

Association for Tertiary Education Management Inc.
ABN 72 682 233 729

DRAFT COUNCIL AGENDA

There will be a meeting of the ATEM Council on Saturday 22 May from 10.00 am to 4.00 pm at the Wentworth Street Travelodge, Darlinghurst, Sydney. The Venue is the Wentworth Room on the lower ground floor. The meeting will be followed by a Thai dinner in China Town.

The meeting will be preceded by a meeting of the ATEM Executive Committee, John Mullarvey and Susan Scott of the AVCC and Linda McLain, Chair, Professional Education and Training Group, including lunch, on Friday 21 May 2004.

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.
Please tell Giles Pickford if you wish to change your accommodation booking.

1 Welcome and Apologies

The President will welcome Lucy Schulz, President of the South Australian Branch, to her first meeting.

***2 Starring of Items**

The President will invite members to star any additional items for discussion. All unstarred items will then be immediately and simultaneously received, endorsed, approved or noted as appropriate.

3 Minutes

The following Minutes have been distributed and are on the web. For confirmation

3.1 The Minutes of the Council Meeting held on Sunday 28 September 2003 in the Hilton Hotel, Adelaide.

The following minutes are attached for noting:

3.2 The Flying Minute on Council Standing Orders was adopted by Council Flying Minute 03/38 in November 2003.

3.3 The Flying Minutes on Membership Matters was adopted by Council Flying Minute 03/39 in October 2003.

3.4 The Flying Minute on the dates of the 2006 TEM Conference was adopted by Council Flying Minute 03/40 in November 2003.

3.5 The Flying Minute on approving Changes to the ATEM Constitutions was adopted by Council Flying Minute 03/41 in November 2003.

***4 Business Arising from Council Minutes**

Business arising is summarised in the ATEM Action Sheet which is up-dated monthly. The latest iteration of the Action Sheet was attached to the e-mail that carried this Agenda.

The President will be seeking explanations for any items shown in red ink (overdue items).

5 Business Referred by the Executive Committee

***5.1 Report on the meeting with the AVCC**

A report on the meeting with John Mullarvey and Susan Scott of the AVCC on Friday 21 May will be tabled at the meeting. For discussion.

***5.2 Strategic Plan**

An up-date of the Strategic Plan has been prepared by the Executive Committee. For discussion. Pages 6-9

5.3 Referendum to Change the ATEM Constitutions

A report from the Association Secretary on the results of the Referendum to change the ATEM Constitutions is attached. For noting. Page 10

5.4 Membership Matters

5.4.1 Membership Statistics and Corporate Members

A report on membership statistics and Corporate Members is attached. For noting. Pages 11-16

***5.4.2 Membership Coordinators**

Council is invited to discuss the implementation of the Membership Coordinators concept and its progress to date. To assist in this discussion, each Branch President is requested to bring a copy of their Branch's formal brief to its Membership Coordinators. A template brief was circulated in mid-February by the Secretariat.

***5.4.3 Differential Fee for Membership Categories**

The Treasurers Teleconference has recommended that for the category of Student Member the fee be set at half the amount of the full fee. For other categories the Treasurers recommend that the flat fee remain until a time when 'when ATEM's brand recognition had improved and some progress was being made against the targets in the strategic plan' after which the matter could be reviewed.'

***5.4.4 Implementing the Membership Categories**

A report from VP Chris Jeffery on implementation of the membership categories will be tabled. For adoption.

5.5 International Activity

Council should note the current allocation of delegates to international conferences:

- (a) AACRAO: 19-20 April 2004 at Las Vegas. President Tom Gregg. AUA Delegate to Hobart is not yet known.
- (b) AUA: 19-21 April at Keele. VP Chris Jeffery. AUA Delegate to Hobart is John Ryan outgoing Chair of AUA.
- (c) AAUA: 24-27 June at Chicago. VP Richard Easter. AUA Delegate to Hobart is Dr. Jerome L. Neuner, Associate Vice President for Academic Affairs, Canisius College.

The President is also attending the International Meeting of University Administrators in Beijing, where he will hold discussion with our affiliate the Association of Caribbean Higher Education Administrators.

ATEM has been approached by the Society of College and University Planners (SCUP) which, like the old AAPPA) is a US based group with an arm in Australia. SCUP is interested in a formal affiliation. It is now in the process of drawing up a draft MOU.

Finally, ACCRAO has announced next year's meeting date as March 28-31, 2005 Hilton New York, New York City. The abstracts deadline is 1 June 2004. Council needs to nominate a delegate.

***5.6 Reading List of the Classics**

A costed proposal to up-date the 'Reading List of the Classics in Tertiary Education Management' is attached. Council is invited to consider incorporating the project in a future budget. [Page 17](#)

5.7 Campus Review Articles

The President and Secretariat are continuing the supply of articles to Campus Review initiated by the previous President. For noting

5.8 Report from the ATEM Emeritus Chapter

A report summarising the contribution and membership of the Emeritus Chapter is attached. For noting. [Page 18](#)

6 Reports

6.1 Conferences

***6.1.1 2003 Conference**

The final Report of the 2003 TEM Conference is attached. [Pages 19-22](#)

***6.1.2 2004 Tertiary Education Management Conference**

A report on the 2004 TEM Conference is attached. For noting. [Page 23](#)
A hard copy of the draft program will be tabled at the meeting.

6.1.3 Preliminary Report 2005 Conference

A report on the 2005 Conference will be tabled at the meeting.

***6.1.4 MOU with TEFMA**

The Memorandum of Understanding with TEFMA ends after the 2004 TEM Conference. The MOU is attached. For discussion. [Pages 24-25](#)

***6.1.5 Proposal for a Continuing Professional Conference Organiser**

A report from the Association Secretary is attached. For discussion. [Pages 26-32](#)

***6.1.6 Refereeing of Conference Papers to meet DEST Requirements in Australia.**

A report from the Association Secretary is attached. For discussion. [Pages 33-35](#)

6.1.7 Future Conferences

Forthcoming Conferences are scheduled for Perth 2005, Sydney 2006, Darwin 2007, New Zealand 2008, and Canberra 2009. This schedule has the agreement of TEFMA. It is recommended to Council that the 2010 TEM Conference be held in Melbourne. For adoption.

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

A report from Ian Dobson and Angel Calderon, Joint Editors, is attached. Ian Dobson will speak to the report. [Pages 36-37](#)

7 Financial Reports

***7.1 2003-2004 Accounts**

The 2003-2004 accounts to 30 April will be forwarded in a separate e-mail. For noting and referral to the Auditor.

7.2 Payments Schedule

The payments schedule for 2003-2004 will be forwarded in a separate e-mail. For noting.

***7.3 2004-2005 Budget Report**

The budget for 2004-2005 will be forwarded in a separate e-mail. For adoption.

***7.4 ATEM Reserves**

A report from the Treasurer is attached. For referral to Branches for comment. [Pages 38-40](#)

***7.5 ATEM Investments**

A report from the Treasurer is attached. For referral to Branches for comment. [Pages 41-43](#)

8 Business Referred by Branches

There were no items raised by Branches.

9 Other Business

9.1 2004 Council Elections

The Association Secretary has appointed Giles Pickford as the Returning Officer for the ATEM Council Elections in June.

Positions falling vacant at the 2004 AGM are Vice-President (incumbent Chris Jeffery) and Association Secretary (incumbent Margie Cole).

ELECTION SCHEDULE

Tuesday 1 June	Call for Nominations
Monday 21 June	Close of Nominations
Monday 28 June	Opening of Electronic Voting
Sunday 1 August	Close of Voting

9.2 ATEM Archive Report

The Noel Butlin Archive of Labour and Industry at the ANU has provided a report on the organisation of the ATEM Archive. The archive costs \$220 a year to maintain and has already been used twice by ATEM members. [Pages 44-57](#)

10 2004 Meetings Calendar

The remaining dates for 2004 are set out below. For noting.

28 July – Executive Teleconference
 25 September, 12.00 pm – ATEM Foundation Board meeting
 25 September, 12.30 pm – Executive Committee meeting
26 September, 9.00 am – ATEM Council Meeting
 27 September, 8.00 am – ATEM Awards Breakfast and Members' Forum
 27 September, 9.00 am – ATEM Annual General Meeting
 28 September, 12.00 noon – ATEM Ghosts' Lunch

GP 19/3/04

Distribution:

Tom Gregg	ATEM President
Chris Jeffery	Vice-President and President WA Branch
Richard Easther	Vice-President
Margie Cole	Association Secretary
Neil Voyce	Association Treasurer
Toni Hodge	Councillor at Large
Ion Wallace	Councillor at Large
Steve Langley	A/President ACT Branch
Kay Hemsall	President NSW Branch
Viv Topham	A/President NT Branch
Ginny Ferguson	President NZ Branch
Roger Byrom	President Queensland Branch
Lucy Schulz	President SA Branch
Richard Easther	President Tasmanian Branch
Gerard Toohey	President Victorian Branch
Linda McLain	Chair, Professional Education and Training Group
Ian Dobson	Joint Editor of the Journal
Giles Pickford and Peter Scardoni	ATEM Secretariat

Item 5.2 Strategic Plan

(The Executive recommends the following for adoption and webbing).

Vision

- **What we want to be...**

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

Mission

- **What we do...**

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

Guiding Principles

- **What drives us...**

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

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

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

Operational Guidelines

How we will work to achieve our vision...

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

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

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

monitor progress towards agreed goals and the completion of tasks by Branches, Council and Secretariat.

The ATEM Secretariat provides support to the Association by providing a range of services including coordinating publication of the Journal of Higher Education Policy and Management, management of the ATEM interactive web site and membership database, financial records, GST coordination for the Association and a full secretarial service to Council and its Committees, and the Treasurers' Teleconference.

ATEM will use all means possible to contain costs and increase resources in order to relieve the pressure on members' subscriptions. We will make decisions about the use of our limited resources using our strategic themes as a reference point. All our activities must contribute to the achievement of one or more of the strategic themes, and will be managed through an ongoing 'action list' based on agreed directions for the Council.

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

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

The ATEM Emeritus Chapter (our retired members) will support ATEM, at Branch and Council level, by sponsoring smaller projects, and volunteering their time and expertise to assist in the smooth running of the organisation at all levels. It will encourage donations of funds and bequests for the ATEM Foundation.

