whole to allow it to develop as a professional association, including a professional secretariat.

Council agrees that the core business of ATEM is (i) Professional Education and Training (changed from Professional Development); and (ii) Promoting and Developing the Profession.

3.1.2 Council agrees that ATEM will define profession as “that group of staff who work in tertiary education institutions and related organisations, who work in management positions, and who are tertiary qualified”. Management positions will be defined as “positions with responsibility for the management of functions, significant resources, units, or organisation wide processes”.

3.1.3 Council agrees that a full member of ATEM will be a person who is tertiary qualified and who has worked in a management position in a tertiary education institution or related organisation for at least five years; and that there is another category of associate member which is open and which is aimed at those people who aspire for full membership and who are in the process of attaining the required level of achievement and responsibility.

3.1.4 Council agrees that the level of ATEM Fellow remains unchanged in its definitions and criteria.

3.1.5 Council agrees that Corporate Membership is available for institutions that wish to take a leadership role in developing the profession and that such members will have certain privileges as determined from time to time.

3.1.6 Council agrees that the role of Regional and Local Coordinators (previously Institutional Coordinators) as defined by the Council meeting of September 2002, and further developed by the Executive Committee of 19 February 2003, is confirmed and that such members will have certain privileges as determined from time to time by Council,. (This item may need to be deferred until after the discussion on Item 4.2.5)

3.1.7 This item should be read in conjunction with item 4.1 on the Agenda

Council agrees that the Professional Education and Training Framework (PETF) be developed by a new committee of Council, the Professional Education and Training Committee (as outlined in the Futures paper); and that

(i) Linda McLain, Manager, Professional Development & Learning Development Services, Edith Cowan University be appointed Chair of the Committee;

(ii) membership of the Committee be determined in consultation with the Chair, with the provision for the appointment or co-option of members in related industry groups;

(iii) the Committee:

- review the current Framework documentation and update it to ensure currency and relevance, including seeking feedback from ATEM Branch Professional Development Coordinators, and other relevant groups and individuals;

- consider how the Framework might be used to underpin ATEM's Branch professional education and training programs;
- consider how the Framework might be linked to the proposed Continuing Professional Education and Training program; and
- make any other recommendations it deems necessary to implement the Framework, including an implementation timetable.

(iv) that the Committee determine whether or not there is a need for a group to oversee the coordination and development of ATEM's professional education programs on a continuing basis; and

(v) that the Committee report back to the September 2003 meeting of Council.

3.1.8 Council agrees to review ATEM's organisational structure and operations by September 2003 by first seeking the view of Branches and the membership, particularly about:

- 3.1.8.1 the need for some degree of Association level coordination of professional education and training activities, for marketing and promotion activities, to ensure consistency of opportunities across branches, and to ensure professional development is based on the agreed Professional Development Framework;
- 3.1.8.2 arrangements for running the conference, particularly with respect to centralising sponsorship responsibilities;
- 3.1.8.3 promoting the profession, developing links with institutions, and with government and associated groups;
- 3.1.8.4 marketing the Association locally, nationally and internationally;
- 3.1.8.5 the recommendation to move to a full-time Secretariat, with an Executive Director or similar position;
- 3.1.8.6 whether there is a need to re-define the membership of Council to focus more on functional roles such as conference coordination; professional education coordination; international affiliations; marketing; and local and regional coordination. Also a review of the Councillor-at-Large concept – see item 8.1. (this review would need to take into account ensuring an appropriate level of branch representation on Council); and
- 3.1.8.7 how ATEM's financial arrangements need to be structured to support the Association in the future.

NOTE: it will be necessary to cross reference some of these proposed resolutions with other items on the Agenda.

Once the views of Branches and the membership have been obtained, the Executive will prepare a paper for consideration at the September 2003 Council meeting.

3.2 Financial Report

***3.2.1 Matters Outstanding from Last Meeting**

At the last meeting, Council made several resolutions that required additional action by the Secretariat and the Executive. The resolutions and action taken is detailed below for the information of Council.

- 3.2.1.1 Resolution: That the Budget Principles accepted in September 1998 be amended to include:
 - (a) reference to Corporate Membership;
 - (b) reference to allocation of the Conference surplus;
 - (c) review of the provision for a rolling triennial budget;

- (d) division of the budget into operational areas and strategic programs; and
- (e) inclusion of a membership target on which the budget can be based.

A copy of the revised Budget Principles has been e-mailed with the financial papers for information. These budget principles may need to be reviewed in the light of decisions about ATEM's structure and financing made at the Council Meeting in September 2003.

3.2.1.2 Resolution: That the Executive Committee review the 2003 budget at its next meeting and ensure that the true costs of all activities are specified for each line item. This has been undertaken, and the revised 2003-2004 budget has been e-mailed with the financial papers for consideration.

3.2.1.3 Resolution: That the Executive Committee draw up a three-year business plan for the Association. This has been deferred pending the outcome of the review of ATEM's structure and financing.

3.2.2 1 May 2002- 30 April 2003 Budget Reports

3.2.3.1 The Payment Schedule to 30 April 2003 has been e-mailed with the financial papers.

3.2.3.2 The list of items requiring approval as separate line items has been e-mailed with the financial papers

3.2.3 Membership Fees and Allocations 2003-2004

Council is invited to approve membership fees and allocations for the 2003-2004 budget period. This has been e-mailed with the financial papers . The matter will need to be reviewed in the light of any changes in membership categories.

3.2.4 Draft 2003-2004 Budget

Council is invited to consider the draft 2003-2004 budget which has been e-mailed with the financial papers. The President and Treasurer will report.

3.3 Membership Group

The Membership Group has held two Teleconferences since the last Council meeting. A report from VP Chris Jeffery is attached. [Pages 23-24](#)

An overseas member has raised the idea of a lower fee for overseas members of ATEM, along the lines of the AUA practice in this regard. It is recommended that this proposal is incorporated into the review of ATEM's structure and financing discussed in Item 3.1.

3.4 Awards and Grants

***3.4.1 2003 Process**

VP Chris Jeffery will chair the ATEM Awards Committee for 2003 and will report to the September meeting of Council on the results of the selection. One nomination for a Distinguished Service Award has already been received. Branches are invited to consider nominations for ATEM Awards.

3.4.2 Re-Naming of Award

A suggestion has been made that one of ATEM's Awards or Grants should be named for Maurie Blank, the Founder of AITEA/ATEM, who died on 1 March 2003. The Maurie Blank Study Scholarship is suggested. For consideration.

3.5 ATEM Patron

Council resolved at its last meeting that the Executive should further consider the appointment of ATEM's third Patron. The Executive agreed that with the reduction in activity in the ATEM Foundation (see Item 3.7), the focus of the Patron's role is in promoting the profession and ATEM.

The Executive Committee recommends that Ian Chubb, previously President of the AVCC and Vice-Chancellor of Flinders University, and currently Vice-Chancellor of the ANU, be appointed as ATEM's 3rd Patron.

For consideration.

***3.6 Privacy Statement**

Council is invited to note that a privacy statement has been prepared and is now on the website via a link displayed in the Footer of each page.

***3.7 Foundation**

The Executive Committee considered the project at its meeting on 19 February 2003 and resolved as follows:

The Committee discussed the work of the Foundation. It was agreed to recommend to Council, and the Board of the Foundation, that the program be maintained at a lower level of activity until the work on the restructure of ATEM was complete; that the Board membership be reduced to President, Vice-President and Association Secretary; and that the ATEM Ghosts be requested to consider spearheading a bequests program.

The Resignation of Steve Murby has been received. For noting.

4 Business Referred by the Executive Teleconference

4.1 Continuing Professional Education and Training

A proposal from the Treasurer is attached for consideration. [Pages 25-28](#)

4.2 Marketing Campaign

4.2.1 Membership and Corporate Membership Campaign Results

The Secretariat's report on the current membership campaign is attached. [Pages 29-30](#)

4.2.2 Financing Stage 2 of ATEM Web Site

Stage 2 development of the ATEM website involved developing a Content Management System that allows branches to maintain membership and professional development details, as well as providing more effective search functions, and a new membership directory function. This work has been undertaken and completed.

It is acknowledged that an on-line tutorial facility would have been beneficial at the time the site was launched, although the Secretariat did its best to rescue the situation with a telephone hook-up which was poorly attended. An on-line tutorial package is now planned to assist new users to use the functionality.

Costs for the Stage 2 development, including the tutorial package, have been incorporated into the 2003-2004 budget (see Item 3.2).

4.2.3 Stationery Templates

C@L Jan McAdam will report on the provision of stationery templates using the ATEM Brand

4.2.4 Campus Review Promotional Offer

Attached is a proposal from Campus Review for consideration. C@L Jan McAdam is of the view that ATEM is short on benefits to offer to members. While the offer gives a benefit to members (in being able to read *Campus Review* on-line) and at the same time promotes the Profession; which is one of the core businesses defined in the President's paper on the future of ATEM, it is probably beyond what ATEM can afford. **Pages 31-32**

4.2.5 Local and Regional (previously Institutional) Coordinators

A call for expressions of interest in the role of Local and Regional Coordinators was sent out by the President. A table showing members who responded is attached for noting. **Page 33**

Council will need to clarify the benefits attached to this role to ensure that the role is consistent throughout the Association. A copy of the role statement of the Coordinator position is attached for further discussion and confirmation. **Pages 34-35**

Responses from Branches are attached. **Page 35**

***4.3 International Affiliations**

Following discussion at the last meeting of Council, the following activities have occurred.