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

Strategic Themes

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

(Continues overleaf)

Theme		Priorities 2004-2006
<u>Knowledge Identification</u>	<p>We will identify knowledge relevant to tertiary education administration and management (TEAM). We will identify the intellectual framework and knowledge base required for our members to be successful members of their chosen profession.</p>	<ul style="list-style-type: none"> • Continue to develop the ATEM web-site so that by the end of 2004, it incorporates an electronic clearing house of academic and practitioner knowledge about TEAM. • Develop a process so that members can routinely help identify knowledge important to their professional practice. • Begin discussion with appropriate groups to define standards and core competencies for TEAM.
<u>Knowledge Creation</u>	<p>We will contribute to the creation of knowledge about TEAM, including definitions and standards, through research projects, collaboration with other organisations and by using the resources of our members.</p> <p>We will support our members to contribute to knowledge creation through ATEM Scholarships and Grants, and learning aids such as the 'Reading List of the Classics'.</p> <p>Through the ATEM Foundation, we will provide funding to appropriate groups and institutions to pursue research designed to increase knowledge about TEAM.</p>	<ul style="list-style-type: none"> • Continue to develop the ATEM Scholarships and Grants program that is focused around creation of knowledge about TEAM. • Work collaboratively with AVCC, NZVCC and like organisations on definitions and standards in TEAM. • Establish links with universities and other organisations teaching and researching in TEAM and provide funding for projects designated by ATEM as requiring development. • Revise and update the 'Reading List of the Classics' in 2004.
<u>Knowledge Dissemination</u>	<p>We will provide opportunities for knowledge dissemination including conferences, professional development programs, and by publishing the Journal of Higher Education Policy and Management. We will collaborate with like associations locally and internationally to share best practice.</p> <p>We will make representations on behalf of our members to appropriate inquiries and groups, and work to ensure that ATEM plays an appropriate and significant role in the tertiary education sectors in which it operates.</p> <p>Our Branches and the Secretariat drive the dissemination of knowledge to our members. Their activities are our core services.</p>	<ul style="list-style-type: none"> • Continue to publish ATEM Matters as a primary means of communication to members. • Establish more consistent coordination of Annual Conferences, including sponsorship, so that learnings from one conference inform the next. • Maintain the archival record of TEM Conference Papers using the Pandora Archive of the National Library of Australia. • Assist the Branches in the details of TEM Conference organisation when requested. • Establish and develop links with like organisations internationally, and related organisations in Australasia. • Focus the Journal of Higher Education Policy and Management on the intellectual context for TEAM, combined with practical application of that knowledge. • Make Good Practice Guides available to members as a benefit of membership. • Continue to develop and manage a web-based information resource on professional development activities across the

		<p>organisation.</p> <ul style="list-style-type: none"> • Make submissions to relevant working parties and inquiries in Australia and New Zealand as appropriate. • Facilitate member interaction at Education and Training sessions, Conferences and online Forums to allow exchange of best practice
<p><u>Knowledge Application</u></p>	<p>We will support our members work and their professional development. Via our Continuing Professional Education Program we will encourage and support members to continually update their knowledge about their work and their profession.</p> <p>We will reward examples of excellence in professional practice through ATEM Awards.</p>	<ul style="list-style-type: none"> • Continuing Professional Education and Training Program (incorporating staff exchanges) operational in 2004, and further developed beyond that date. • Closer linking of corporate membership through closer involvement in Education and Training Programs. • Encourage members to raise their level of membership category through participation in Education and Training Programs • Encourage members to participate in Education and Training activities, both as learners and teachers. • Review the current online Members' Forums to assess if they are meeting the needs of members. • Implement the updated ATEM Awards to reflect contributions by members to the development of the profession and improvements in professional practice.

Draft: 22 March 2001
 Amended: 15 March 2004

Item 5.3 Referendum to Change the ATEM Constitutions

Voting in a Referendum of Members to change the ATEM Constitutions closed on Friday 19 March 2004. Overall 95 members registered a vote in Australia and 16 in New Zealand. The combined result of the ballot is as follows:

(a) Councillors at Large to be appointed, not elected.

Yes 85 (89.47%) No 10 (10.53%)

(b) Branches be allowed to choose if they have one or two Vice-Presidents.

Yes 92 (96.84%) No 3 (3.16%)

(c) Immediate Past Presidents serve for one year only.

Yes 92 (96.84%) No 3 (3.16%)

In the New Zealand Ballot, 16 members voted 'yes' to all questions.

RECOMMENDATION

That the amended Constitutions, which have been placed on the web site on the ATEM Web Site, be noted.

Item 5.4.1 Membership Statistics

The 2004 and 2003 membership data are compared below. When looking at the 'Unfinancial' Column, it needs to be remembered that February/March/April are the biggest renewal months. Hopefully some of the members in this column will eventually renew. Also the Unfinancial category includes a large number of people who have shown no inclination to renew, but whose records are retained in the system for three years because some do try to renew some years later and it saves a lot of paper work when they do.

Branch	Financial Members		Unfinancial All Types		New Applications		Corporate Members		Emeritus Members		Total	Total
	2004	2003	2004	2003	2004	2003	2004	2003	2004	2003	2004	2003
ACT	36	30	16	28			23	32	10	21	85	111
NSW	209	245	74	4			49	61	5	6	337	316
NT	21	21	13	14			6	12			40	47
NZ	93	154	139	50	1		65	98	3	1	300	304
Qld	103	163	79	101	28		24	29	3	2	209	323
SA	66	53	18	24			15	14	2	3	101	94
Tas	46	48	15	18			10	15			71	81
Vic	179	187	55	73	5		25	41		2	259	308
WA	72	75	26	34	2		20	25	1	2	119	138
Other	2	3	2	1	1						4	5
Total	827	979	437	347	37		237	327	24	37	1525	1727

The Membership Coordinators, although the idea was floated in 2002, have only been fully implemented in most Branches quite recently. Their impact on membership will become apparent in the next reporting period.

SUMMARY OF CORPORATE RENEWALS AS AT 29 APRIL 2004

Month Renewal Due	Institution	Emailed	Renewed	Re contacted
January	Bible College of New Zealand	23/11	NO	x
	Central Queensland University	23/11	Yes	24/2
	Edith Cowan	23/11	Yes	24/2
	James Cook	23/11	Yes	
	Manukau Institute of Technology	23/11	Yes	24/2
	Monash University	23/11	Yes	24/2
	University of Canberra	23/11	Yes	24/2
	University of Tasmania	23/11	Yes	
	Whitecliffe College of Arts & Design	23/11	Yes	15/3
February	Assoc of Uni Administrators	23/11	Yes	24/2
	Australian Catholic University	23/11	Yes	
	Australian Maritime College	23/11	Yes	24/2 15/3
	Christchurch College of Education	23/11	Yes	24/2 15/3
	NZ Ministry of Education	23/11	Yes	

	Otago Polytechnic	23/11	Yes	
	University of Canterbury	23/11	Yes	
	University of Melbourne	23/11	Yes	24/2 18/3
	University of New England	23/11	Yes	
	University of New South Wales	23/11	Yes	24/2 15/3
	University of South Australia	23/11	Yes	
	University of Sydney	23/11	Yes	
	<i>University of Wollongong</i>	23/11	coming	24/2 15/3
Mar	Auckland College of Education	24/2	NO	15/3
	<i>Auckland University of Technology</i>	24/2	?	15/3
	Australian National University	24/2	Yes	4/3
	AVCC	24/2	Yes	
	Batchelor Institute of Indigenous Ed	24/2	Yes	
	Bond University	24/2	Yes	
	Canberra Institute of Technology	24/2	Yes	
	Charles Darwin University	24/2	Yes	
	Christchurch Polytechnic Inst of T	24/2	Yes	
	Deakin University	24/2	Yes	
	Massey University	15/2	Yes	
	Murdoch University	24/2	Yes	
	Nelson Marlborough Inst of T	24/2	Yes	15/3
	<i>Queensland University of Technology</i>	24/2	?	15/3
	Swinburne University of Technology	24/2	Yes	26/4
	UNITEC New Zealand	24/2	Yes	
	University of Technology, Sydney	24/2	Yes	
	*University of the Sunshine Coast	Letter	Yes	
	University of Waikato	24/2	Yes	
	University of Western Australia	24/2	Yes	
	University of Western Sydney	24/2	Yes	
	*Victoria University	Letter	Yes	Not yet paid?
	Victoria University of Wellington	24/2	Yes	
	Western Instit of Tech at Taranaki	24/2	Yes	
April	Curtin University of Technology	25/3	Yes	
	Flinders University	25/3	Yes	
	University of Newcastle	25/3	Yes	
	<i>University of Otago</i>	25/3	?	
	University of Queensland	25/3	Yes	
May	AACRO		Yes	
	Challenger TAFE			
	Higher Ed Systems		Yes	
	Southern Cross University			
	UAC (NSW & ACT)			
	University College (ADFA)			
June	Macquarie University			
July	Charles Sturt University			
	RMIT			
August	University of Adelaide			

SUMMARY

Renewed 2004	44
Not yet Renewed	4
Current Not Yet Due	8

Reciprocal (no fee)	2
New but not yet paid	1
TOTAL	59
<i>Compared to 52 paid and 8 undecided in May 2003</i>	

NO THANK YOU - DO NOT WISH TO JOIN

Griffith
Ballarat
La Trobe
Auckland

NOT RENEWING

Bible College of New Zealand
Auckland College of Education

INDIVIDUAL CORPORATE MEMBERS AS AT 29 APRIL 2004

*New in 2004 (Note Lincoln University has advised they are about to join – no details yet available for this list).

AACRAO (May 2004)

Jerry Sullivan, Janie Barnett

Association of University Administrators (Feb 2005) (members to change from May)

Lynn Rawlinson, John Ryan, Sue Holmes, Tony Rich, Celia Whitchurch

Auckland University of Technology (March 2004)

Dr John Hinchcliff, Phil Ker, Maureen Reid, Lorraine Parker, Derek McCormack

Australian Catholic University (Feb 2005)

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

Australian Maritime College (Feb 2005)

Dr Neil Otway, Rob Jones, Mike Leyden, Robynne Maher, Martyn Reed

Australian National University (Mar 2005)

Prof. Ian Chubb, Prof. Malcolm Gillies, Prof. Robin Stanton, Prof Lawrence Cram, Mr Michael Gallagher

Australian Vice-Chancellors Committee (March 2005)

John Mullarvey, Miriam Angus, Susan Scott, John Chan, Lyn Brooks

Batchelor Institute of Indigenous Tertiary Education (March 2005)

Veronica Arbon, Martin Heskins, Trevor Cook, Holly Marjerrison, Patricia Coles

Bond University (Mar 2005)

Prof. Robert Stable, Alan Finch, John Stephens, Christian Kelly, Peter Castleton

Canberra Institute of Technology (Mar 2005)

Peter Veenker, Rodney Brightman, Peter Kowald, Vaughan Croucher, Jacqui Martin

Central Queensland University (Jan 2005)

Prof Glenice Hancock, Prof Kevin Fagg, Mr Ken Window, Prof Jim Mienczkowski, Prof Jack Wood

Challenger TAFE (May 2004)

Malcolm Goff, Neil McAullay, Michael O'Loughlin, Rob Meecham, Sue Slavin

Charles Darwin University (Mar 2005)

Prof. Helen Garnett. The other members will be advised shortly.

Charles Sturt University (July 2004)

Professor Ian Goulter, Reg Shaw, Anna Bounds, Mike Rebbechi, Hedy Bryant

Christchurch College of Education (Feb 2005)

Dr Ian Hall, Bruce Ferguson, Dr Lindsay Parry, Lucie Wenmakers, Adrienne Roberts

Christchurch Polytechnic Institute of Technology (Mar 2005)

Alison Hughes, Julia Hardacre, Jo Milne, Darren Mitchell, Dean Snelling

Curtin University of Technology (April 2005)

Prof. Lance Twomey, Prof. Lesley Parker, Prof. Jeanette Hacket, Prof. Jane den Hollander, Prof. Barney Glover

Deakin University (March 2005)

Prof. Sally Walker, Prof. John Rosenberg, Mr Russell Elliott, Prof. Pip Hamilton, Mr Eric Meadows

Edith Cowan University (Jan 2005)

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

Flinders University of South Australia (Apr 2005)

Prof Anne Edwards, Vickie Armstrong, Ben Jacobs, Joanne Barker, Judi Wetherell

Higher Ed Systems Pty Limited (May 2005)

Cynthia Hansen, Kent Levander, Jan Rose, Kate Whight, Belinda Clark

James Cook University (Jan 2005)

Prof. B. Moulden, Heather Fossey, Gregory Stokie, Denese Gray, Geoff Duce

Manukau Institute of Technology (Jan 2005)

Jack MacDonald, Grace Sylvester, Peter Coolbear, Anthony Ward, Stuart Middleton

Macquarie University (June 2004)

Phil Hagan, Lorraine Francke, Sue Verdich, Gaby Laudams, Anne Kumanan

Massey University (Mar 2005)

Prof Judith Kinnear, Prof Ken Heskin, Prof Ian Warrington, Prof John Raine, Prof Keith White-Hunt

Monash University (Jan 2005)

Prof Richard Larkins, Ian Dobson, Peter Marshall, Peter Lawrence, Janet Gaffey

Murdoch University (March 2005)

Professor John Yovick, Prof Gary Martin, Prof Jan Thomas, Prof Yianni Attikiouzel, Mr John Pease

Nelson Marlborough Institute of Technology (March 2005)

Neil Barnes, Caroline Seelig, Chris Gosling, Carolyn Read, Tony White

New Zealand Ministry of Education (Feb 2005)

Howard Fancy, Elizabeth Eppel, Allan Sargison, Roger Smyth, Murray Leach

Otago Polytechnic (Feb 2005)

Dr Robin Day, Kevin Seales, Mike Waddell, Sue Thompson, Philip Cullen

Queensland University of Technology (March 2004)

Professor Dennis Gibson, Dr Carol Dickenson, Tom Cochrane, Prof Peter Coaldrake, Prof D Gardiner

RMIT University (July 2004)

Ruth Dunkin, David Garner, Garry Bradley, Jane Stewart, Carol Watson

Southern Cross University (May 2004)

Prof. John Rickard, Mr Malcolm Marshall, Mr Carl Rallings, Ms Sally Blackadder, Mrs Phyllis Waters

Swinburne University of Technology (March 2005)

Prof Ian Young, Sarah Davies, Prof. Barbara Van Ernst, Prof. Dale Murphy, Alistair Crozier

UNITEC New Zealand (Mar 2005)

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

Universities Admission Centre (NSW & ACT) Pty Ltd (May 2004)

Andrew Stanton, Andrea Goodwin, Karen Allen, Andrew Harrop, Trevor Saunders

UNSW@ADFA (May 2004)

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

University of Adelaide (August 2004)

Professor James McWha, Susan MacIntosh, Jennifer Duncan, Graham Brookman, Karen Hughes

University of Canberra (Jan 2005)

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

University of Canterbury (Feb 2005)

Prof Roy Sharp, Prof Bob Kirk, Mr Tom Gregg, Alan Hayward, Dr Jan Cameron

University of Melbourne (February 2005)

Ian Marshman, Roger Peacock, Maureen O'Keefe, Elizabeth Bare, Maddy McAlister

University of Newcastle (April 2005)

Prof Roger Holmes, Ms Lynne Benton, Mr Trevor Gerdson, Mr Ian Pike, Mr Ivan Skaines

University of New England (Feb 2005)

Prof Ingrid Moses, Graeme Dennehy, Frances Nichols, Stephen Marlors, Kristin Adair

University of New South Wales (Feb 2005)

Wyatt R Hume, Chris Lidbury, James Walsh, Jennie Lang, Jane Gatwood

University of Otago (April 2004)

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

University of Queensland (April 2005)

Mr Douglas Porter, Mr Denis Feeney, Mrs Linda Bird, Mr Paul Mullooly

University of South Australia (Feb 2005)

Prof Denise Bradley, Judy Szekeres, Carol Dadswell, Mary Taylor, Lucy Schulz

University of Sydney (Feb 2005)

Prof Gavin Brown, Dr William Adams, Prof Michael Fry, Chris Coffey, Don Wilson

University of Tasmania (Jan 2005)

Prof Daryl Le Grew, Tony Ferrall, Richard Easther, Rudi Lidl, Stuart Andrews

University of Technology, Sydney (Mar 2005)

Dr Jeff Fitzgerald, Mr Kevin McCarthy, Thea Seabrook, Jennifer Gilmore, David Pacey

***University of the Sunshine Coast** (Mar 2005)

Prof Paul Thomas, Heather Gordon, Maureen Klinker, Sue Carlos, Jenny Nemeth

University of Waikato (Mar 2005)

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

University of Western Australia (Mar 2005)

Prof Alan Robson, Prof Margaret Seares, Mr Peter Curtis, Mrs Jackie Massey, Prof Dennis Haskell

University of Western Sydney (March 2005)

Prof Janice Reid, Rob Coombes, Tong Wu, Rhonda Hawkins, Mike Webster.

University of Wollongong (Feb 2004)

Prof Gerard Sutton, Gillian Luck, Meredith Morgan, Nathan Asher, Lenore Lyons

***Victoria University (yet to pay but...)**

Prof Elizabeth Harman, Christine Kotur, Bec Munn, Richard Carter, Greg Baxter

Victoria University of Wellington (Mar 2005)

Pam Thorburn, Katharine Jermyn, Lois Baillie, Martin Taylor, Alison Munro

Western Institute of Technology at Taranaki (Mar 2005)

Paul Sutcliffe, Sue Duncan, Gordon Chiswall, Paul Goodson, Virginia Hulbert

Whitecliffe College of Arts & Design (Jan 2005)

Michele Whitecliffe, Frances Hartnell, Mark Arthur-Worsop, Fionna Scott-Milligan, Henry Symonds

Item 5.6 Revising the 'Reading List of the Classics'**1 Proposal submitted by three Visiting Fellows at ANU**

The 1991 effort is a pretty full list with some notable omissions, and some quirky inclusions such as Clausewitz *On War* and Machiavelli's *The Prince*. Amongst the omissions are the draft and final Karmel reports on an Open University, the couple of recent books by Coaldrake and Stedman, R.Freeman Butts' *Basic Assumptions Underlying Australian Education*, the Murray report, the Martin report, the one by Don Cochrane on year-round teaching, and some of the more sociological works for example *The University Experience, End of a Golden Age, Access to Privilege*. And, if we can find something good, an account of the Australian system in the binary days and post Dawkins.

There are also some recent US and UK publications that should be considered.

There is no reference to just about all of the publications of the Higher Ed division of DEST-DETYA-DEET-DEYA, the Universities and Advanced Education Commissions - these might have made the list far too long, but a reference to the website where they are listed would not be a bad idea.

In identifying omissions and contributions, particularly from the last decade, it would be a good idea to run the list past some current scholars in the field, eg Hort, McInnes, Selby Smith and Marginson.

The first task however, will be to decide on the purposes of the list and whether, as well as beginners in Tertiary Administration, there are other users to be kept in mind. (You mentioned the media). Things such as length, amount of overseas material, ancient and recent, and fields (should one or two of the better university histories be included?) ought to be decided.

Anyway we are prepared to have a go at it and would expect to have the job finished in three months or so.

Cost quote: \$5,000

Don Anderson, Dick Johnson, Colin Plowman

Visiting Fellows

Centre for Continuing Education

Australian National University

Item 5.8 Report to Council from the ATEM Emeritus Chapter**1. ATEM FOUNDATION**

The ATEM Council has requested the Emeritus Chapter to spearhead a bequests program for the ATEM Foundation. We already have two commitments in this regard. Also the annual giving program has so far yielded \$2,000 to 30 March 2004. This amounts to \$2,400 on an annualised basis."

Our record of support over the years has been good.

Many of our number have assisted ATEM projects at the Council and Branch level. The value of this contribution is hard to evaluate, but it is considerable.

In hard dollar terms our support has been as follows:

2000	Sponsor of the ATEM Conference Annual Dinner	\$500
2001	Sponsor of the ATEM Conference Annual Dinner	\$500
2002	Sponsor of the ATEM Conference Annual Dinner	\$500
2003	Commissioning of the Bust of our Founder, Maurie Blank	\$500
2004	Annual giving program	to date \$2,000
Five Year Total		\$3,000

2. ANNUAL LUNCH

The next Emeritus Chapter Lunch (The Ghosts' Lunch) will be held at 12 noon for 12.30 pm on Tuesday 28 September 2004 at The Shipwright's Inn, Hobart. 'Shippies' is the main venue for the Sydney to Hobart Yacht Race celebrations. Our speaker will be a veteran of that race.

All ATEM members are invited but there is a limit of 20 seats. Payment of \$250 is required in advance. The wine and food menu is of such extravagance that the above is actually a break-even cost. Enquiries to giles.pickford@bigpond.com

Bookings to date 5.

Colin Plowman
 Convenor
 ATEM Emeritus Chapter

Item 6.1.1 2003 Conference: Final Report and Audited Accounts**Association for Tertiary Education Management Inc.****Conference 2003
28 September to 1 October****EXPENDITURE**

Administration & Overheads			\$ 68,628.07
SAPMEA Base Fee Incl GST			\$ 6,600.00
SAPMEA Cap Fee Incl GST	594	47.14	\$ 28,001.16
SAPMEA Exhibition Fee Incl GST	12	440.00	\$ 5,280.00
SAPMEA Sponsorship Fee Incl GST			\$ 5,780.00
Bank/Merchant Fees			\$ 6,809.99
Insurance			\$ 2,745.91
Miscellaneous Expenses			\$ 897.09
Audit Fee			\$ 1,200.00
Photocopying & Laser Printing			\$ 1,870.52
Postage/courier			\$ 1,024.69
Stationery/consumables			\$ 693.53
Telephone, Facsimile			\$ 2,291.91
Travel grants to Brisbane Conf for C'tee			\$ 5,277.27
Staff On-Site Expenses			\$ 156.00
Advertising & Promotion			\$ 5,476.08
Web Site Development & Maintenance			\$ 2,977.73
Abstracts on Web Site			\$ 500.00
Full papers on Web Site			\$ 500.00
Marketing [signage]			\$ 1,498.35
Staging			\$ 61,133.90
Audiovisual Hire & Staff			\$ 31,918.00
Buses to and from Dinner			\$ 1,260.00
Buses to Campuses			\$ 840.00
Adelaide Town Hall			\$ 1,750.00
Conference Venue			\$ 13,250.00
Hilton - Dinner Venue			\$ 500.00
Opening Ceremony Entertainment			\$ 2,750.00
Dinner Entertainment			\$ 1,500.00
Dinner Theming			\$ 5,499.90
Exhibition [table, light, sign, backboard, powerpoint]			\$ 1,866.00
Speakers			\$ 10,212.79
Accommodation			\$ 5,148.19
Speakers Airfares			\$ 3,359.60
Gifts			\$ 495.91
Other Gifts			\$ 1,088.03
Airport Transfers			\$ 121.06
Catering			\$ 155,801.81
Cocktail Reception			\$ 13,350.00
Conference Dinner			\$ 40,960.00
AAPPA Dinner			\$ 11,996.36
Breakfast			\$ 10,750.00
Conference Package			\$ 73,506.00
Wine Tasting			\$ 5,239.45

Printing & Distribution	\$ 9,188.00
Design of Logo x 2	\$ 2,086.00
1st Flier	\$ 778.00
Posters	\$ 100.00
Exhibitor & Sponsorship Application	\$ 657.00
Handbook & Abstracts	\$ 5,347.00
Typesetting	\$ 220.00

Delegate Needs	\$ 89,947.82
Satchels & contents	\$ 8,323.27
AAIR Membership Fees (Contra)	\$ 3,440.00
Workshop Reimbursements (Contra)	\$ 5,072.73
Delegate Travel & Tours (Contra)	\$ 2,892.73
Delegate Accommodation (Contra)	\$ 70,219.09

TOTAL EXPENDITURE	\$ 400,388.47
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INCOME

Registration Fees	594	\$ 408,630.91
Full Registration - Non Member EB	65	\$ 44,613.64
Full Registration - Member EB	329	\$ 192,913.64
Full Registration - Non Member	21	\$ 15,368.18
Full Registration - Member	75	\$ 47,386.36
Day Registration - EB	16	\$ 4,481.82
Day Registration	8	\$ 2,436.36
Student - EB	1	\$ 313.64
Corporate Members - EB	35	\$ 10,261.36
Invited Guest Registration FOC	14	\$ -
Sponsor/ Additional Trade Registration	22	\$ -
Accompanying Persons Program		\$ 800.00
Workshop One		\$ 5,072.73
Workshop Two		\$ 2,509.09
AAIR2004 Membership Fees		\$ 3,440.00
Conference cocktail Reception Extra		\$ 777.27
Breakfast Extras		\$ 109.09
AAPPA Awards Dinner		\$ 1,718.18
Dinner Function Extra		\$ 3,109.09
Happy Hour Extra		\$ 127.27
Campus Tours		\$ 1,090.91
Tours & Travel		\$ 2,892.73
Accommodation		\$ 70,219.09
		\$
Discounts		(3,002.27)
Cancellation Fees and sundries	8	\$ 1,992.73

Sponsorship		\$ 76,990.90
Trade Booth	12	\$ 23,536.36
University SA		\$ 3,636.36
University of Adelaide contribution		\$ 3,636.36
Flinders University		\$ 3,636.36
United KG - Happy Hour		\$ 5,000.00
Haden		\$ 1,818.18
Nilsen Electric SA		\$ 454.54
Harrold & Kite Pty Ltd		\$ 454.55
AGL Welcome Reception		\$ 5,000.00
Thorn Lighting - Satchel insert		\$ 454.55
Genesys Conferencing - Satchels		\$ 8,000.00
Invensys - AAPPA Breakfast		\$ 5,909.09

TAC - AAPPA Awards Dinner	\$ 15,000.00
Air Comfort Services Pty Ltd	\$ 454.55
TOTAL INCOME	\$ 485,621.81
PROFIT/(LOSS)	\$ 85,233.34

The above account provides a true and fair statement of the affairs for the Association of Tertiary Education Managers Conference, held 28 September to 1 October 2003. The account has been prepared in accordance with Australian Auditing Standards.