4.3.1 The Association of University Administrators in the UK has approached ATEM to sponsor or support a joint event in 2004. Further information is being sought on the commitment required of ATEM, but the initial approach indicated that no financial support would be required.

4.3.2 An agreement with the Association of Caribbean Higher Education Administrators (ACHEA) is attached. It will be signed off by both Presidents. **Pages 36-37**

4.3.3 A summary of the delegates chosen to attend overseas affiliates' conferences follows:

AUA: Annual Conference 14-16 April at Derby: Margaret West, Dean of the Faculty of Business and Tourism, University of Otago.

AAUA: Annual Conference 18-22 June at San Francisco: Stuart Middleton, Student Administration, Manukau Polytechnic. AAUA Delegate to ATEM Conference: Stefanos Gialamas

AACRAO: 6 to 9 April 2003 in Washington DC. Marilyn van Dyke, Manager, Organisational Development and Change, University of Central Queensland was selected but could not attend. BP Gerard Toohey did attend in a private capacity.

5 ATEM Conferences

***5.1 2002 Conference Accounts**

The final accounts for the 2002 Conference in Queensland were sent to Councillors on 13 May 2003. Please bring them to the meeting.

5.2 2003 Tertiary Education Management Conference

BP Ion Wallace's report will be tabled at the meeting.

Council is invited to note that the Australasian Association for Institutional Research has joined the 2003 conference for a trial; a copy of the Memorandum of Agreement is attached for information.

***5.3 MOU with AAPPA about AAIR Participation in the TEM Conference.**

A copy of the above Memorandum of Understanding at attached. [Pages 38-39](#)

***5.4 Conference Partnership between ATEM and AAPPA**

The MOU with AAPPA has been signed off , along with the Conference Protocols. A copy of the Memorandum of Understanding is attached for information. [Pages 42-43](#)

5.5 2004 TEM Conference in Launceston

BP Richard Easter will speak to the attached report. [Pages 40-41](#)

5.6 Future Conferences

Impending Conferences are scheduled for Perth 2005, Sydney 2006, New Zealand 2007, Darwin 2008.

It is recommended that, in accordance with the old formula, the 2009 Conference be held in Canberra. If Council agrees, the venue for 2009 then needs to be discussed with AAPPA.

6 Business Referred by Branches

6.2 Dealing with Problems in a Branch Committee

BP Michael Werts will discuss problems in Branch Committees, using recent experiences in the Canberra Branch as an example. For discussion.

7 Other Business

7.1 2003 Elections

The call for nominations for the 2003 Elections will go out on Sunday 1 June. The following positions fall vacant after the 2003 AGM:

President (vice Maree Conway)

Vice-President (vice Tom Gregg)

Councillor @ Large (2 positions, one vice Jan McAdam and the other a casual vacancy vice Carol Poulter)

Treasurer (vice Neil Voyce)

The Association Secretary has appointed Giles Pickford as Returning Officer.

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

A report from Ian Dobson and Angel Calderon, Joint Editors of the Journal, is attached. [Pages 44-46](#)

8 New Business

8.1 The Role of Councillor-at Large

Attached are questions raised by Carol Poulter and Lorraine Parker about the role of Councillor-at-Large. [Page 47](#)

8.2 Dealing with Problems in Branch Committees

BP Michael Werts will introduce the topic for discussion, using the Canberra Branch's recent experiences as an illustration of a problem which may apply in other Branches. For discussion.

9 Schedule of Meetings in 2003

19 February - Executive Teleconference
23 May, 4.00 pm – Executive Committee
24 May, 10.00 am – ATEM Council Meeting, Sydney
23 July – Executive Teleconference
27 September, 2.30 pm – ATEM Foundation
27 September, 4.00 pm – Executive Committee
28 September, 9.00 am – ATEM Council Meeting
30 September – ATEM Members’ Forum and Annual General Meeting
29 September, 7.00 pm – Ghosts’ Annual Dinner at Adelaide Oval
10 December – Executive Teleconference

GP 16/5/03

**Association for Tertiary Education Management Inc
The Structure and Financing of ATEM Beyond 2003**

Background

In May 2002, Council made the following decision about the future of ATEM.

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.

This paper provides some recommendations to implement this decision.

Core Business

The 2002 decision creates an overarching goal for the Association:

- to be recognised as a 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.

It also creates two sub-goals:

- to develop and have recognised a body of knowledge, 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 ongoing professional development; so in particular:
 - a codified knowledge base;
 - membership requirements and gradings;
 - continuing professional education.
- to ensure appropriate investment and support for ATEM to allow it to develop as a professional association, including a professional Secretariat.

The 2002 decision essentially defines the profession of tertiary education administration and management. Our core business then becomes:

- Professional Education and Training; and
- Promoting the Profession.

Implications

To be recognised as a professional association which serves a profession, we need to clearly articulate the characteristics of the profession we represent, and what services we provide. This includes:

- defining the term profession;
- reaching agreement about what tasks are done locally and what tasks are done at the Association level;
- deciding how best to organise to ensure those tasks can be undertaken effectively; and
- deciding how to finance all activities across the Association.

Defining the Profession

For ATEM's purposes, profession should be defined as:

that group of staff who work in tertiary education institutions and related organisations, who work in management positions and who are tertiary qualified.

The profession ATEM is interested in developing is therefore industry bounded, not function specific, and is related to the management of institutions. Management positions should be defined as:

positions that are responsible for the management of functions, significant resources, units, or organisation wide processes.

We should probably spend some time considering how to either differentiate ourselves from the layer of executive 'academic' managers that has emerged over the past 15 years or so, or develop a more inclusive definition of "manager".

Membership

This definition of profession has two implications:

- full membership is available to a 'select' group, and is not open to everyone; and
- open membership can still be provided, but with a different membership classification.

This differentiation is important if we are serious about being recognised as a *profession*. We have to provide evidence that ATEM "members":

- have achieved a certain minimum standard of competence by having a tertiary qualification – a requirement of all professions, but particularly important in academic institutions in order to achieve some degree of 'parity of esteem' (the qualification does not have to be specified because of the wide range of functional specialisations of members);
- have a unique body of knowledge required to run institutions; and
- that they keep this body of knowledge up-to-date through continuing professional education and training.

Full ATEM membership needs to be seen as something to aspire to – not something available to anyone. Full membership of ATEM is therefore aimed at middle and senior managers in tertiary education.

Membership Categories

This means ATEM will need to move to membership categories, such as:

"associate" member – the open membership classification – anyone who works in tertiary education can join at this level with no membership pre-requisites; we can offer this category internationally as well (in the same way that AUA does); it provides the member discount for

professional development programs, and voting rights;

“member” – a manager who has a tertiary qualification and who has worked in tertiary education for five years – this represents a commitment to a career in tertiary education administration and management; this category is the threshold category – once a “member”, individuals agree to pursue a program of continuing professional education, and to be bound by the ATEM Code of Conduct;

“fellow” – a member of at least 10 years standing who has made an overt commitment to professional development (no change from current requirements);

“corporate members” – as now, but without conference subsidy. Corporate membership is a profile raising membership category, designed to have information about ATEM pass over the desks of CEOs and four executive managers in institutions.

Institutional Coordinators

Increasing ATEM’s membership is critical. Membership is best achieved through local contact.

The position of Institutional Coordinator therefore is a critical one to provide a known person in each institution/region who provides the local face of ATEM. The Institutional Coordinator would be responsible for:

- developing membership (eg contacting new staff, following up renewals etc);
- keeping in regular communication with members, including corporate members; and
- running appropriate programs at an institution/region.

To promote the concept that an individual joins ATEM and not a Branch, the activities of Institutional Coordinators should be coordinated by the Association (with any costs covered by the Association). Coordinators should meet at the annual conference to share information and experiences. A Information Sheet for Institutional Coordinators has been developed for this role and is attached.

Professional Education Framework

Framework

ATEM has already approved the development of a Professional Education Framework that would initially underpin the design of ATEM programs, but could eventually underpin all sector and institutional programs. The latter would only happen if the Framework was developed by a cross-sectoral working party. This has been the approach being pursued by ATEM until now, although only the AVCC had expressed any serious interest in being involved.

If ATEM is a professional association, then we should be able to develop the Framework ourselves. It would require a group of professional development staff – a committee – to take over the development of the Framework to ensure that it is developed by experts, not well-meaning amateurs.

Committee

ATEM has also in the past approved the establishment of a Professional Education Committee. This Committee should now be established. Expressions of interest have already been made in participating in the Committee, which should have the following terms of reference:

- to review the concept proposal for the Professional Education Framework;
- to consider the essential skills, knowledge and competencies required for an education and training framework for administrators and managers in tertiary

education;

- to seek comment and feedback from government and industry groups about those knowledge, skills and competencies;
- to recommend to the ATEM Council a Professional Education Framework that will underpin all future ATEM professional education programs; and
- to consider how the Framework can be used to support a Continuing Professional Education Program.

ATEM will then need to decide if it wants to seek endorsement of the Framework from government and industry groups, or whether it will keep the Framework ‘in-house’.