DATED:

SIGNED: *Chief Executive Officer, SAPMEA*

SIGNED: *Business Manager, SAPMEA*

INDEPENDENT AUDIT REPORT ON THE TERTIARY EDUCATION MANAGEMENT CONFERENCE 2003

SCOPE

We have audited the attached statement of income and expenditure and the notes thereto of the Tertiary Education Management Conference 2003 for the period 28 September 2003 to 1 October 2003. The conference was organised by SAPMEA on behalf of the Conference. The Committee is responsible for the statement of income and expenditure and has determined that the accounting policies used are consistent with the financial reporting requirements of the members and are appropriate to meet their needs. We have conducted an independent audit of the statement of income and expenditure in order to express an opinion on it to the members of the Committee. No opinion is expressed as to whether the accounting policies used are appropriate to the needs of the Committee.

The statement of income and expenditure has been prepared for distribution to the members for the purpose of fulfilling the Committee's financial reporting requirements. We disclaim any assumption of responsibility for any reliance on this report or on the statement of income and expenditure to which it relates to any person other than the members, or for any purpose other than that for which it was prepared.

Our audit has been conducted in accordance with Australian Auditing Standards. Our procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the statement of income and expenditure and the evaluation of significant accounting estimates. These procedures have been undertaken to form an opinion whether, in all material respects, the statement of income and expenditure is presented fairly in accordance with the accounting policies described in Note 1 to the statement. (These policies do not require the application of all Accounting Standards and other mandatory professional reporting requirements in Australia.)

The audit opinion expressed in this report has been formed on the above basis.

AUDIT OPINION

In our opinion, the statement of income and expenditure presents fairly in accordance with the accounting policies described in Note 1 to the statement, the income and expenditure for the Conference for the period 28 September 2003 to 1 October 2003.

Edwards Marshall
Chartered Accountants (signed)

STATEMENT FROM AAIR

Dated 7 May 2004

From: Wendy Marchment [<mailto:wendy.marchment@adelaide.edu.au>]

Sent: Tuesday, 11 May 2004 6:48 PM

To: Colin Smyth

Cc: david.french@flinders.edu.au; Judy Szekeres; Brian Phillips; Trotter, Andrew; Neville Thiele; Moses, Mark; 'Giles Pickford'; 'ion wallace'; Lucy Schulz

Subject: Re: TEM 2003 final accounts and audit report

Dear Colin,

I approve:

a the final accounts and accept the audit report;

b that the surplus be distributed as proposed in paragraph 4 below; and

c that you forward the final accounts and audit report, with a covering note, for consideration by the ATEM Council and similarly to TEFMA.

Re point 7 - I have the costs for Workshop 2 which was AAIR's and showed a profit of just less than \$1000. I can pass these details on if you require them. AAIR was confident the Workshop would make a profit and it was included in the Conference budget on this basis as part of our contribution.

Regards

Wendy Marchment
President, AAIR

STATEMENT FROM TEFMA

Colin,

A job well done. I accept your final report.

Regards

Andrew Trotter
Manager, Facilities Records
Campus Development
Adelaide University, AUSTRALIA 5005
Ph : +61 8 8303 4247
Fax : +61 8 8303 6400
Mobile: 0410 689 046
e-mail: andrew.trotter@adelaide.edu.au
<http://www.psb.adelaide.edu.au/fr/>

Item 6.1.2 Preliminary Report 2004 Conference*Introduction*

Conference planning is proceeding well with a large number of abstracts received and an interesting programme being developed. The Organising Committee has been greatly assisted by the efforts of the PCO who have put a lot of effort into attracting sponsors, papers and delegates for the Conference.

Call for Papers

The Call for Papers has now closed with 99 abstracts in hand (and three more expected from NZ). The Committee will meet on 14 May to review the abstracts and offer places to papers. There will be almost double the number of papers in hand to positions available, which we hope will mean a high standard of presentations at the Conference.

Keynotes

There are now three keynote places confirmed, including Dr Michael Vertigan (Chancellor UTas), Ms Alison Crook (DVC – Resources, Monash), Ms Brenda Richardson (Ford Executive and Industry Innovator/Representative). In addition, the Conference Hypothetical (on Wednesday morning) will be conducted by Mr Rod Quantock with a panel of university and outside representatives discussing an imaginative and futuristic trans-Tasman university (varsity!) scenario.

Social Events

The Welcome Reception for delegates on the Sunday night will be held at the University Centre for the Arts campus (on the pier near the Conference venue). There will be an additional reception for a limited number of delegates at Government House which will be by vice-regal invitation. The Governor (Dr Richard Butler) will provide a welcome to delegates on Monday morning at the commencement of proceedings and also host the Reception at Government House on Monday evening (prior to the TEFMA Awards Dinner). The ATEM Ghosts lunch will be held on Tuesday afternoon. The Conference Dinner on Wednesday evening will be preceded by a harbour boat cruise and provide an excellent finale to the Conference.

Registrations

Registrations to date are 99 which is excellent for this stage of the process. It is expected that Conference registrations may well reach the target of 600.

Financial

Conference funds from sponsorship and registrations appear to be going well and it is hoped that the financial outcome will also be successful for the Associations.

Sponsorship

Sponsorship has been very successful to date with a Major Conference Sponsor all but signed up. In addition, there are six other sponsors already on board and several more likely.

WA Organising Committee

The Organising Committee has been contacted by WA and has now provided some assistance to them with their initial planning, particularly with regard to PCO selection.

Future Directions

The focus of the Organising Committee is now on selecting high standard papers, increasing the number of confirmed delegates, attracting more sponsors and finalising programme issues such as keynotes and associated Conference activities.

Matt Smith

Chair, 2004 TEMC Organising Committee

Item 6.1.4 ATEM TEFMA MOU

**Memorandum of Understanding
AAPPA and ATEM
October 2002.**

Introduction and Background:

1. AAPPA 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 AAPPA invited to have their annual conference in association with the ATEM conference. This relationship was seen always by ATEM as AAPPA joining with ATEM in their conference, and having separate streams which were really the AAPPA 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 AAPPA 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 AAPPA. 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, AAPPA 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 AAPPA 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 AAPPA and ATEM. In practice this must mean:
 - 6.2.1. Equal risk for both partners

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

Communication

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

Termination

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

Item 6.1.5 Proposal for a Continuing Professional Conference Organiser**RECOMMENDATION**

That Council seek tenders for an ongoing Conference Management company to manage the Tertiary Education Management Conference, at the same time and as part of the same process seeking bids just to manage the Perth Conference, so that costs and services can be compared to determine whether to award a contract to a single company for, say, three conferences. (This would be done in association with TEFMA).

BACKGROUND

As a result of a Brisbane-based company approaching ATEM and TEFMA about possibly entering into an ongoing relationship to manage our annual Conference, the ATEM Executive asked me to explore with a TEFMA representative (Andrew Frowd from QUT), how realistic such an option might be.

Andrew and I met with the company to give it the opportunity to explain its services, how it would manage running conferences in different cities, its relationship with the local Organising Committee, etc. Note that at all times, it was indicated that this was an issue what would need to be formally considered by both associations, and that, if it was something we wished to pursue, the matter would need to go to tender to fully test the market.

ISSUES

As a result of that meeting and documentation provided by that company, Andrew and I believed that it may well be possible to have an ongoing management company. (And it is interesting to note that, since that time, ATEM has been approached by another company apparently offering similar services).

Obviously, there are potential costs and benefits to such an arrangement, and the issues Andrew and I were conscious of and explored included (NB this is not exhaustive, but indicative only):

- By having a continuing arrangement, there would be savings in terms of times and effort of the local committee in getting the company up to speed each year;
- Might this advantage be offset by the fact that the company might not be based in the city of the conference?
- How close a relationship would be possible between the company and the local organising committee?
- Would the cost of the company having to provide a team onsite during the conference, probably not in their home town, add substantially to the costs?
- Would such an arrangement still provide the local committee with flexibility in its program structure and content?
- Would having an ongoing arrangement simplify and ensure consistency and higher quality in matters such as on-line registration, website, etc?
- Would an ongoing relationship imply a higher level of commitment to quality by the company (so that it doesn't lose its job) and far better feedback on areas for improvement?

I will not attempt to answer these issues in this memo, but what I can say is that Andrew and I strongly believe the matter worth exploring, and so we provide by way of supporting documentation (attached) a proposed draft Tender Document with which to test the market. The proposal would be to seek tenders for Perth, and also get those companies to bid for Perth, Sydney and Darwin at the same time, so we can compare a single job with an ongoing one in terms of costs, what's provided etc. The Tender Document draws from the services offered by

the company which approached us, as well as from information drawn from the Adelaide and Hobart conference documentation. We believe it therefore provides clear specifications as to our requirements, and should allow us to make an informed decision about whether to pursue an ongoing relationship.

MARGIE COLE

Tertiary Education Management Conference
Recruitment of Professional Conference Organiser
Invitation to Tender

Tenders are invited from organisations with experience in major conference organisation to assist the Association for Tertiary Education Management, and the Tertiary Education Facilities Management Association in organizing their joint annual Conference.

Four copies of tenders should be submitted to xxxxxxxxxx, not later than xxxxxxxx. The shortlisted tenderers, may be invited to discuss their proposals at a meeting on xxxxxxxx.

Tertiary Education Facilities Management Association (TEFMA)

The Australasian Tertiary Education Facilities Management Association (TEFMA) was established in October 2003 as an independent association of facilities managers operating in the tertiary education sector of Australia, New Zealand, Hong Kong and Singapore. TEFMA was formed from AAPPA which was the Australasian chapter of the US parent APPA, which is the Association of Higher Education Facilities Officers.

TEFMA assists facilities managers in universities, colleges and other educational institutions in the Asia-Pacific region by promoting excellence in the planning, construction, maintenance, operations and administration of educational facilities. TEFMA serves the education community by conducting research, developing educational programs, holding conferences and workshops, producing publications, developing guidelines, and serving as a central information source for its members.

Association for Tertiary Education Management, Inc (ATEM)

ATEM is an international association with membership from middle and senior university managers throughout Australia and New Zealand. It has branches in each state and territory and in New Zealand.

ATEM is the leading authority in Australasia dedicated to best practice in tertiary education management. The Association for Tertiary Education Management (ATEM) began life in 1976 and is the foremost professional association for professionals, managers and practitioners employed in an associated with tertiary education management in Australasia. It is a not-for-profit organisation.

TEMC Conference

The annual national conference is ATEM's and TEFMA's flagship event. It is rotated among major cities in Australia and New Zealand each year. The next conference will be held in Perth in Sept/October 2005.

The conference is organised in line with guidelines set out in the Conference Manual which is available from from the ATEM website at www.atem.org.au

The expected attendance is currently estimated at 450-600 members and accompanying persons. A full business and social program is planned for all those attending.

Organising Committee

The organising committee is made of members of the partner organisations in the locality of the Conference. The organising committee meets regularly and is required in addition to provide regular formal reports to the executive committee and Council/Board.

Service Required

A detailed breakdown of the Scope of Service is attached.

Contact Details

XXXXXX
 XXXXXX
 XXXXXX

Telephone: +61 XXXXXXXXXXXX
 Fax: +61 XXXXXXXXXXXX

The Conference participants have historically engaged a Conference Organiser in the city in which the annual conference is held on a one-off basis. There is a feeling that the organisations may be better served by a longer term arrangement. In order to gauge the benefits of this type of arrangement, this tender seeks proposals for a one-off Conference in 2005 and a longer term arrangement.

Fee:

A separate fee is to be provided for each of the scenarios. In the case of the three year scenario the fee should be fixed for three years.

Term:

Tenders are sought for two scenarios, a single Conference (Perth 2005), and a three year term, with a two year option, exercisable by mutual agreement: (Sydney 2006, Darwin 2007, Christchurch (?) 2008, Canberra 2009). Tenderers are to submit proposals for both scenarios.

Selection Criteria:

1. Experience in organising conferences for not for profit industry associations with attendance of 400 – 600 people.
2. Experience in organising conferences in different cities around Australia (and New Zealand if possible.)
3. Fee. (This should disclose any anticipated commissions.)
4. Methodology/approach to organising the Conference, including amount of proposed face to face contact with Committee.

In addition, details of insurances held should be provided.

Scope of Service

Administration and Planning

Full administration of the event. Complete planning including time path, venue and supplier liaison.

Handle all agreements and correspondence.

Source suitable venues to finalise attractive costs and conditions. Ensure all costs are known and advise client. The contract from the venue to be reviewed and communicate with the secretariat in relation to the content and advise accordingly. Negotiate with the venue to end up with a contract that is suitable and fair to all parties involved, including costs, terms and conditions (i.e. room hire, audiovisual, food and beverage, accommodation).

Liaise with the venue to arrange all catering, including tea breaks, breakfasts, receptions, lunches, on-site and off site dinners and functions – review with client.

Provide detailed event brief and running sheets, showing all arrangements each day, review draft with client and then the venue. This will include information for catering, room set, audiovisual, speaker requirements and session schedules.

Review the running of the event (using the event brief) with the venue staff, well before the event and all venue liaisons.

Co-ordinate arrangement of room layouts, registration areas, staging, check-in and check-out procedures, exhibition and sponsorship display areas, location for tea and meal breaks, location for signs and banners.

Preparation of a conference management "TIME PATH" showing major and critical tasks, time frames and persons responsible for each task under major role headings.

Regular review and updates of the schedule.

Prepare for and attend committee meetings as required.

In consultation with the committee, arrange a meeting schedule; plan and distribute agendas; minutes of committee meetings; alert committee to approaching deadline dates within timeline.

Present to each committee meeting a written report on work in progress.

Provide general secretarial assistance to planning committee.

Regular contact and professional advice to the client as required.

Obtain quotes for all sub-contracted items; present recommendations to Committee and liaise on an on-going basis with the successful tenderers.

- These may include interpreting services, graphic designers, printers, airport transfers, mailing houses, satchels – supply and filling, signage, banners, speakers' gifts.
- Provide the actual invoice from nominated suppliers and do not mark up any of the initial invoices.

Advice on insurance needs (Public Liability and Abandonment).

Permanent point of presence on the internet

- Registered office for the conference for mailing, email, calling & phoning address, respond to queries, needs to be prominently displayed.
- Customised email address on mail server.
- Guaranteed security through encryption – decryption.
- Secure transactions for credit card using SSL.
- On—line access to bank accounts.
- On-line registration, programme, abstracts and papers post-conference.

Program & Planning

Develop program and theme with the committee, manage the call for papers and assist Committee with administration of selection of papers. Prepare final program content and format in consultation with Committee.

Liaise with and manage speakers regarding their needs and preparation.

Creative input, design and coordination of social functions.

Co-ordinate with the assistance of the committee, the production and distribution of the following printed or electronic materials

(a) Initial Announcement, (b) Expression of Interest and Call for Papers (c) Registration Brochure (d) Programme / Abstract Book (e) Proceedings (f) Name Badges (g) Function tickets (h) Delegate List (i) Menus (j) Evaluation forms (k) daily newsletters / notes (i) Snapshot programme.

Prepare brief, arrange quotes for all audiovisual requirements and liaise with supplier.

Arrange quotes and assist with the printing of abstract booklets.

Arrange all social events such as receptions, dinners, and special luncheons.

Arrange day tours, and extension tours.

Assist committee to source / contact keynote speakers.

Write to and contact all keynote speakers confirming all contractual arrangements.

Prepare briefing notes and handle all correspondence with speakers and session chairs re status of paper, details of session title, date and time allocated, details of fees and expenses and collection of biography and photograph, abstract and full paper and audiovisual equipment requirements.

Prepare a delegate survey on the program, speakers, format and management of the event (including website, registrations etc) , and review with the client.

Marketing, Promotion, Publications & Publicity

Co-ordinate marketing of the event.

Co-ordinate registration brochure and promotional material.

Conference theme and logo development.

Manage the e-version of papers and abstracts for website.

Arrange all bulk emailings i.e. flyer and registration booklet.

Track all enquiries and enter into the database.

Implement delegate incentive schemes to encourage early bookings and to maximise attendance.

Assist with design and distribution of registration brochure and online registration website. Website to be kept up to date as planning progresses, as required by committee.

Item 6.1.6 Refereeing of Conference Papers to meet DEST Requirements in Australia.**RECOMMENDATION**

That Council discuss whether to pursue the possibility of having a refereed stream at the TEM Conference.

BACKGROUND

At Council in September last year, I was asked me to consider whether we might have TEM Conference papers refereed, essentially as this would allow DEST research points which might attract some "higher level" papers and perhaps attract more interest from academics. As refereeing papers is a relatively specialised area in which I have absolutely zip experience, I contacted Ian Dobson, editor of our Journal, for an initial reaction and advice. My email to Ian is attached, with his comments provided towards the bottom.

ISSUES

Issues to consider include:

- Would the cost/benefits make this viable?
- Who/how would we manage the refereeing? (I would recommend that this could not be done as an add on for each Conference Committee, and that we would need to establish an ongoing group to manage this from year to year)
- What links would we need to have with the Journal?
- Various others which are covered in the attachment.

MARGIE COLE

Subject: ReDate: Mon, 20 Oct 2003 14:45:10 +1000
 From: Ian Dobson <ian.dobson@adm.monash.edu.au>
 Subject: Re: ATEM - refereed papers at Conference
 X-Sender: "Ian Dobson" <idobson@smtp.monash.edu.au>
 To: Margie Cole <m.cole@qut.edu.au>
 Organization: Monash University
 X-Mailer: Mozilla 4.79 [en]C-CCK-MCD monwin/025 (Windows NT 5.0; U)
 X-Accept-Language: en

Margie Cole wrote:

>
 > Hi Ian
 >
 > At the ATEM Council meeting in Adelaide, we discussed the possibility
 > of having Conference papers refereed to get DEST research publications
 > points; while this might attract increased academically-based papers,
 > it would deter the practitioner papers; so we thought perhaps having
 > the option of having them refereed might be worthwhile.
 >
 > So - I need to pick your brains please! I have been asked by the ATEM
 > Exec to look at how this might work; and not ever having been involved
 > in refereeing papers, I thought you'd be the obvious one to seek
 > advice from as to the logistics of trying to organise this. I suspect
 > that, if we were to adopt it, we'd need a group which worked from year

- > to year, as it'd be difficult for each year's committee to arrange
- > that themselves.
- >
- > I have provided below an extract from the unconfirmed Council Minutes
- > so you can see what happened in our discussions.
- >
- > I'd appreciate your thoughts, advice, ideas for how it might work (or
- > whether from your experience it'd be very difficult!), whether any
- > links with the team you use for refereeing Journal articles would be
- > sensible, etc etc etc!!!!!!!!!!!!!!!!!!!!!!
- >
- > I look forward to hearing from you!
- >
- > Regards
- >
- > Margie
- >
- > 11.2 Refereeing of Conference Papers to meet DEST Requirements
- > in Australia.
- >
- >
- > Council considered the proposal that a system should be put in place
- > to ensure that all papers submitted to the Tertiary Education
- > Management Conference meet the DEST requirements for refereed
- > publications in Australia. It noted that advice should be sought
- > about whether there are similar requirements in New Zealand.
- >
- > The DEST requirements are published at the following URL:
- > <http://www.dest.gov.au/highered/research/herdc.htm>
- >
- > This proposal allows conference papers presented by academic staff to
- > count towards the 'research index' used to calculate research funding
- > allocations in Australian universities. Refereeing would require the
- > conferences organisers to ensure that each paper was refereed either
- > before or after the conference, for publication in the Conference
- > Proceedings.
- >
- > This may result in the currently archived conference websites which
- > have all papers presented regardless of refereed status, plus the
- > production of an additional "Conference Proceedings".
- >
- > Ensuring that conference papers meet these standards may attract more
- > academic staff to become involved in the conference.
- >
- > RESOLVED 03/37
- >
- > That the idea that TEM Conferences have refereed streams and
- > non-refereed streams (so that presenters could decide to which stream
- > they wished to present their papers) is agreed in principle, and that
- > the Executive Committee investigate and report on implementation
- > strategies.
- >
- > Margie Cole
- > Faculty Academic Service Manager
- > Faculty of Business, Queensland University of Technology (QUT),

> Brisbane, Australia
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>
> CRICOS Provider Code 00213J
> ~~~~~

Hi Margie,

Refereeing papers rather than abstracts greatly increases the time involved in setting up a conference, but that need not be a constraint. The hardest thing involved in getting the Journal out is the refereeing 'problem'. Any editor will express a similar sentiment.

Are you sure that 'academic' is a criterion for this? I'm sure it's not.

I'm not sure that practitioner papers need be excluded either. Part of the point of the sessions run on behalf of the Journal at the conference (in 3/4 last years) is to explain to potential writers how to contextualise their work so it might be published. That said, there's no reason NOT to have a non-ref'd stream. Of course, the Journal ought to be given first refusal. Our agreement with T&F would preclude having a paper published in Proceedings before it appeared in the Journal. The J's time lines are long (eg copy for Nov 2003 has been with T&F since mid-July).

ATEM would need a Conference Editorial Cttee to run this, and I guess I think the editors should be on it. Not that they need anything else to do. Receiving material which had already been reviewed by two peers would speed things up, but the editors must ultimately decide what goes into the J.

Feel free to ask more questions if this response doesn't adequately address your questions.

Ian

Item 6.2 The Journal of Higher Education Policy and Management

- **Journal financial situation**

The bank statement as at the end of May 2004 will show a balance of approx \$7,000. The editorial expenses for 2004 provided by the publisher (\$7,000) are included in this sum. The Journal's 'books' will have been sent for audit by the time of the May Council meeting, and the Treasurer will be sent the auditor's report on receipt.

- **Dealings with the ATEM**

There continues to be regular contact between the editors and the Secretariat, which now sends out back copies etc. Input for the Association's BAS statement have been provided when required.

Following consultation with ATEM, the Journal is from 2004 published thrice-annually. 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 the publisher have been increased to \$7000 per annum, rising by \$200 per annum. The new arrangement is last for five years.

The publisher has mentioned the possibility of the Journal moving to four issues per year from 2006. The current editors are willing for this to happen, but the work load would increase. It is apparently a very positive indication from a publisher if they wish to increase frequency. At this stage no details have been discussed. Such decisions, in any case, do not rest with the editors. This approach from the publisher is mentioned at this stage, for Council to start thinking about it.

- **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 able to meet the publisher's deadlines for copy, proofs etc. The publisher is actively promoting the Journal, at conferences, by mailout and leaflets.

Editorial Board membership

There has been one change since the September 2003 report. Professor Rob Willis of Monash University has agreed to join the Board. Mention was made of this in the Letter from the editors in 2004:1, distributed recently. The Editorial Board is now as follows:

Ronald Barnett	University of London, UK
Maree Conway	Swinburne University of Technology, Australia
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 Nikklason	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
Rob Willis	Monash University

The Reviews Editor is Gavin Moodie, Griffith University, Australia.

Sourcing of articles

There continues to be a regular flow of material to the editors, including some practitioner material. This is just as well, following the decision to move to three issues per annum.

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 size and/or style. The editors' workload is considerable.

Ian R Dobson
Angel J Calderon
Editors

Item 7.4 ATEM Reserve Funds

The following resolution was passed at the September 2003 Council Meeting:

“That the Executive Committee assess the level of reserve funds that Council may hold in its accounts, and draft changes to the Budget Principles to reflect this policy.”