Maintaining Membership

Once established, the Framework would not only underpin the design of ATEM programs, it would also provide a guide for ATEM members to build their knowledge and expertise to support their career development.

One of the conditions of becoming an ATEM member is to pursue a continuing professional education program. ATEM will need to consider how members will maintain their membership through attendance at a range of programs and activities. This is something the Professional Education Committee could do, and it is an essential element of belonging to a profession.

Continuing Education – and the accreditation of such education (by whatever means) – provides a critical externally validated way of assuring the industry that ATEM members have reached a certain standard of expertise and accomplishment. ATEM will need to consider how its Continuing Education Program might be externally validated.

Organisational Review

For ATEM to develop as a professional association, some agreement on how tasks are allocated/undertaken needs to be reached. This requires the Association to start with a ‘blank sheet’ and take the opportunity to re-consider its structure and processes. It may be that existing structures and processes will suffice – the Association should, however, take this opportunity to review itself before the decision to retain or change structures and processes is made.

The following section of this paper relates to major programs and activities, and how the Association might be structured. These comments should not be viewed as definitive, but rather as thought triggers for discussion in Branches and at Council about the future structure and financing of ATEM.

Professional Education and Training Programs

Professional Education and Training

Professional education and training is best delivered locally, using the Professional Education Framework to ensure that appropriate development is being provided to members at all stages of career development – from ‘junior’ through to ‘executive managers’.

Professional Education Coordinators in each branch or region should meet at the annual conference to share program plans – to avoid duplication of effort and to identify those program which might be run by the Association in all branches. Sharing of particularly good programs, or particularly good papers presented at branch conferences should become routine.

Professional Education and Training Programs should be consolidated at the Association level for marketing purposes. The second stage ATEM web site development will provide the functionality for a searchable database of programs across the Association, and provide

the opportunity to publish an Association-wide program.

**Tertiary
Education
Management
Conference**

This conference has the potential to develop as the flagship professional development event for managers and administrators in tertiary education. The relationship with AAPPA to jointly organise this conference is continuing, and will need to be re-visited after each conference.

Affiliations with other ‘specialist’ professional associations should be pursued, so that mutual benefit is possible – members attend their specialist conference which is linked with TEMC which provides a big picture, integrating perspective. Members then would have the opportunity to network within their specialisation and across other specialisations.

Ongoing conference sponsorship will be coordinated by the Secretariat – the aim being to attract sponsors willing to commit to a three year conference sponsorship package. Local organising committees would still be able to attract sponsorship as long as it did not cause any conflicts with Association sponsors.

**Promoting the
Profession**

A profession needs to be promoted with potential members, and with government, groups, associations and other professions with whom the profession interacts. A key driver is to have the profession recognised in some way by these groups. Most professions seek legal forms of recognition, but ATEM is seeking what can be termed “workplace” recognition.

Seeking recognition within the workplace – ie within the employing institutions and within the industry – requires a consistent, coherent and powerful message to be delivered. As a professional association, ATEM needs to be certain about why it is seeking recognition, and what it is that ATEM members have to offer.

Developing Links with Government and Associated Groups

Considerable work has already been undertaken to establish contact with governments in Australia and New Zealand. This contact should be continued, and would be enhanced by the appointment of an Executive Director (see below).

Developing Links with Institutions

The Institutional Coordinator role will have responsibility for becoming the local face of ATEM. A key part of this role is to raise the profile of ATEM within that organisation. Depending on the level of the Coordinator within the institution, however, it may be difficult to develop continuing links, particularly through ongoing corporate membership.

The Association needs to initiate these links, and then work closely with Branches and Institutional Coordinators to maintain the links.

Publicity and Marketing

ATEM’s publicity and marketing needs to be professional and consistent. The ATEM brand that has been developed needs to be used by all areas within the organisation, without exception. There is no point having a brand if it is not used. Amendments to the brand, or variations on a theme likewise cannot be made. If current arrangements (ie in terms of letterhead, envelopes etc) need to be changed to meet the needs of branches, then that should be arranged, rather than ignoring the brand.

Association

This is an opportunity to re-think the current organisational arrangements for the governance and operation of the Association.

Secretariat

There is unanimous agreement that ATEM needs to move to a full-time Secretariat, with an Executive Director, or similar position. This has significant funding implications which need to be further explored. Current negotiations with the Australian National University about office accommodation also need to be confirmed on an on-going basis.

It is recommended that ATEM establish a full-time Secretariat in May 2004.

Council

It may be better to have a Council that consists of an elected Executive, and elected functional office-bearers – who would deal with specific functions such as:

- conference arrangements;
- professional education coordination;
- international affiliations;
- marketing;
- institutional liaison coordination etc.

This sort of arrangement would shift the membership of Council away from branch representation and that may not be desirable. Changing the focus of Council membership in this way, however, would provide additional resources for the Association to be able to pursue its goals.

Foundation

The ATEM Foundation was established to raise an endowment to fund professional development activities and a range of other functions. It is an appropriate and far-sighted strategy for ATEM. Experience in setting up the Foundation has shown that, in the current economic environment, seeking appropriate partners is extremely difficult. Two years of working with one partner has not seen a final agreement signed, despite continuing enthusiasm on both sides.

It is recommended that the legal structure of the Foundation be maintained, but that no further work be undertaken at the present time. The Council should review this decision in two years.

Financing

The financing of ATEM currently reflects its federated structure. If ATEM is to develop as a professional association in the ways discussed in this paper, it is necessary to re-think these financial arrangements, based on the premise that ATEM is a single organisation rather than a number of autonomous branches.

Such a re-thinking of our financial arrangements must be achieved on a consensus basis, rather than being 'imposed'.

What Now?

It is recommended that branches and the Council, in collaboration, consider how Association and Branch tasks and functions are best organised before considering how those tasks and functions should be financed. We need to consider how best to address the issues and concerns we have now, and come to an agreement about expectations, standards and services in everything that we do.

Consideration may include how to allocate funds across the organisation, including:

- funding of professional development programs;
- membership fees;
- conference funds;

- sponsorship funds, etc.

The Association will need to come to agreement about the range of issues highlighted in this paper, and to make decisions as required.

Consultation and discussion should take place in the period between the May and September 2003 Council meetings, with final decisions made in September to allow any new structural and financial arrangements to be put in place in 2004.

**Some
Concluding
Comments**

ATEM's 2002 decision is a brave one. It will require significant cooperation, evidence of which has already been seen in the work done across the Association in the past few years. We need to continue that work, strengthen our collaboration and communication, and move ATEM to the next stage of its development.

We have a real opportunity here to change both ATEM and our role in the sector. We cannot achieve this change half-heartedly though – we have for too many years suffered from being a volunteer association, well-intentioned but poorly resourced, and too dependent on the goodwill of our members and our employing institutions. What we have achieved in 27 years is, in that light, extraordinary, and we should not lose sight of that.

The founding 'fathers' of ATEM envisaged an association that would improve the professionalism of its members, and promote the role of the professional administrator and manager in the sector. The 2002 decision confirms that vision. We need to spend some time now working out just how to implement the vision so that by the time ATEM's 30th birthday comes around in April 2006, we will have a strong professional association, serving the needs of our members and the industry in which we work.

Maree Conway
President
February 2003

REPOSNSSES FROM BRANCHES

Response of WA Branch

1. INTRODUCTION

WA Council applauds the notion of establishing a direction for ATEM as evidenced in the discussion paper “The Structure & Financing of ATEM Beyond 2003.” It is absolutely necessary to articulate clearly where ATEM is headed and the financial strategies which will enable the organisation to move towards an agreed destination.

2. BASIC PREMISE

WA Council has great difficulty with the concept of management and administration of tertiary institutions as a “profession in its own right” with a “recognised body of knowledge” and a “codified knowledge base.”

It is our view that tertiary education and working in it is an industry, not a profession, although, obviously, professions are represented within it (just as working in the health sector is working in an industry comprised of a number of different professionals).

We believe this view is supported by current directions in tertiary education whereby the collective management skills in the sector are differing less and less from those required in other sectors. It is not desirable to encourage the view among professionals in the tertiary sector that they are practising in the only environment in which their skills could be recognised and rewarded. It is a restricting approach to people whose skills are highly portable.

In supporting the concepts of membership levels and continuing professional development, we do not believe these initiatives rely upon developing a codified knowledge base. Rather, they are based on members accessing and contributing to offerings from ATEM as well as other professional associations and organisations. Barriers between the various levels should not be so high as to be off-putting to members.

3. ROLE OF ATEM

WA Council believes that one of the strengths of ATEM is its ability to support colleagues across the range of complementary management areas in the sector. Rather than trying to develop a codified knowledge base, ATEM’s energy should be focussed on how to harness the synergy arising from multiple professionals working within a common environment i.e. on identifying the unique features of the tertiary sector and the most productive strategies to support the various professionals who work within it. There is a need, which ATEM could fulfil, in providing for the tertiary sector, similar career support, networking opportunities and professional development support which AIM, for example, provides to managers in a generic sense.

4. FUNDING

WA advocates a transparent funding model that sets out allocations for Association and Branch activities and that fits into a planning and reporting framework that engages ATEM members. It may be a difficult process to implement and might challenge Branch/Association relationships, however it should be possible to develop a model that highlights where each membership dollar and revenue from other initiatives is spent e.g. \$1 contributes x % to the Secretariat, y% to new initiatives x% to branch management and so on. There need to be clear incentives for building membership numbers and for conducting activities within each Branch. Establishing a funding model and reporting/planning framework will be one of the keys to sustaining ATEM and position the Association for growth into providing a key supporting role for management professionals within the sector. Association and Branch treasurers could start developing such a framework immediately.

5. SECRETARIAT

WA supports the notion of full time support through a Secretariat. The appointment of an appropriately skilled and focussed Executive Director will be crucial to future success.

6. CONCLUSION

The paper is a major step in the right direction in stimulating thought and discussion about the future of the Association. Our apparent differences in the concept of “profession” and “codified knowledge base” may be more differences in semantics than in reality but further discussion is necessary to deal with the issue.

Response of New South Wales Branch

Preamble

The Executive Committee of the NSW Branch carefully considered and extensively discussed the paper *The Structure and Financing of ATEM Beyond 2003* at its meeting on Friday 9 May 2003. The comments below summarise the points made at that meeting. The points represent the unanimous view of the Committee.

Structure and Function

The paper seeks to redefine ATEM as a more exclusive, professional organization. The model is presumably derived from professional associations like those in accounting or financial planning which require professional accreditation and on-going participation in professional development activities. The paper foreshadows a significant centralization of ATEM, with an increase in central office staff (led by an Executive Director), implying a reduced role for the Branches, which may even be denied representation on the ATEM Council.

While the NSW Executive was prepared to maintain an open mind with respect to the proposed Council structure, and the move from a federal to a centralized model, it was inclined to the view that Branch executives might be unable to continue in the proposed structure. Moreover, it wondered if those very significant changes accurately reflected member wishes. The NSW Executive was concerned at the paper’s silence as to the costs of the new structure, and how those costs could be met, especially if by a smaller more exclusive membership.

Membership

The paper foreshadows a new model of membership, with a limitation for full membership to staff employed in 'positions which are responsible for the management of functions, significant resources, units or organisation wide processes' and who 'agree to pursue a program of continuing professional development and to be bound by the ATEM Code of Conduct'.

The NSW Branch is sceptical of the attractiveness of the proposed membership categories to current and potential members. The NSW Branch has already noted a strong resistance to the recently increased membership fees, which might rise further in the new and more expensive structure. The NSW Branch is likewise unconvinced that staff in specialist areas – such as finance and accounting, library, HR, computing and facilities management – would identify with ATEM as a necessary generic 'industry' association over and above their own professional associations, formal and informal. Full membership of ATEM might consequently attract only a very small cohort of staff under the proposed model.

Professional Development

The paper proposes an ambitious Professional Education Framework, consolidated nationally and supported by Institutional Coordinators. This model is clearly intended to replace the PD activities traditionally conceived and coordinated at a state branch level. The Framework would provide the continuing professional education program, which members will be required to undertake.

The NSW Executive identified a number of issues which it felt required clarification. The paper is silent as to the cost of developing and delivering its Framework programs. Are these to be delivered by distance education, or by 'flying circus'? Will it be practically feasible to recruit Institutional Coordinators? What is the evidence that administrative staff will be prepared to join an organisation which requires the undertaking of courses as a condition of membership? Will such staff receive institutional funding to undertake these courses? How will the Framework courses and Institutional Coordinators be supported, and will that conflict with the role of and courses offered by institutional PD centres?

The NSW Executive was certain that neither the AVCC nor individual institutions would base remuneration and career progression on ATEM membership, but that it was unlikely that members would undertake such a program if it did not lead to a tangible reward. If so, the concept of a national Professional Education Framework seemed to require further thought and discussion.

Summary

There is no doubt that the paper provides a comprehensive, coherent and bold vision for the future of ATEM. The NSW Executive has expressed above some natural concerns, which arise because the proposal very significantly changes the nature of ATEM as an organization and, from its long practical experience, has posed some specific questions which require further clarification.

The NSW Executive makes two general but it believes important recommendations about the proposals:

1. *A cost benefit analysis and business plan for the proposed model should be prepared, including the costs of an enhanced Secretariat and the costs of the development and delivery of the Professional Development Framework.*
2. *The new model needs to be fully discussed with the broad membership, logically through an Open Forum at the 2003 National Conference in Adelaide.*

Responses from Members in the Northern Territory Branch

Comments from Bob Whalan

I have attached a document containing comments on the paper ATEM Beyond 2003. The document was written by NT Member Pauleen Cass from Flinders University and consists of comments and suggestions that members of the NT Executive discussed when we considered the paper. I personally do not have any further comments to add except to agree with the assessment of the qualifications required to become a member.

Why does the person have to be a manager? I know of several people who have tertiary qualifications but choose not to sit in a managerial role and in fact one of them used to be our rubbish truck driver.

On a personal note I do not have a degree however I have been able to become a full member of a number of organisations such as the Institute of Refrigeration and Heating Service Engineers (IRASE) the Australian Institute Refrigeration Heating and Air Conditioning (AIRAH). For full membership both these institutions required the applicant to hold a degree in Mechanical Engineering. I was also awarded the APPA/appa Maurie Pawsey Scholarship in 2001 and one of the criteria is that the applicant must hold a degree or be working towards gaining formal tertiary qualifications. So I agree with Pauleen that we shouldn't be looking at formal qualifications as the primary means of becoming a member and we would need to be flexible when assessing applications for membership. If we are inflexible in this matter ATEM could end up being viewed as an exclusive club and irrelevant to the staff we want to inspire to become professional tertiary education workers regardless of the position they hold.

Comments from Pauline Cass

Rather than critique specific points within the paper I thought I'd offer some suggestions Since people know very little of my background, I'll fill you in a little so my "biases" are clear:

1982-1990	Range of positions in central finance area of UQ, primarily focused in research & other funds
1990-1997	Senior administrative management role in 2 multi-partners, multi-site, multi-university units within UQ (one on-site, one off-site)
1999-2003	Flinders University remote (for them!) site administration/management in NT

Degree from The University of Queensland.

Having worked in different industries at different times I agree that there is a particular knowledge base associated with managing units within a tertiary organization. However I am not sure that this necessarily results in the conclusions reached in the paper.

There are a number of issues I'd like to raise:

1. the need to gain credibility within the sector –especially to overcome the view that it's "just admin" and no skills are required: this has been an issue as long as I've been in universities and it's up to each of us not to "downgrade" what we do and recognize that we have a valuable

- contribution to offer. Unless we do this individually the ATEM changes will not have their full effect.
2. people who hold managerial roles within universities now have come to their current positions from diverse backgrounds with an eclectic professional development. The emphasis on having a degree have come into place progressively over the past 10-15 years. I think we need to recognize that there are very professional managers in universities who may not have tertiary degrees but who have continually expanded their skills and expertise over their time in universities. I personally believe it would be inappropriate, at this time, to preclude those people from obtaining fellowship. I'm sure most of us have experienced people who may have the degree, and are in a managerial role, but who have an indifferent attitude to professional development and lack a reflective approach to new circumstances and new challenges. I'd certainly rather include an innovative non-degree person than a status-quo degree holder. From a pragmatic point of view I would favour a buffer period during which we are less emphatic about requiring a degree for full fellowship.
 3. While I very much believe true professionalism is as much about attitude as formal qualifications, I also think more consideration is required before we can truly refer to ATEM as a professional association. eg
 - a. is there to be a membership examination (as well as the other requirements) and if so what would it encompass, given the wide diversity of responsibilities held by university managers.
 - b. are we prepared to take on the legislative responsibilities usually associated with membership of a professional association eg professional liability and indemnity?
 4. I believe that making > 10 years in a university a prerequisite of fellowship is in fact a regressive and potentially insular condition. While tertiary institutions do require very specific knowledge, I believe this can be grafted on top of more general management skills and so I would support a "mix": eg five years general management experience and, say, five years of tertiary management rather than "10 years or nothing" for fellowship. Rather than make us more professional and innovative I fear that it will make us more limited in our views, less open to change, and less open to "new blood". Fresh views and skills from external people can actually be a very valuable leverage for innovative approaches and skills within a university.
 5. As alluded to under the definition, we need to be able to distinguish between managers from a "general staff" background and academic managers. We need to be clear about how we view the latter and whether they have a role at all in the future vision of ATEM.
 6. The opportunities for professional development for distant sites and smaller universities will have implications for members of those units/organizations to truly engage in professional development—this is important if professional development becomes a more structured component of membership. Economies of scale in providing regular, diverse, and cost-effective training will obviously be more possible in the bigger capital cities rather than in the regional centres. One might facetiously suggest that if "an individual joins ATEM rather than a branch" that there might be some cross-subsidy from larger centres to smaller ones, even if by way of "travel scholarships" to attend certain training sessions.
 7. Units based away from the main university campus will necessarily suffer a greater disadvantage in professional development by virtue of much more limited options generally. With only a small number of staff there are also difficulties in maintaining services during absences for training or conferences.
 8. What is the role of the institutional coordinator vis-à-vis remote sites of other universities. With increasing numbers of off-campus sites, sometimes many thousands of miles away from the home campus, one university's ATEM members might be more appropriately represented by

another university's institutional coordinator eg a UQ person in Rockhampton would operate within the UCQ ambit for ATEM professional development—and Flinders at NTU.