This paper will address the following points:

- The reasons for Council to hold reserve funds.
- The level of funds required.
- How such reserve funds should be sourced

1. The Reasons for Council to hold Reserve Funds

There are a number of reasons why it is desirable for Council to have access to reserve funds:

1.1 To Ease Cash Flow Difficulties

The two main sources of Council income are portions of membership fees (individual and Corporate) and conference surpluses. Receipt of this income is lumpy throughout the year and does not match evenly with expenditure. This often causes cash flow problems at various times of the year resulting in the slow payment of accounts.

Not only does the slow payment of accounts impact on ATEM's standing in the eyes of some creditors, it has often meant that our Secretariat staff are delayed in being paid their contracted remuneration. Not a good image for a professional organisation.

A short term solution has been approved by Council in the form of a loan of \$25,000 from the Tasmanian Branch and this has eased the problem but is not a long term solution. Council must consider repayment of this loan in the near future.

1.2 To Cover Unexpected Expenditure

With the budget and membership fee levels being set in September for the following year, starting in May, expenditure levels are very difficult to predict with great accuracy. An example is the cost of developing ATEM's website.

In an effort to meet members' expectations, the website development work was accelerated during 2003/4 to the extent that the original budget was well overspent. As a result of this acceleration in the development work the projected 2004/5 expenditure will be less than expected, however, expenditure over the two years will be close to the budget figure for the two years combined. Without the Tasmanian Branch loan the essential website development work would have been delayed as Council had no reserve funds.

Council must have the ability to move prudently on opportunities to enhance the organisation without having to wait until it has the required funds, which could take up to eighteen months to secure.

1.3 To Cover Shortfalls in Income from Conference Surpluses

It is accepted that the size and locations of some Branches is going to lead to fairly sizable fluctuations in the income Council can expect to receive from the Annual TEM Conferences. Also, in setting its budgets, it is difficult for Council to predict the size of a conference surplus twelve months out from the event.

There is also the prospect of unforeseen events impacting on the conference surplus, which could even result in a conference deficit.

Having a reserve fund could enable Council to smooth out any fluctuations in conference income receipts and avoid having to suddenly increase membership fees following a bad conference year.

1.4 To Prepare for a Full Time Executive Officer Appointment

While the present Secretariat staff have indicated their willingness to extend their contracts through to April 2006, ATEM needs to prepare for the appointment of a full time Executive Officer some time after May 2006. Council has accepted that a substantial increase in membership numbers would be required before such a full time position can be considered a reality but when the time comes there are going to be initial expenses.

One-off recruitment and setup costs are going to require funding, maybe as high as \$20,000.

2. The Level of Funds Required

The current \$25,000 Tasmanian Branch loan has proved sufficient to cover the periodic cash flow difficulties that Council was facing and to meet unexpected expenditure but Council has been fortunate in having had reasonable conference surpluses in recent years.

The surplus for the Adelaide conference was budgeted at \$25,000 and Council received \$20,000. The Hobart conference has been budgeted at \$20,000 for the current year but the numbers likely to attend is critical and still unknown. If Hobart was, for example, to only break even then Council faces a shortfall of \$20,000 for the current year's budgeted income.

Based on the reasons for requiring a reserve fund, as listed above, and the current \$25,000 Tasmanian Branch loan, it is suggested that reserve funds should be built up to around \$50,000 over the next year or two.

3. How Such Reserve Funds should be Sourced.

There are three ways in which Council can source money to build up a reserve fund:

3.1 Increase Membership Fees

An increase in membership fees over the next two years could be a source of funding but this method in isolation could present problems in membership acceptance and delays in implementation.

The membership fees have already been set for the 2004/5 year so no additional income from this source can be expected until after May 2005.

To achieve a \$50,000 reserve fund by, say, the end of 2005, would require a fee increase of approximately \$30 per member (based on 1700 members) on top of any general increase for the 2005/6 year.

3.2 Loans from Branches to Council

At the time that Council signalled the desirability of securing loans from Branches to overcome the cash flow difficulties, Branches in addition to Tasmania offered to assist. Such offers were unsolicited which indicates a willingness from Branches to assist.

From a quick look at the Branch accounts for the year ending April 2003, there is approximately \$450,000 held by Branches in bank accounts and short and long term deposits. Securing just over 10% of that for loans to Council would not appear to present great difficulty although it would incur a relatively small interest payment by Council to the responding Branches.

3.3 Combination of Increased Membership Fees and Branch Loans

A combination of a small increase in membership fees and loans from Branches provides an alternative that meets the need for one-off expenditure items and cash flow management.

A small increase of, say, \$5 in the membership fee in addition to the fee level required for normal operational requirements would boost a reserve fund by \$8,500 per year (based on 1700 members). This additional levy on fees could be kept in place until the reserve fund reached an acceptable level as determined by Council.

The level of loans from Branches could be reduced over time as the reserve fund reaches the required level.

Recommendations

1. That approval be given for Council to hold reserve funds of \$50,000.
2. That membership fees include a loading of \$5 per annum until reserve funds reach \$50,000.
3. That Council continue to source loans from Branches to enable the reserve fund to stand at a level of up to \$50,000.
4. That Council review the level of reserve funds required when the Council budget is considered annually.

- **Draft Resolution for May 2004 Council Meeting**

The following draft resolution is proposed for the May 2004 Council meeting:

That having considered the report on Council Reserve Funds prepared by Neil Voyce, Association Treasurer, that this report be forwarded to Branch Presidents for discussion at Branch level before being considered again by Council at its meeting in September 2004.

Neil Voyce
Association Treasurer

10 May 2004

Item 7.5 ATEM Investments*BACKGROUND*

The nine Branches of ATEM hold between them a large amount of funds in bank accounts and short and long term deposits. The details as at 30 April 2003 are as follows:

New South Wales

Cash at Bank	\$31,406	
Total		\$31,406
Interest Earned in 2002/3	\$66	

Victoria

Cash at Bank	\$33,169	
Term Deposits	\$65,619	
Non Current Investments	\$35,361	
Total		\$134,149
Interest Earned in 2002/3	\$3,555	

Western Australia

Cash in Bank	\$ 3,418	
Term Deposits	\$35,905	
Total		\$39,323
Interest Earned in 2002/3	\$1,110	

Tasmania

Cash in Bank	\$ 6,196	
Term Deposits	\$10,000	
Loan to Council	\$25,000	
Total		\$41,196
Interest Earned in 2002/3	\$508	

Canberra

Cash in Bank	\$46,418	
Total		\$46,418
Interest Earned in 2002/3	\$279	

Northern Territory

Cash in Bank	\$12,707	
Non Current Investments	\$34,960	
Total		\$47,667
Interest Earned in 2002/3	\$1,528	

South Australia

Cash in Bank	\$ 3,381	
Term Deposits	\$10,984	
Total		\$14,365
Interest Earned in 2002/3	\$454	

Queensland

Cash in Bank	\$41,341	
Non Current Investments	\$55,000	
Total		\$96,341
Interest Earned in 2002/3	\$1,529	

New Zealand

Cash in Bank	\$18,377 (NZ Dollars)	
Term Deposits	\$25,493 (NZ Dollars)	
Total		\$43,870 (NZ Dollars)
Interest Earned in 2002/3	\$1,517	

Total (Using NZ\$1.00 equal to A\$0.86)

Cash in Bank	\$147,422	
Term Deposits	\$144,432	
Loans to Council	\$ 25,000	
Non Current Investments	\$125,321	
Total		\$442,175
Interest Earned in 2002/3	\$10,055	

(While it is accepted that the above total of \$442,000 is only a snapshot at one particular time, if this amount was placed with the National Australia Bank National Income Securities (NABHA), which are floating rate securities rated A- by Standard and Poors, at the current rate of 6.773%, the total interest would be about \$30,000 per annum.)

CENTRALISED INVESTMENT

While it is accepted that Branches need to hold a certain level of funds to efficiently manage their cash flow requirements, there is no doubt that a considerable financial benefit could flow to Branches and Council from the centralised investment of surplus funds.

Based on current holdings in Branches (as at 30 April 2003), \$250,000 of Branch held funds could be pooled to enhanced opportunities for better returns to be received for these funds. While it would be prudent to hold a portion of these funds on call or in short term investments there is scope for \$200,000 or more to be invested longer term.

Whether the long term investments were to be held in fixed term deposit or placed in shares, debentures or other investment vehicles is a matter Council would need to debate along with the risk strategy to be adopted. Wisely managed, the centralised investments should return a far better return than individual Branches will achieve on their own.

It is envisaged that participation in a centralised investment pool would be voluntary and the returns shared by participating Branches on a proportional based related to their level of funds held.

INVOLVEMENT OF THE ATEM FOUNDATION

It has been suggested by Giles Pickford that the ATEM Foundation should be the vehicle through which the pooled investments are managed. The Foundation could retain a small portion of the income, perhaps 1% per annum.

As Giles Pickford has pointed out, the Foundation currently has a steady income of \$2,400 per annum in donations from the ATEM Emeritus Chapter. Its first aim is to permanently endow the Maurie Blank Study Scholarship (\$1,500 pa) and then to permanently endow the Peter Karmel International Travel Grant (\$7,500 pa). These are ATEM – wide projects, which benefit our best members. The Ghosts would be encouraged if there was a bit of help from ATEM in achieving these goals.

Investment decisions, following Council guidelines, could be managed by the ATEM Foundation directors, a specially appointed investment committee or through a fund manager.

Annually, or perhaps half yearly, the income from investments could be returned to Branches on a proportional basis or Branches could elect to let their income share be retained in the pool where it would accumulate at a higher rate than it would in the smaller investment pools.

In order to maximise income returns from long term investing of funds there would be the need for clear guidelines on the notice required to withdraw funds from the pool with penalties for any early withdrawals which might impact on the return on remaining funds.

LOANS TO COUNCIL

One of the requirements of the investment pool could be to lend to Council to cover cash flow difficulties or to fund new developments that would have long term benefits for members. Council would be required to pay an appropriate interest rate for such borrowing and the scheme would operate much like the current short term loan that Council has negotiated with the Tasmanian Branch.

Draft Resolution for May 2004 Council Meeting

The following draft resolution is proposed for the May 2004 Council meeting:

<p>That, having considered the report on the Investment of Branch Funds prepared by Neil Voyce, Association Treasurer, this report be forwarded to Branch Presidents for discussion at Branch level before being considered again by Council at its meeting in September 2004.</p>
--

Neil Voyce
Association Treasurer
10 May 2004

Item 9.2 ATEM Archive Report

ANU ARCHIVES PROGRAM
Noel Butlin Archives Centre

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Incorporating the ANU Archives of Business & Labour
and the National AIDS Archive Collection

List created 20 February 2004

Deposit No: Z614

Title: Records of the Australasian Institute of Tertiary Education Administrators (AITEA) (until 1997) / Association for Tertiary Education Management Inc (ATEM)

Creator: As above

Date of receipt: 16 Oct 2002, 3 Sept 2003, 7 Apr 2004

Extent: 2.85 metres

Inclusive dates: 1977-1997

Other relevant deposits: -

Historical Note: ATEM was founded as the Australian Institute of College Administrators (AICA) under the direction of the Caulfield Institute of Technology Administrative Officers Association (CITAOA) in 1974. Originally, the CITAOA main initiatives were to represent the members of their association, promote the formation of a Victorian Association of similarly constituted groups and promote co-operation between other groups at CIT. However, due to considerable interest from other states their focus shifted to the formation of a national organisation. It was agreed at the CITAOA meeting in 1975 to adopt a constitution that allowed for the creation of the Australian Institute of College Administrators (AICA) including a Co-ordinating Council and State Branches. The first general meeting of the AICA, held on the 30th April 1976, voted to revise the organisations name to the Australasian Institute of Tertiary Education Administrators (AITEA) to broaden the organisations activities and include university administrators.

AITEA's main role is the professional development of Tertiary Administrators through educational and training programs. The Institutes membership comprises of mainly University employees with a small proportion working for TAFE, government departments and similar organisations.