9. Organisational reviews usually benefit from an external perspective –it may be more appropriate to use an externally qualified group eg AIM and include specialised representation from ATEM.

Comments from Martin Heskins

In the main I agree with Pauleen but there are a couple of other issues think we have to address also.

- 1) If we are going to have associate membership what is the role of the association in regard to this membership. One of the reasons that the Association has been open is that it encourages up and coming managers with PDAP, support, networking etc. If we are to go the way the paper suggests then we must protect this role within the responsibilities of the association to our associate members by defining this role within the constitution. Unless we have this we will not have the members coming after us because we will be so up ourselves no one will want to join.
- 2) I totally disagree with excluding managers who happen to be academics. There are two main reasons for this:
 - a) We want better management in institutions if we discriminate against one class of managers because they have come to management via a different route we are doing ourselves a disservice. We need better managers in universities whatever their career path.
 - b) It is more likely that academic managers will get to executive decisions (we are yet to see an professional administrator become a vice chancellor) so is not better to have these people as member of ATEM and having an affinity for ATEM than excluding them.
- 3) On the same basis as 2b I disagree with taking the conference subsidy away from the corporate membership.
- 4) I think we will become elitist (with all the negatives that word instils) if we have so many kinds of member. It should be associate, member and corporate. The fellow is just so much w**k (sorry for the bad language but I would really hate to see us move into this elitist trend) we can be a professional body without putting people on pedestals.
- 5) The financial issues covered in the paper worry me not because of what is said but because of the lack of detail. The centralising of funds can have significant benefits but if not done properly the remote and regional areas will miss out due to their lack of numbers and location.

Apart from these comments I agree with everything Pauleen has stated.

Item 3.2.1.1 Revised Budget Principles

These will be e-mailed to members on Friday 16 May. Please bring them to the meeting.

Item 3.2.1.2 2003-2004 Budget

These will be e-mailed to members on Friday 16 May. Please bring them to the meeting.

Item 3.2.1.3 Payment Schedule and Other Line Items

These will be e-mailed to members on Friday 16 May. Please bring them to the meeting.

Item 3.2.3 Membership Fees and Allocations 2003-2004

These will be e-mailed to members on Friday 16 May. Please bring them to the meeting.

Item 3.3 Membership Group Report

REPORT FROM MEMBERSHIP GROUP

1. INTRODUCTION

The Membership Group met via teleconference on 4 December and 15 April 2003 to address the following issues:

- confirmation of target groups for membership;
- recommendations in relation to the retention of corporate members;
- proposed categories of graded membership;
- timeline for the introduction of graded membership.

2. TARGET GROUPS

The overarching target group consists of all staff in the tertiary sector occupying administrative or managerial positions. Within this broad group, ATEM should focus on:

- mid level staff;
- senior managers (including Deans, Directors and other Academics).

3. CURRENT MEMBERSHIP CRITERIA (ATEM CONSTITUTION IV (2) (2.1)(2.2))

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

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

(2.2) Guidelines may establish:

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

4. PROPOSED CATEGORIES OF MEMBERSHIP

The following categories of membership are proposed:

- student: fulltime students in tertiary institutions;
- member: available to any person working in, or with an interest in tertiary education management;
- Associate Fellow: eligibility includes:
 - degree and/or professional qualification;
 - minimum of three years' experience in the tertiary -education sector;
 - participation in continuing professional development;
- Fellow: eligibility as per ATEM Policy Document http://www.atem.org.au/activities_grants_fellowship.cfm
- Emeritus (Ghost): retired members of ATEM.

5. CORPORATE MEMBERSHIP

The current eligibility requirements should be retained with a phasing out over a period of three years of free national conference registration. There was a discussion about Institutions that were monitoring the value of Corporate Membership, including some who had abandoned it. However, overall the take up of Corporate Membership is strong, especially amongst Institutions which do not have strong in-house staff training programs.

6. CONTINUING PROFESSIONAL DEVELOPMENT

Continuing professional development may include, but not be restricted to:

- attendance at Branch or National professional development seminars, conferences and workshops;
- presentation of sessions at the above;
- mentoring ATEM members;
- further study;
- attendance at or presentation to other professional association activities.

7. DETERMINATION OF ELIGIBILITY FOR MEMBERSHIP CATEGORIES

The Grants and Awards Committee should determine the eligibility of ATEM members for the different membership categories based on written application with supporting evidence. This committee currently comprises VP Chris Jeffery, President Maree Conway and Peter Veenker, CEO Canberra Institute of Technology.

8. COSTS OF MEMBERSHIP

Annual subscriptions to the various levels should be recommended to Council by the ATEM Treasurer, based on the actual costs of servicing the different levels and the costs of running the Association.

9. TIMELINE FOR THE INTRODUCTION OF MEMBERSHIP CATEGORIES

With the proviso that ATEM can develop an appropriate policy including supporting documentation (e.g. forms for members to record their CPD activities), the proposal could be presented to the 2003 Annual General Meeting for implementation in 2004.

VP Chris Jeffery
Convenor
Membership Group

Item 4.1 Continuing Professional Education and Training

ATEM first began considering the development of a Professional Education and Training Framework¹ in 1998. The original concept was to develop the Framework in collaboration with a number of sector groups and organisations. A number of meetings were held with groups in Australia and New Zealand over 2000-2001, and while there was considerable in-principle support for the Framework, only the AVCC expressed interest in collaborating in its development.

The development of the Framework now needs to be considered in conjunction with the Council discussion on the Future of ATEM.

Maree Conway
ATEM President
12 May 2003

CONTINUING PROFESSIONAL EDUCATION & TRAINING

MONITORING ACHIEVEMENTS

A large amount of work has been done by ATEM over recent years to develop a Professional Development Framework (PDF). For Council members who wish to update themselves on progress made by ATEM in the area of professional education and training they should go back to the agenda paper (attachment 6) for the May 2001 Council meeting and the minutes of that meeting.

In addition to the previous work done by ATEM in the area of professional education and training, the Membership Group is currently looking into membership categories.

The attached proposal is an attempt to link this work by introducing members to a way in which they can monitor their professional education and training activities by recording their structured and unstructured hours of activity.

The attached proposal is designed to gradually introduce members to the process of continuing professional education and training by starting with a purely voluntary program while further steps in the process are developed. It would also ensure that members had something concrete to focus on and feel they are being included in the evolutionary process to a fully structured system of professional education and training that might be linked with the introduction of membership categories.

Recommendation

It is recommended that the attached discussion paper be referred to Branches for comment and that the matter be placed on the agenda for further discussion at the September Council meeting.

Neil Voyce
Association Treasurer

12 May 2003

¹ Originally called the Continuing Professional Education Program (CPEP), then the Professional Development Framework (PDF).

CONTINUING PROFESSIONAL EDUCATION & TRAINING

MONITORING ACHIEVEMENTS

Introduction

As professional managers and administrators within the tertiary education sector we owe it to ourselves, others we work with and, most importantly, students in the tertiary education sector to ensure we are professionally up-to-date so that we may deliver a quality service to those who rely on us.

The best way we can maintain and improve our skills is through a planned program of continuing professional education and training. To do this we must take individual responsibility for such development by tapping into well structured education and training programs while at the same time participating in self education.

It is clear that those who are not up to date with current technical and general knowledge, particularly in their area of expertise, will not be able to provide competent professional services.

This proposal is designed to link to the Association for Tertiary Education Management's (ATEM) Professional Development Framework (PDF) that defines competencies, skills and knowledge required of effective managers.

A Three Step Pathway

To assist ATEM members to achieve a higher level of competency in professional development it is proposed that a three step process be implemented.

Step 1:

The development by ATEM of a Professional Development Log and a set of guidelines to enable ATEM members to monitor their own professional education and training progress on a purely voluntary scale but with assistance, where required, through the ATEM Secretariat.

Step 2:

The development of a system whereby ATEM members, still on a voluntary basis, can annually file their Professional Development Log with the ATEM Secretariat and get recognition for achieving a set of requirements established by the ATEM Council.

Step 3:

The establishment by the ATEM Council of a category or categories of membership that have mandatory requirements for admission and maintenance of membership. This would require the compulsory filing of annual Professional Development Logs with the ATEM Secretariat or other suitable arrangements to ensure members are meeting the minimum requirements.

Levels of Requirements

In order to cater for the different levels of management and administration that ATEM members are involved in, it is proposed that there be two levels of professional development requirements.

Level 1:

At this level, members would be required to undertake 10 hours of structured and 10 hours of unstructured professional education and training activities each year.

Level 2:

At this level, members would be required to undertake 20 hours of structured and 20 hours of unstructured professional education and training activities each year. After maintaining this level of participation for a period of five years a member would be eligible for the award of ATEM Fellow.

A level of flexibility could be applied to the requirements at each level by allowing a member to have a limited number of professional education and training hours carried forward or backward over a two or three year period. The total hours over the two or three year period would not change.

Structured Hours

The following are some examples of the professional education and training activities that would fall under the heading of “Structured Hours”:

- The annual Tertiary Education Management Conference
- ATEM branch conferences
- Other conferences
- ATEM courses
- Formal training programmes within the member’s organisation
- Training programmes provided by other professional bodies
- Tertiary education courses (which may be from outside the member’s organisation)
- Courses run by outside specialist providers
- Other structured courses

Unstructured Hours

The following are some examples of the professional education and training activities that would fall under the heading of “Unstructured Hours”:

- Reading of “ATEM Matters”
- Reading of the “Journal of Higher Education Policy & Management”
- Reading of other professional/technical articles
- Educational videos/tapes
- Specific reading material that relates to practical work
- Non assessed distance learning

Professional Education and Training Log

A draft Professional Education and Training Log that enables members to record their professional education and training achievements will be tabled at the meeting.

Guidance

It is proposed that the ATEM Council develop a set of guidelines to assist members in achieving their professional education and training goals.

These guidelines would be underpinned by the Professional education and training Framework.

These guidelines would assist members to determine their training needs, identify different learning styles and explain how to go about selecting the right professional education and training activity that best suits particular members’ needs.

It is proposed that Council will institute a process that would see mentors being available to assist members to go through this process. Until the mentoring system is fully established it may be necessary for the Secretariat to assist members.

Item 4.2.1 Membership and Corporate Membership Campaign Results

The Membership Census for 2003 is up on the web in 'About ATEM Inc', click on 'Facts and Figures'. I cannot include it in the Agenda because it is in Landscape. Copies will be tabled at the meeting.

The Corporate Membership Campaign results are shown below. In summary, none have refused, 52 have joined or renewed and 8 are undecided.

Month Renewal Due	Institution (Yet to Renew in red)	Renew	No Reply	Remind	Not Renew	
January	Bible College of New Zealand	Yes				
	Central Queensland University	Yes				
	Edith Cowan	Yes				
	James Cook	Yes				
	Manukau Institute of Technology	Yes				
	Monash University	Yes				
	University of Canberra	Yes				
	University of Tasmania	Yes				
	Whitecliffe College of Arts & Design			X	18/4/	
February	Whitireia Community Polytechnic		X	18/4		
	Assoc of Uni Administrators	Yes				
	Australian Catholic University	Yes				
	Australian Maritime College	Yes				
	Christchurch College of Education	Yes				
	NZ Ministry of Education	Yes				
	Otago Polytechnic	Yes				
	University of Canterbury	Yes				
	University of Melbourne	Yes				
	University of New England	Yes				
	University of New South Wales	Yes				
	University of South Australia	Yes				
	University of Sydney	Yes				
	University of Wollongong	Yes				
	Mar	Auckland College of Education	Yes			
		Australian National University	Yes			
		AVCC	Yes			
		Batchelor Institute of Indigenous Ed	Yes			
		Bond University	Yes			
Canberra Institute of Technology		Yes				
Christchurch Polytechnic Inst of T		Yes				
Deakin University		Yes				
Massey University				X	18/4	
Murdoch University		Yes				
Nelson Marlborough Inst of T		Yes				
Northern Territory University		Yes				
Queensland University of Technology		Yes				
Swinburne University of Technology		Yes		X	18/4	
Te Wananga O Aotearoa				X	18/4	
UNITEC Institute of Technology	Yes					
University of Technology, Sydney			X	18/4		
University of Waikato	Yes					
University of Western Australia			X	18/4		

	University of Western Sydney	Yes	X	18/4
	Victoria University of Wellington	Yes	X	18/4
	Western Instit of Tech at Taranaki	Yes		
April	Curtin University of Technology	Yes	X	18/4
	Flinders University		X	18/4
	University of Newcastle	Yes		
	University of Otago		X	18/4
	University of Queensland	Yes		
May	AACRO	Yes		
	Higher Ed Systems	Yes		
	Southern Cross University			
	UAC (NSW & ACT)			
	University College (ADFA)			
June	Auckland University of Technology			
July	Charles Sturt University			
	Melbourne University Private			
August	Southern Sydney Institute of TAFE			
	Royal Australasian College of Surgeons			

Item 4.2.4 Campus Review Offer

ATEM Overview

ATEM is the only professional association for administrators and managers working in tertiary education in Australasia and is dedicated to advancing professional practice. The Association provides members with an edge in their professional activities and gives members a voice in their areas of expertise in the wider industry environment.

Campus Review

Overview

Campus Review newspaper is essential reading for administration and management staff across Australia. *Campus Review* is the voice of education and now has a dedicated readership of 85,000. Recent developments have included monthly features dedicated administration issues in *Networking Postgraduate Forum* and *InnovateCreate*, an IT section: *Networking* and now the popular *Publishing* feature.

A partnership between ATEM and Campus Review would:

- ◆ Potential increase in members to ATEM
- ◆ Increased readership of administrators and managers within education and industry to Campus Review

Areas for Partnership

- ◆ AFR Higher Education Summit
- ◆ ATEM Annual Conference: Adelaide: Public Good and Market Commodity
- ◆ Recruitment / Career Guidance

- **ATEM Subscriptions Proposal 2003**

Online Access

- ◆ Unlimited Access to *Campus Review*: www.campusreview.com.au to 1700 existing members and any new members signed up in 2003
- ◆ 10 hard copies of Campus Review delivered to head office

Editorial

- ◆ Monthly newsletter printed in Campus Review on 2nd week of every month in the Networking Feature (700 words plus image)
- ◆ Profile of Maree Conway written by Jacqui Elson Green: time frame to be decided.

Additional Promotion

- ◆ Regular promotion of website through ATEM and ATEM newsletter in Networking Feature
- ◆ Front-page link for www.atem.org.au for members to log on.
- ◆ Free conference advertising in Campus Review
- ◆ Free copies of Campus Review available at the Conference
- ◆ Review of Conference published in Campus Review

Value of Proposal

➤ 2000 Online Subscribers:	\$170,000 (\$85 per online subscription)
➤ 10 Hard Copies:	\$1,430 (\$143 per hard copy)
➤ Monthly Newsletter	\$30,000
➤ Full Page Profile	\$5,000
➤ Conference Coverage	\$10,000
➤ Total Value:	\$216,431
➤ <u>Cost to ATEM</u>	<u>\$55,000</u>

This cost could be divided between the 9 branches

In addition ATEM would need to convert 450 new subscribers at \$121 each to cover the entire cost of the Campaign.

Benefits to ATEM:

- Effective promotional campaign through Campus Review to increase member subscription and raise profile of ATEM and activities undertaken by ATEM.
- Add value to existing members subscription to ATEM through Online Subscription to Campus Review.
- Inform existing members of trends, events and activities through regular newsletter in Campus Review

ATEM's Australian Local Coordinators

<u>NAME</u>	<u>Institution</u>	<u>Dept</u>
Booth, Lois	Murdoch University	Human Resources
Day, Kylie	University of New England	Examinations
Flynn, Michael	University of Canberra	Legal Officer
Harding, Carol	University of Tasmania	Office of Pro VC
Healy, Terrie*	University of Melbourne	Fac of Education
Jones, Fiona	La Trobe Uni (Wodonga)	Fac Law & Mgt
McMaster, Maddie*	University of Melbourne	Fac of Education
McNeil, Margaret	Southern Cross University	Office of VC
Perdriau, Jacqueline	Monash University	Student Admin
Topham, Viv	Northern Territory Univ	Human Resources

* Do we select?

ATEM NZ's Regional Coordinators

Keller, Christine	Auckland/Northland
Robbins, Jenny	Waikato/Bay of Plenty/East Coast
North, Vanessa	Manawatu/Taranaki
Walker, Anne	Manawatu/Taranaki
Taylor, Martin	Wellington/Wairarapa
Ricketts, Margaret	Canterbury/Westland/Nelson/Marborough
West/Margaret	Otago/Southland

Extra New Zealand Volunteers - Referred to ATEM NZ

Ashley, Lana	Manukau Inst of Technology	
Hughes, Ali	Christchurch Polytechnic	Student Services
Markham, Brenda	University of Waikato	Law School

**ATEM Policy Document on Local and Regional Coordinators
adopted by Council September 2002**

The Local or Regional Coordinator is a new role, based on similar roles that have existed in some Branches in the past. In its review of its future, the role of Local or Regional Coordinator (Coordinator) has been established as a pivotal strategy in developing and maintaining ATEM's membership and profile at the local level.

While members join ATEM, the Association, the focus of their work, and the focus of professional education and training is at the local level. ATEM needs to have a strong presence at each institution to strengthen the link between the local and the Association.

The Coordinator would have a number of responsibilities in the following areas, supported by the ATEM Secretariat and ATEM Council.

Membership

- Ensuring that the annual membership target is reached (the target is calculated based on the number of potential members at the institution).
- Following-up non-financial members (names supplied by the Secretariat).
- Ensuring that members leaving the institution are surveyed to find out the quality of their ATEM experience.
- Keeping in contact with old members at the institution and inviting them to rejoin ATEM.
- Contacting new staff and providing them with the Membership Kit, and issuing an invitation to join.
- Providing members with a list of members at the institution, including corporate members.

ATEM Profile and Marketing

- Maintaining a stock of ATEM brochures for circulation within the institution.
- Distributing professional education and training information within the institution.
- Organising two or three institution specific gatherings each year to promote networking – this might include guest speakers from the institution to speak on institution-specific 'hot topics'.