Maree Conway. The Establishment of AITEA: a short history.

The name was changed to Association for Tertiary Education Management Inc (ATEM) in 1997.

Scope and content of records:

<u>Description</u>	Date	Item No
<u>Records Group 1. NSW Branch records</u>		
Series 1. Annual General Meetings – Minutes and Agenda papers (Secretary’s files)	1982-1996	1-2, 3, 11
Records in this series include minutes, agendas, annual balance sheets and financial statements, nomination forms for positions of office bearers, branch annual reports, correspondence and reports tabled at the meetings		
<u>Series 2. Executive Committee Meetings – Minutes and Agenda Papers (Secretary’s files)</u>	1982-1997	2-12
Records in this series include minutes, notices, agenda papers, financial statements, nomination forms for positions of office bearers, membership and other reports, membership applications etc.		
Series 3. President’s files (Max Schroder)	1985-1989	13-14
Files include Max Schroder’s copies of AITEA Constitution and Regulations, 1986, copies of Annual General Meeting minutes and of the Executive Committee minutes, agenda papers, copies of membership applications, some correspondence		
Some records are annotated by M Schroder		
Series 4. Vice-President’s (Professional development)	1988-1999	15-20
Files of consecutive Vice-Presidents: Arthur Hunt, Bob Prater, Leanne White. Incl. records re Branch professional development activities and other records: minutes, membership lists, financial statements etc.		
Series 5. Publications (S1132)	1987-1999 (gaps)	S1132
AITEA New South Wales Branch Newsletter / Despatches (Since March 1991)		
[1987?]; July and Dec 1989; vol. 1, no 1-4 (Mar-Dec 1991); vol. 2, no 1-3 (Mar-Oct 1992); vol. 3, no 1-3 (Apr-Dec 1993); vol. 4, no 1 (Jun 1994)		

*Record Group 2. Head Office records***Series 6. Governance and policy records** 1976-2003 **21-25**

Files include Constitution and Regulations, Information books and brochures, strategic plans

Series 7. President's files (Arthur Hunt) 1993-1995 **26**

Incl. AITEA Constitution and Regulations, 1993 Financial Statements, Minutes of the Council, Executive and Branch Presidents; records re conferences; Professional Development Program; Branch Reports; various correspondence

Series 8. Council and Executive papers (secretary's files) 1986-1997 **27-42**

Most of the files were created by the Secretary Barry Cameron and incl. minutes, agenda papers, correspondence, rough notes on the meetings etc., **items 41-42** are council papers copies of the President Arthur Hunt. This is not a consecutive run and some gaps may occur.

Series 9. Branches – activities and correspondence (secretary's files) **43-51**

These files include various records about Branch activities: minutes of various minutes, membership lists, lists of executives, publications, professional development problems etc.

Some files in this series are described more than others, they all, however, hold similar material and are similar in size.

Series 10. Conferences –correspondence (secretary's files) 1978, 1982-1995 52-69

Files include conference proceedings, programmes, correspondence, lists of attendants

Series 11. Membership and office bearers – correspondence (secretary's files) 1989-1997 70-73

Incl. correspondence and membership lists.

Membership records are also in the secretary's files of the Council and Executive papers (series 8) and in the Branch correspondence files (series 9)

Series 12. Secretary's correspondence files 1976-2000 **74-93**

Subject files created by the secretary on various

topics

Series 13. Reports	1987, 1996	94-95
Incl. reports on surveys and studies		
Series 14. Travel fellowship (files of the AITEA Travelling Fellowship Selection Committee) (Items 95-96)	1983-1994	95-99
Incl. minutes of the Committee's meetings, correspondence, applications, reports etc.		
Series 15. File index of the secretary's filing system (?)	[1994?]	100
Series 16. Printed material	1978-2003	101-102, S1133-1135
Incl. material printed by AITEA, newsletters and the journal		
Series 17. Corporate products	1990s [pre 1997]	103-106
Incl. letterheads, paper and coffee mugs with AITEA corporate logo		

Record Group 1. New South Wales Branch records (Series 1-5)

Series 1. Annual General Meetings – Minutes and Agenda papers (Items 1-2, see also Items 3, 11)

1	Annual General Meetings papers (Secretary's file). Incl. minutes, agendas, annual balance sheets and financial statements, nomination forms for positions of office bearers, branch annual reports, correspondence and reports tabled at the meetings; only agenda for 1993	1982-1993
2	Annual General Meetings papers (Secretary's file). Incl. minutes, notices, some financial statements. Some minutes are signed. Also incl. Minutes of Executive Committee Meetings, 1986-1995 (see Series 2)	1985-1996

Series 2. Executive Committee Meetings – Minutes and Agenda Papers (Items 2-12)

2	Minutes of Executive Committee Meetings (Secretary's file). Incl. minutes, notices, agenda papers, some financial statements. Some minutes are signed. Also incl. Annual General Meeting papers, 1985-1996 (see Series 1)	1986-1995
3	Minutes of the Executive Committee Meetings (Secretary's? file) Incl. minutes, notices, agenda papers, some financial	1982-1983

statements, nomination forms for positions of office bearers.

Some documents are annotated by an officer [Secretary?]

Also incl. Annual General Meeting minutes, 1980-1982 (see **Series 1** for other minutes)

- | | | |
|--|---|---------------------------|
| 4 | Meetings of the Executive Committee Meetings (Secretary's file)
Incl. minutes, agenda papers, financial statements, nomination forms for positions of office bearers, membership reports etc. | 23 June 1982- 29 Oct 1984 |
| 5 | Meetings of the Executive Committee Meetings (Secretary's file)
Incl. minutes, agenda papers, financial statements, nomination forms for positions of office bearers, membership reports etc. | 6 March 1985- 5 June 1987 |
| 6 | Meetings of the Executive Committee Meetings (Secretary's file)
Incl. minutes, agenda papers, financial statements, nomination forms for positions of office bearers, membership applications and reports etc. | 3 July 1987-27 April 1989 |
| 7 | Meetings of the Executive Committee Meetings (Secretary's file)
Incl. minutes, agenda papers, financial statements, nomination forms for positions of office bearers, membership applications and reports etc. | June 1989-Nov 1990 |
| 8 | Meetings of the Executive Committee Meetings (Secretary's file)
Incl. minutes, agenda papers, financial statements, nomination forms for positions of office bearers, membership applications and reports etc. | 1990-1991 |
| 9 | Meetings of the Executive Committee Meetings (Secretary's file)
Incl. minutes, agenda papers, financial statements, nomination forms for positions of office bearers, membership applications and reports etc.
Also incl. report on New England Chapter, 1993 | 1991-1993 |
| 10 | Meetings of the Executive Committee Meetings (Secretary's file)
Incl. minutes, agenda papers, financial statements, nomination forms for positions of office bearers, membership applications, lists and reports etc. | Dec 1993-Nov 1995 |
| 11 | Meetings of the Executive Committee Meetings (Secretary's file)
Incl. minutes, agenda papers, financial statements, nomination forms for positions of office bearers, membership applications, lists and reports etc. | 1996 |
| <p>Also incl. Constitution and Regulations, 7 Sept 1993, and the new amended Constitution, 1997; <i>The Role of AITEA as a Professional Association: A Report to the AITEA Council</i> by Maree Conway, 1996;
Minutes of the Annual General Meeting, 1996 (for other annual general meeting minutes see Series 1); programme of the 1996 NSW/ACT state conference</p> | | |
| 12 | Meetings of the Executive Committee Meetings (Secretary's file)
Incl. minutes, agenda papers, financial statements, nomination forms for positions of office bearers, membership applications, lists and reports etc. | 1997 |

Series 3. President's files (Max Schroder) (Items 13-14)

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|-----------|--|-----------|
| 13 | President's file (Max Schroder),
Incl. ATEIA Constitution and Regulations, 1986, copies of Annual General Meeting minutes, 1985 and of the Executive Committee minutes, March-Oct 1986, agenda papers, copies of membership applications, some correspondence | 1985-1986 |
| 14 | President's file (Max Schroder),
Incl. copies of Annual General Meeting minutes, 1988 and of the Executive Committee minutes, Dec 1986- Aug 1989, agenda papers, some correspondence, NSW Branch Annual reports, 1986 and 1988 | 1986-1989 |

Series 4. Professional development records – Vice-President's (Professional development) files and printed material (Items 15-20)

- | | | |
|-----------|---|-------------|
| 15 | Printed programmes of professional development and undergraduate scholarship application form and conditions | 1988-1990 |
| 16 | File of Arthur Hunt, Vice-President (Professional Development)

Incl. correspondence and programmes for professional development; minutes of the Executive Committee meetings and Teleconferences NSW Branch; Minutes of the Council and of the 18 th Annual General meetings; Branch Expenditures; Membership List; AITEA An Alternative Approach to Funding: A Discussion Paper. | 1991-1994 |
| 17 | Organising a High Quality Professional Development Program <i>By Arthur Hunt, Manager Research Information, Charles Sturt University, Bathurst.</i> | 1993 |
| 18 | File of Bob Prater, Vice-President (Professional Development)

Incl. correspondence and programmes for professional development, minutes of various meetings, AITEA NSW Branch Scholarship and Fellowship Scheme; Review of AITEA Constitution and Regulations; Objectives, Strategies and Targets for AITEA; Statements of Income and Expenditure NSW Branch; Membership Lists | 1994-1995 |
| 19 | Programme for the Campus Liaison Officers Workshop, AITEA NSW | 12 May 1995 |
| 20 | File of Leanne White, Vice-President (Professional Development)

Incl. correspondence and programmes for professional development; minutes of various meetings, Duties and Procedures for Coordinators; correspondence in relation to the Higher | 1998-1999 |

Education Law and its introduction at the Faculty of Law UWSN; 1998 Activities Program for First Half Year- ATEM (Queensland Branch) and ATEM Queensland News Letter including a List of Courses offered.

Series 5. Publications (S1132)

- S1132** AITEA New South Wales Branch Newsletter / Despatches (Since March 1991) 1987-1994
- [1987?]; July and Dec 1989; vol. 1, no 1-4 (Mar-Dec 1991); vol. 2, no 1-3 (Mar-Oct 1992); vol. 3, no 1-3 (Apr-Dec 1993); vol. 4, no 1 (Jun 1994)

Record Group 2. National Office records (Series 6-17)

Series 6. Governance and policy records (Items 21-25)

- 21** Constitution and regulations 1976-1997
- 22** Change of name 1997
- 23** Strategic plans (2 brochures: 1998-2002 and 1999-2003) 1998-2003
- 24** Information Handbooks 1982-1992
(Jan 1982, March 1983, April 1984, March 1985, Feb 1986, 1987, Mar 1991, Mar 1992)
- 25** Information brochures (Oct 1982, April 1985, April 1986, 1989, [1991?], 1994, [1998]) 1982-1998

Series 7. President's files (Arthur Hunt) (Item 26)

- 26** File of the president Arthur Hunt 1993-1995
- Incl. AITEA Constitution and Regulations, 1993 Financial Statements, Minutes of the Council, Executive and Branch Presidents; records re conferences; Professional Development Program; Branch Reports; Various Correspondence

Series 8. Council and Executive papers (secretary's files) (Items 27-42)

- 27** National Council Executive: Agenda and Minutes. 1986-1994
- Also incl. The Quality Agenda for Australis University: AITEA Management games Outcomes; AITEA 18th Annual Conference Handbook, Adelaide, 1994; financial statements, 1992-1993; AITEA National Council Executive Meeting, Aug 1987-Aug 1992; AITEA Objectives, Strategies and Targets, 1993; Summary of Branch Views, 1988; Draft Constitution of the National Association of Tertiary Education Marketeters (NATEM), 1988; AITEA: Exchange Secondment Programme for Administrative Staff in Victorian

Tertiary Institutions, [1988]; A Submission in response to the 1986 Review of Efficiency and Effectiveness in Higher Education by D. W. Sloper, Centre for Administrative and higher Education Studies, University of New England. Feb 1987; A Proposal by the New England Chapter of the AITEA to Establish an AITEA Professional Development Fellowship Scheme, July 1986