Liaison

- Liaising with the local Human Resources Department:
 - to obtain details of new administrative staff members who are potential ATEM members;
 - to seek approval to include ATEM brochures in new staff information packs; and
 - to ensure there is a web link to ATEM on the HR web page (if the institution is a corporate member).
- Liaising with the local Finance Department to investigate the option of regular subscription deductions through internal payroll systems (including conference registrations?).
- Liaising with the local Public Relations Department to provide copy for stories about ATEM in local newsletters etc.

Reporting

- Prepare a brief annual report on institutional activities and submitting it to Secretariat for dissemination to other ATEM Inc member institutions. Part of the rationale for doing this is to identify best practice that other institutions could adopt.

The Coordinator may wish to coopt volunteers to assist in the above functions, but the Coordinator will be the ‘driving force’ for that particular institution.

In exchange for being the Coordinator:

- ATEM Inc would waive the annual membership for that person;
- each Coordinator would be acknowledged on the ATEM Inc website (with a link to their email address);
- a special function at the Association Conference to give them the opportunity to share best practice and for ATEM Inc to formally acknowledge their contribution and efforts.

RESPONSES FROM BRANCHES

Response from the WA Branch Council

WA Council fully supports the concept of institutional coordinators. Although the duties at first glance seem onerous, in many instances the role is to ensure certain things happen rather than to do them. This point could be emphasised in the preamble.

Specific Points

Membership

- third dot point: it may be better to phone or write to exiting members and to survey past members as a group, periodically.

ATEM Profile and Marketing

- second dot point: rather than “distributing”, perhaps “encouraging participation in and publicising professional education...”

General Points

- the Association or Branch Presidents could enlist institutional support through targeting VCs and DVCs for the concept of Institutional Coordinators prior to the Coordinator commencing. This could help to raise the profile of, and support for, the role.
- recompense for the Coordinator could include free or subsidised national conference registration.

Conclusion

This is a very worthwhile concept and WA Council supports it.

Item 4.3.2 MOU with Association of Caribbean Higher Education Administrators

**MEMORANDUM OF COOPERATION
BETWEEN THE
ASSOCIATION FOR TERTIARY EDUCATION MANAGEMENT
AND THE
ASSOCIATION OF CARIBBEAN HIGHER EDUCATION ADMINISTRATORS**

1. Introduction

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:

The **Association for Tertiary Education Management (ATEM)** - based in Australasia
The **Association of Caribbean Higher Education Administrators (ACHEA)** - based in the West Indies

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

- 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;
 - 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;
 - To include the partners to the agreement on distribution lists for Association publications, including those issued or sponsored by the Associations;
 - To facilitate opportunities for the staff exchange or short term job placement of members; and
 - To form a basis for any future developments in the cooperation between the two Associations.
- To encourage joint research projects and publications.

3. Supporting documentation

This agreement is supported by the principles outlined in the following ATEM policy documents:
International Links Policy (adopted December 1997)
Staff Exchange Scheme (adopted December 1997)
Conference Protocols (adopted September 1998, amended February 2003.)

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.....Date.....

[President of ATEM for and on behalf of the Association for Tertiary Education Management]

Signed.....Date.....

[President of ACHEA for and on behalf of the Association of Caribbean Higher Education Administrators]

Item 5.3 MOU with AAPPa about AAIR Participation in the TEM Conference

Proposal for AAIR to Join the 2003 TEM Conference

Background

The Association for Tertiary Education Management (ATEM) and the Association of Higher Education Facilities Officers (aappa) have collaborated to present a joint conference for more than a decade. During 2002, the conference agreement was re-negotiated, and it was agreed to re-badge the conference as the Tertiary Education Management Conference and hold the inaugural event in 2003 in Adelaide. It was also agreed to approach similar professional associations to join the Conference, with a view to building critical mass for professional staff in tertiary education, and to hold a recognised pre-eminent conference that better promotes all associations involved.

Proposal

This proposal outlines how the Association for Institutional Research (AAIR) might collaborate with ATEM and aappa for the 2003 Tertiary Education Management Conference. AAIR have indicated that they will join the conference for 2003 initially, and review their position after the conference. There are two options for collaboration.

Full Partner

This option would involve a renegotiation of the conference arrangement with AAIR agreeing to be involved as an equal partner. This would involve significant membership of each conference organising committee, chairing that committee once every three years, and attracting sponsorship. This option would result in a profit-sharing agreement with AAIR, as well as risk-sharing, and would require considerable negotiation to arrive at an equitable arrangement. This option cannot be pursued for 2003.

Concurrent Streams Partner

At least one AAIR member joins the local organising committee in Adelaide, the exact number to be negotiated with the committee.

The opportunity to present papers is publicised to AAIR members by AAIR (in addition to regular conference advertising).

Concurrent streams for practitioner papers are currently being organised broadly around the keynote addresses in each session, with the exact structure to be determined once abstracts have been received. The current draft program is on the web at:

<http://www.sapmea.asn.au/conventions/atem-aappa2003/index.html>

AAIR members would submit papers in the same way as all other conference participants. The AAIR member(s) on the organising committee would assist in the selection of conference papers.

This option is recommended for 2003.

Conference Publicity

ATEM Council Agenda – 24 May 2003

All publicity will refer to the conference as the Tertiary Education Management Conference, with sub-branding of “The 2003 Conference of aappa and ATEM, incorporating AAIR”.

The re-branding of the conference has occurred on the current website, so appropriate recognition of AAIR needs to be negotiated.

AAIR Membership Fee

AAIR currently includes its membership fee in the conference registration fee. The local organising committee will need to discuss whether this is possible for 2003.

Financing the Conference

In accordance with their agreement, ATEM and aappa will cover the cost of running the conference, including the appointment of a conference organiser, chairing the local organising committee and attracting sponsorship to the event. ATEM and aappa will share the profits and the risk from running the conference as a result.

AAIR may also attract sponsorship to the conference through its existing networks. If agreed, AAIR will receive any membership monies collected as part of the registration fee. .

In return for full participation in the conference organising committee, advertising the conference to members, and attracting sponsorship, a proportion of the conference profits will be allocated to AAIR on the following basis:

- conference profit less than \$50,000: AAIR receives \$3,000
- conference profit \$50,000-\$75,000: AAIR receives \$5,000
- conference profit over \$75,000: AAIR receives \$10,000.

Review

ATEM, aappa and AAIR will review this agreement following finalisation of the 2003 Conference accounts.

Maree Conway
President, ATEM

Alan Gregory
President, AAPPAA

Item 5.4 2004 Conference Report**Date of Report:** 15 May, 2003**Author:** Mr Matt Smith, Chair**Organising Committee Members:**

Matt Smith (Chair)	Director, Asset Management Services
Richard Easther	Director, Financial Services
Jacinta Young	Director, Accommodation Services (Hobart)
Carol Harding	Executive Officer, PVC's Office (Teaching & Learning)
Tracey Thomas	Senior Executive Officer, Faculty of Arts
Joan Rodrigues	Space Planning Officer, Asset Management Services
Colleen Rehor	Coordinator Timetable Convention and Venue Services, Asset Management Services

Key Issues:**1. *Location and Venue***

The Organising Committee has recommended to the Boards of ATEM and AAPP (in a letter dated 14/4/03) that Hobart be accepted as the location for the Conference, with the venue being the Hotel Grand Chancellor. This decision was the product of a review of Launceston and Hobart by a delegation of Organising Committee members against selection criteria which were established by the whole of Committee. These selection criteria were:

- Cost;
- Adequacy of venue to meet Conference needs (facilities, break-out rooms, plenary and trade display options, dining options, inclement weather opportunities, etc.);
- Attractiveness of location to delegates and their partners;
- Adjacent facilities to supplement conference facilities (coffee shops, lunch time walks, etc);
- Opportunities to visit University sites;
- Activities for inclement weather; and
- Transport to conference and around venue/city.

It was agreed that the Hotel Grand Chancellor is an excellent waterfront location within the city centre, with close proximity to a wide range of out of conference experiences including dining, tours and CBD access. The interior of the venue is spacious and well suited to conference needs.

2. *Conference Theme*

The Committee views this as a key component of the whole of Conference planning. Whilst the process to select a Theme is underway, there is as yet no decision.

3. *Conference PCO*

The Organising Committee is presently discussing issues regarding PCO appointment. The Committee will be seeking formal tender submissions from Statewide PCOs, with a presentation to the Committee scheduled for 30 May 2003.

4. *Sponsorship*

The Organising Committee has been provided with a list of sponsors for the Melbourne and Canberra conferences by Giles Pickford of the ATEM National Secretariat. In addition to these David French of the Adelaide Organising Committee has provided a draft listing of their sponsors with the understanding that Tasmania will wait until these are confirmed before making contact. It was also mooted that a joint letter from the two Organising Committees may be possible. In the meantime, the Committee has delegated the task of seeking local sponsors to the Finance Sub-Committee.

5. *Other Issues in Planning*

- Adelaide Presentation
- Conference Dinner
- Alternative Conference Accommodation
- Keynote Speakers
- Delineation of Key Responsibilities (between Committee and PCO)
- Identify other organisations meeting around this time
- Recruitment of key University staff to planned sub-committees.