28	Executive Meetings papers	1992
29	Executive Meetings papers	1992-1993
30	Executive Meetings papers	1992-1993
31	Executive Meetings papers	1992-1994
32	Executive Meeting papers	1992-1994
33	Council papers	1992-1996
	Incl. Minutes of AITEA Executive meetings with Branch Presidents; minutes of AITEA Council Meetings; minutes of the Executive Teleconference; Financial Statements; Members Lists; Executive Nominations; AITEA Executive Correspondence; Poll Results for the AITEA Executive Elections; Minutes of the 17 th Annual General Meeting; AITEA Bulletin Vol 16. No. 5	
34	Executive Meetings papers	1993-1994
35	Executive Meetings papers	1993-1994
36	Executive Meeting papers	1993-1994
	Also incl. AITEA Bulletin Vol. 17 No. 5; Campus Review 12 June 1994; correspondence on the British Council Supported Exchange; correspondence on Recognising Special Contributions by Members; AITEA Constitution; AITEA Professional development- Institute Programs by Valmai Webb; Objectives, Strategies and Targets for AITEA, Comments on Revised Documents; AITEA 18 th Annual Conference 29 Sept –1 Oct 1994; AITEA Professional Development; Entry for the Bulletin regarding the Australian and New Zealand Travel Grants; Interactive Voice Response Systems: Australasian Conference, Melbourne.	
37	Minutes of the AITEA Council Executive Telemeetings	Feb-May 1995
38	Papers of the meeting of Branch presidents with Council Executive, 24 May 1995. Incl. reports from each Branch	1995
39	AITEA Council Meeting Agenda papers, 19 September 1995	19 Sept 1995
40	AITEA Council Meeting papers, 29 May 1996	29 May 1996

- 41 AITEA Council Meeting papers, 24 September 1996 24 Sept 1996
- 42 ATEM Council Meeting papers, 14 Sept 1997 14 Sept 1997
Series 9. Branches – activities and correspondence (secretary’s files) (Items 43-51)
- 43 ACT Branch 1977-1994
- 44 New South Wales Branch 1987-1995
Includes 5.25 Floppy Disk- NSW Branch AITEA 8/9/94
AND AITEA WBB and a standard disc marked ‘AITEA wbb’
- 45 Northern Territory Branch 1987-1994
- 46 Queensland Branch 1981, 1987-1996
Incl. also Newsletter, Feb 1981 and Australian College of
Education- Queensland Chapter News Letter, Vol. 33 No. 2 July
1994
- 47 South Australian Branch 1986-1995
Incl. Annual Conference, Brochures and Correspondence, Adelaide;
South Australian Executive Committee; 1993 National Training
Activity- Intensive One Day Workshop Brochure; South Australian
Branch- President’s Report, 16th Annual General Meeting; South
Australian Active Members; South Australian Professional
Development Activities Program; Bulletin Vol 17 No 5. South
Australian Branch Report; South Australian Branch- Merger Follow-
up Workshop; South Australian Branch- 14th Annual General
Meeting.
AITEA South Australian Branch Newsletter; South Australia-
Various Advertised Activities; AITEA Intersectoral Cooperation: A
Blueprint for the Future, Roseworthy Residential Conference; South
Australian Branch Newsletter. Aug 1987; South Australian Branch-
Program for 1987; South Australian Tertiary Institutions Staff
development Unit- Staff 1987Development Program 1991 Brochure;
Correspondence – South Australia’s Jubilee 150 Conference, 1986
- 48 Tasmanian Branch 1987-1994
Incl. Tasmanian State Conference: Conference Booklet, Sept 1993;
AITEA Tasmanian Information Handbook, Jan 1994; State
Executive Committee, 1987-1988; Tasmanian Branch Report to the
Annual General Meeting, 1989; Tasmanian Branch July Activities to
be Published in the National Bulletin, June 1989; Tasmanian State
Branch Newsletter, Aug 1989; List of AITEA Tasmanian Members;
Report for July Bulletin, 1993; List of State Executive, 1994; Report
for AITEA Bulletin: Tasmanian Conference, Sept 1993
- 49 Victorian Branch 1978-1994
- 50 Western Australian Branch 1986-1993

51	New Zealand Branch	1989-1994
Series 10. Conferences –correspondence (secretary’s files) (Items 52-69)		
52	2 nd Annual Conference, Melbourne	May 1978
	Includes a printed conference papers, program of activities, List of Members Attending, Conference pamphlet	
53	Asian Pacific Conference on College and University Administration, incorporating 6 th National AITEA conference, ANU, Canberra	1982
	Includes Programs	
54	1983 National Conference, Adelaide	1983
	Includes Conference pamphlet	
55	1984 National Conference, Melbourne	1984
	Includes Conference pamphlet	
56	1985 National Conference, Brisbane	1985
	Includes Conference pamphlet and Program	
57	1986 National Conference, Tasmania	1986
	Includes Conference pamphlet, Program and list of participants	
58	1987 National Conference, Perth	1987
	Pamphlets and list of participants	
59	1988 National Conference, Macquarie University	1988
	Includes pamphlet and brochures	
60	1989 National Conference, University of Auckland, New Zealand	1989
	Includes correspondence, Conference Programme, Members and Delegates of the National Council, Attending AITEA Office Bearers, Conference brochures and Location and Address Lists of Australian Universities and Colleges	
61	1989 National Conference, University of Auckland, New Zealand	1989
	Conference papers	
62	1990 National Conference, Canberra	1990
	Includes Conference brochures	

- 63 1991 National Conference, Darwin, Northern Territory 1990-1991
Includes correspondence, agendas, Information and Registration Forms for Delegates
- 64 1991 National Conference, Darwin, Northern Territory 1991
Conference proceedings
- 65 1992 National Conference, Ballarat, Victoria 1991-1992
Includes correspondence and programme
- 66 1993 National Conference, Queensland 1993
Incl. correspondence re AITEA decision to hold the 1993 National Conference in Queensland
- 67 1993 National Conference, Queensland 1993
Conference Proceedings
- 68 1994 National Conference 1994
List of attendants
- 69 1995 National Conference, Tasmania 25-26 May 1995
Proceedings (3 Disks) and programme
- Series 11. Membership and office bearers – correspondence (secretary’s files) (Items 70-73)**
- 70 AITEA Branch office bearers 1989-1993
- 71 State membership 1991-1993
- 72 AITEA e-mail lists, QUT Introduction to Electronic Mail and Using VAX Mail: Things You Might Not Know by Jeremy Begg 1994
- 73 National Office Membership List includes New Zealand, New South Wales, Victoria, Northern Territory, South Australia, Western Australia, and Queensland. (Includes a Membership Mailing List on a disk) [1997]
- Series 12. Secretary’s correspondence files (Items 74-93)**
- 74 American Association of University Administrators (AAUA) 1982-1994
Including correspondence on AAUA Conferences
- 75 American Association of University Administrators. 1994
Includes Correspondence regarding a reciprocal arrangement between Australia and the United States.

76	Association of Polytechnic Administrators (UK) Includes a Provisional Programme for the Annual Conference 1985; The Association of Polytechnic Administrators Newsletter	1982-1985
77	AUSTAFE Executive Members for 1993-94	1993-1994
78	AITEA Constitution and related issues	1976-1993
79	AITEA / CUA exchange correspondence (Conference of University Administrators, UK)	1989-1992
80	AITEA development and training	1983-1992
81	AITEA election information including nomination forms	1982-1993
82	AITEA Fellowship	1982-1993
83	AITEA Journal	1986-1993
84	AITEA Patrons	1983-1992
85	AITEA Scholarships	1991, 1993-1994
86	Conference of University Administrators, United Kingdom (CUA) Includes correspondence, conference brochures, pamphlets	1977-1995
87	Conference of University Administrators, United Kingdom (CUA) Newsletter	Oct 1979-July 1992
88	Good practice guides – initial correspondence	2000
89	John McMillan Case	1989-1990
90	Miscellaneous correspondence file	1988-1993
91	National Council Correspondence. Incl. minutes of the Council meetings; National office bearers list and mailing numbers	Jan 1987-1993
92	PNG Workshop: Joint AITEA (PNG Chapter) & PNG Universities Administrative Workshop, Madang 13-15 September 1996 Includes evaluation questionnaire, performance appraisal for general Staff Outline, Annual Review- Discussion Guide, Preparation for Workshop Questionnaire, Models for Research Offices, Guidelines for Teleconference Convenor, Corporate Plan, Strategic Planning Guidelines, University Structures, Performance Indicators for Quality Assurance, Quality Audit Guidelines, Quality Assurance Guidelines, University Management Maps, Types of Funding, and Funding Methods.	1996

93 Professional Development 1994-1995

Includes AITEA Administrative Staff Exchange Scheme-Australasian Program and Registration, Professional Development Processes, Extracts from AITEA Bulletin Vol. 17, 2 March 1994 and the Professional Development in Higher Education Conference July 1994; Professional Development program 1995

Series 13. Reports (Items 94-95)

94 Management Techniques: Physical Planning and Plant. Report of a 1986-87 Study Tour Undertaken by Denis Stephenson, Director Building and grounds, La Trobe University, Bundoora, Victoria 1987

95 The Role of AITEA as a Professional Association: A Report to the AITEA Council by Maree Conway, Divisional Manager, Policy and Planning Administration, Swinburne University of Technology Vice President (Membership), AITEA Victoria Feb 1996

Series 14. Travel fellowship (files of the AITEA Travelling Fellowship Selection Committee) (Items 95-99)

95 AITEA Travel Fellowship 1983-1987

96 Information and Correspondence on the AITEA Travel Fellowship Application Program. 1988-1991

97 AITEA Travel Fellowship 1991-1994

98 Report on the AITEA 1991 Travel Fellowship By Alan Anderson, Personnel Services University of Queensland Aug 1992

99 AITEA Travel Fellowship 1993-1994

Series 15. File index of the secretary's filing system (?) (Item 100)

100 File index of the secretary's filing system [1994?]

Series 16. Printed material (items 101-102, S1133-1135)

101 AITEA Annual Dinner Meeting programme, 15 Sept 1987; guest speaker Dr Eric Wilmott, Chief Education Officer, ACT Schools Commission 15 Sept 1987

102 *AITEA: A Suggested Reading List of the Classics in Tertiary Administration* by Giles Pickford, Colin Plowman, Warwick Williams and Frank Hambly, English Department, University College, University of NSW, ADFA, Canberra. 1993

- S1133** *AITEA Newsletter*, Vol. 3 No 2 (July 1978); 1978-1995 (gaps)
AITEA Nationla Bulletin, Vol 6 No 4 (June 1983), No 7 (Nov 1983),
 Vol. 7 (Mar 1984), Vol. 7 No 4 (Jul 1984), Vol. 8 No 1-3 (Feb-Nov
 1985); Vol. 10 No 3 (Jul 1987), Vol. 12 No 1-4 (No 3 is not used)
 (Marc-July 1989), Vol. 14 No 1-3 (May-Aug 1991)
AITEA Bulletin, Vol. 15 No 1-6 (Jan-Nov 1992), Vol. 16 No 1-6
 (Feb-Nov 1993), Vol. 17 No 1-7 (Jan-Nov 1994), Vol. 18 No 1-2
 (Apr-Jun 1995)
- S1134** *Journal of Tertiary Educational Administration*, Vol. 1 No 1 (Oct 1979), Vol. 2 No 1 (May 1980), Vol. 3 No 1-2 (May-Oct 1981), Vol. 4 No 1-2 (May-Oct 1982), Vol. 5 No 1 (May 1983), Vol. 15 No 2 (Oct 1993), Vol. 25 No 1-2 (May-Nov 2003) 1979-2003 (gaps)
- S1135** *Australian Vice-Chancellors' Committee Development Bulletin*, No 2/93, 3/93, 4/93, 3/94, 4/94

Series 17. Corporate products (Items 103-106)

- 103** Examples of office paper with AITEA corporate logo undated
- 104** AITEA letterheads 1990s
- 105** Address portfolio with AITEA logo
- 106** Mugs with AITEA logo