Matt Smith
(for the TEMC 2004 Organising Committee)

Item 5.4 MOU with AAPP

Introduction and Background:

1. AAPP and ATEM have had a close working relationship for several years, which was usually given substance only during the preparation and running of the annual joint conference.
2. That conference began as the annual conference of AITEA initially and then ATEM, and with AAPP invited to have their annual conference in association with the ATEM conference. This relationship was seen always by ATEM as AAPP joining with ATEM in their conference, and having separate streams which were really the AAPP conference with the combined organisation.
3. In 2001, discussions began, focussed on the continuing relationship, and several issues were raised from both organisations. For ATEM, it was seen that AAPP wanted to have a greater share of the surplus from any conference, and that was opposed as such because there was already an agreed formula in place for distributing the surplus to ATEM (and to the host branch) and to AAPP. Because of the disagreement on this point (from ATEM's point of view), it had been agreed that the two organisations would hold separate conferences in 2003 and 2004, and then consider the future relationship in the light of that experience.
4. At the conference in Brisbane in October 2002, there were many from both organisations who felt that such a split was a backward step, and it was resolved to have a further discussion. The result of that was the discovery by the ATEM delegates that the real issue was one of the relationship as a whole, and the sense that it was time to make the partnership one between two equal organisations moving forward.

Points of Agreement

5. As a result, AAPP and ATEM agree that the overriding principle future relationship is to be as equal partners in tertiary education in Australasia, and in presenting an annual Conference on Higher Education Management.
6. In terms of the conference, the following are the specific points of agreement:
 - 6.1. All future conference advertising and promotions will recognise and underline the equal partnership between AAPP and ATEM, and the role of the conference in higher education management in Australia and New Zealand.
 - 6.2. The annual Conference on Higher Education Management is a joint venture arrangement between AAPP and ATEM. In practice this must mean:
 - 6.2.1. Equal risk for both partners
 - 6.2.2. Equal effort from both partners in the organisation and mounting of the conference
 - 6.2.3. Equal membership from both partners, of the organising committee each year
 - 6.2.4. Rotating the chairing of the committee on an annual basis (with ATEM in 2003, and AAPP in 2004)
 - 6.2.5. Equal sharing by the partners of any surplus or loss for each conference.

- 6.3. The 2003 conference in Adelaide would be the first based on these principles, and those principles will continue to apply for future conferences.
- 6.4. The conference manual will be jointly developed and agreed by AAPPa and ATEM, by the end of 2002.
- 6.5. If in the future, any decision is to be made to extend the number of organisations that may be involved in the Conference, those decisions will be made jointly by AAPPa and ATEM, as the original joint venture partners.
- 6.6. AAPPa and ATEM will liaise closely at Executive level, to agree on the locations for future Conferences and on any other opportunities for closer collaboration.

Communication

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

Termination

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

President
ATEM

President
AAPPa

Date

Journal of Higher Education Policy & Management

The Journal of the Association for Tertiary Education Management

Editors:**Ian R Dobson****Angel J Calderon**

PO Box 8001

Monash University

Clayton Vic 3168Report for ATEM Council meeting, May 2003

The editors take pleasure in providing this report. We feel that things have progressed well since the last report, in May 2002.

Journal financial situation

The bank statement as at the end of March 2003 will show a balance of approximately \$9,600. The editorial expenses for 2003 provided recently by the publisher (\$5400) are included in this sum. Audited reports for the Year Ended 31 December 2001 were forwarded to the Secretariat in February 2002, and an additional audited statement for the year ended 30 April 2002 was provided to the Secretariat in October. In future, the Journal's dealings will be routinely audited according to the tax year followed by the rest of the ATEM organisation.

Dealings with the ATEM

There continues to be regular contact between the editors and the Secretariat, which now sends out back copies etc. Appropriate financial reporting occurs on request.

Following consultation with ATEM, the Journal will be published thrice-annually from 2004. This was at the publisher's instigation, and ATEM members will receive three journals a year, at no additional cost to the Association. Editorial Expenses paid by the publisher have been increased to \$7000 per annum. The new arrangement will last for five years. A copy of the signed amendment to the initial Carfax agreement has been forwarded to the Secretariat.

Dealings with the publisher

The Journal's editors enjoy very cordial relations with the publisher: the Australian representative, and production, marketing and editorial staff in the UK. To date, the editors have been very close to the publisher's deadlines for copy, proofs etc. At a recent meeting and lunch organised by the publisher, we were advised that the Journal had 100 subscribers, 74 organisations signed up to the 'Institutions Online' and 3,337 SARA registrants. The publisher's website recorded 5,205 'hits' for the JHEP&M in 2002. Articles in Vol 23:1 received 274 requests. This included a pleasing 22 hits for 'Letter from the Editors' (down to zero for Vol 23:2). The publisher is actively promoting the Journal, at conferences and by mail out. A reciprocal discounted subscription arrangement between the AUA and ATEM membership is being considered at the moment.

Editorial Board membership

There has been no change since last year's report. The Editorial Board remains as follows:

Penny Fenwick	Victoria University of Wellington, New Zealand
Grant Harman	University of New England, Australia
Salvador Malo	Universidad Nacional Autonoma de Mexico
Theodore Marchese	Academic Search Consultation Service, USA
Vin Massaro	Royal Australasian College of Surgeons
Lars Nikklasson	Uppsala University, Sweden
Michael Shattock	University of Warwick, UK
Ronald H Stein	State University of New York, USA
William Taylor	University of Southampton, UK
Hans Vossensteyn	University of Twente, The Netherlands

The Reviews Editor is Gavin Moodie, Griffith University.

Sourcing of articles

There continues to be a regular flow of material to the editors, including some practitioner material. As a journal with an international, Europe-based publisher, we receive a steady flow of material from abroad. Experience to date indicates that this is of variable quality, and some of it has clearly been sprayed to journals around the globe.

Approx. Statistics for 2002:

Papers received from	No. Received	Published in, (or accepted for) JHEPM	Published in JIR #	Rejected	Other, not Rejected
Australia	18	5	3	10	
New Zealand	5	1		1	3
Asia	7	3		4	
UK	5	3		1	1
Europe	6	1	2	3	
USA/Canada	11	2		8	1
Middle East	5	1		3	1
Africa	4	1		1	2
Total	61	17	5	31	8

Editors were also editors of the Journal of Institutional Research in 2002.

Material received from the USA, Asia and the Middle East is the least publishable of material received. In the case of the USA, the material is most usually inappropriate to the JHEP&M readership. For Asia and the Middle East, language difficulty is the most common reason for initial rejection.

Journal Content

Journal content is very much dependent on material received. Material for which (speedy) reviewers can be found enables a much quicker throughput. The editors' decision to read (and perhaps reject) material before peer review reduces the amount of unsuitable or inadequate material sent for review. Publishable material is returned to authors if it does not meet the Journal's requirements for content, size and/or style.

ATEM Conference

Given the success of the Publish or Perish double session at the Melbourne Conference in 2000, a repeat performance was organised for Brisbane. Numbers were down, due in part to the session being mis-described and mis-advertised by the conference organisers. The Journal will try its best in Adelaide 2003. A presentation involving Ms Celia Whitchurch, editor of AUA's *Perspectives*.... is being considered.

Ian R Dobson
Angel J Calderon
Editors

8.1 The Role of Councillor -at-Large

Letter from Lorraine Parker, Immediate-Past President of the New Zealand Branch:

As you will see from the attached email, Carol Poulter is resigning from the position of Councillor-at-large. I would like to explain why I have advised her to take this step, and to suggest a possible change to the requirements and responsibilities of the role.

When Carol was encouraged to take up the position of Councillor-at-large last year, we were not aware that the position sat on ATEM's Executive. I thought that she would be a member of Council and would therefore attend with our NZ Branch President, and have someone to walk her through the politics and procedures of ATEM's systems.

To be a member of Executive requires, to my way of thinking and to Carol's, a working knowledge of ATEM at a Branch level, and to have previously been involved with some of the Australasian operations. It is not feasible to expect a member of only two years' standing to move into Executive and to have input to strategic decision-making without a constituent group to inform or assist with that decision-making. I understood that her role would be to link with members, particularly in NZ, and to feed their ideas and comments back into ATEM via Council and relevant branches, but not to Executive.

I believe the Constitution, or definition and membership of the role of Councillor-at-large, needs to be altered so that the incumbents are members of Council only. If members' interests are to be protected or advocated, then that could be done more appropriately by one or two designated Branch Presidents, but certainly not a recent member without any Branch experience.

Could you please forward this perspective and suggestion to the Executive and Council for their consideration. I have discussed the situation with Ginny Ferguson, our NZ Branch President, and she agrees with this viewpoint.

Lorraine Parker

Letter from Carol Poulter, who has resigned as Councillor –at-Large:

Regrettably I have decided to resign from the role of Councillor-at-Large.

Although I thought long and hard before I agreed to have my name put forward for this role I am now finding the position is significantly different from what I was expecting. I thought that I would have a role to play within the NZ Branch executive which in turn would assist me in this role of Australasian Councillor-at-Large.

The position involves considerably more strategic level input than I had envisaged and once again would have expected to have the direct input and communication from the NZ Branch, as well as Council. As I see it, a Councillor-at-Large should be a member of ATEM Council as a pre-requisite for being a member of ATEM Executive; information about the working of council is essential if input is to be given at executive level.

I attach a memo from Lorraine Parker, Director of my centre and former President of New Zealand Branch, who has advised me on this course of action.

Best wishes

Carol Poulter
Centre for Educational Development
Auckland Institute of Technology