



ATEM MATTERS

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WELCOME From the EDITOR

Welcome to the final edition of ATEM Matters for 2003, and my first edition as Editor!

As this is my first edition, a quick introduction might be in order. I am the Scholarships Administrator at the University of Canterbury and have been here for almost four years. Prior to that I started my tertiary education career at Lincoln University, and joined ATEM in 1999 – yes, a relative newcomer! Since joining ATEM I have been lucky enough to gain a New Zealand Branch Travel Award in 2002 and this year was elected to the position of Councillor-at-Large. I was pleased to be offered the role of Editor of ATEM Matters and would like to take this opportunity to thank Margie Cole for her previous work in bringing ATEM Matters to you all and the support she has provided me in getting this first edition underway.

Thank you also to those who contributed to this edition. You will find a number of notices regarding upcoming conferences – there's sure to be one that interests you. In addition, Giles Pickford and Peter Scardoni have written a very interesting article about the membership and offer an opinion as to why we aren't growing as an organization.

Quality and good practice is something that is foremost in most of our minds, and it is therefore great to see the launch next week of the AUQA Good Practice Database. This

	<p>should provide a wealth of information on good practices that have been through audit processes of the Australian universities. In this edition we carry the press release for the Database. If anyone feels so inclined, a review of the database for the next edition would be welcomed!</p> <p>Finally, if there is anything in particular you would like to see in ATEM Matters, don't hesitate to email me and let me know your thoughts. I have received one request that there be more practitioner-focused articles and will certainly do what I can to source these for you. If you see something that might be of interest, send it through to me. If you feel inspired and want to write something (maybe while you're lying at the beach over the holidays!), then go ahead – to share is to grow, and that's what ATEM is all about.</p> <p>Seasons greetings to you all. I hope you all have very safe and enjoyable holidays, and all the best for the new year.</p> <p>TONI HODGE COUNCILLOR AT LARGE toni.hodge@canterbury.ac.nz</p>
<p>NEWS from the PRESIDENT</p>	<p>Welcome to this final "ATEM Matters" for 2003.</p> <p>This is the first ATEM Matters since I took over the role of the elected President of ATEM, and I thought a quick update on what has happened in those 6 weeks would be useful.</p> <p>The new ATEM Executive has met once "in person" and had a lot of contact via the email. The reason we met (and that was in Adelaide during the Conference) was to finalise the way we will work together for ATEM. We have drawn up a matrix of tasks and responsibilities, with the idea of giving Executive members delegations and the accountability so they can "get on with" the things that Council has been considering. A short summary would look like this:</p> <ol style="list-style-type: none"> 1. I am looking after the strategic directions and planning area, the management of the "business" of ATEM, Corporate member contacts and relationships, and the links with outside and international organisations. 2. Richard Easter has oversight of the financial side of ATEM including things like the timelines for Branches to feed in material to the Secretariat, the financial policy and handbook, and sponsorship. His "team" therefore includes Neil Voyce as our Treasurer, and Peter Scardoni as the "numbers person" in the Secretariat. 3. Neil Voyce obviously has the operational side of our finances including our accounts, our links with the other treasurers, and our reporting. Peter Scardoni also helps Neil with this work. 4. Chris Jeffery has the leadership role in the links with members and the wellbeing of that relationship with ATEM as a whole. His is the policy role in that wide area, and he is helped by Ion Wallace (one of our Councillors at Large), and they are supported by Giles Pickford, the "words person" in the Secretariat. 5. Ion Wallace, therefore has the key role of membership and branch liaison to manage for us all, with the support he needs from everyone else, but particularly Giles Pickford and Peter Scardoni. 6. Margie Cole is our Association Secretary. She has oversight of all that is done in that area in terms of meetings, agendas, minutes, follow-up, voting and elections, policy, and specific matters now like the Conference and the Conference Manual. As a departure from previous practice, Toni Hodge (the other Councillor at Large) has a specific role of assisting the Association Secretary. 7. Toni Hodge, in addition to assisting Margie Cole with all those secretary-type roles, has a specific responsibility for ATEM Matters, this electronic communication medium. 8. The Secretariat are the "glue" that holds all this work together for us all. Giles and Peter, with the specific responsibilities mentioned elsewhere in this note, manage the day-to-day operation of the Secretariat, and keep the rest of us up to the mark in terms of our agreed timelines and the things we said we would do! <p>We have been looking at the process for Council and Executive meetings to avoid having</p>

	<p>some items stay on the agenda for several meetings (which equals “years!”), and to avoid any re-litigation of decisions already made, each time we meet. Some Standing Orders have been developed and approved by use of a “Flying Minute” (another innovation), which will keep us all focussed now.</p> <p>We have been considering the Conference, and talking with both TEFMA and AAIR about how things went at our first TEM Conference in Adelaide (a great success), and how we all work together in the future, beginning with Hobart in 2004.</p> <p>In all, it has been a busy time picking up from the excellent work that Maree Conway has been doing for us over the past 2 years, and trying to see what things have the highest priorities for ATEM for the next period. The main thing has been to free up Exec and Council members to do what has to be done to advance the interests of ATEM members. Our main aim is to make sure that management and administrative staff in tertiary institutions are as effective and professional as possible.</p> <p>Kind regards, and best wishes for Christmas and the New Year. I am looking forward to more contact and with working with members, Branches, Council and Executive for the next two years.</p> <p>TOM GREGG PRESIDENT</p>
<p>FROM THE ASSOCIATION SECRETARIAT</p>	<p>AUA Good Practice Guides. The ATEM Secretariat orders bulk copies of the Good Practices Guides, which are concise, well regarded summaries about how to do a particular job best, published by the Association of University Administrators (UK and Ireland). To find out more, go to this URL: http://www.atem.org.au/education_training_good_practices.cfm</p> <p>New Postal Address. Because anything in the digital age with only two digits now is clearly inadequate, Australia Post has allocated everyone 4 digit PO Boxes. ATEM’s new postal address will be shown on the web site, but if you have it written down anywhere you need to change 'PO Box 50' to 'PO Box 6050'</p>
<p>REPORT ON COUNCIL MEETING HELD SEPTEMBER 2003</p>	<p>The most important items dealt with by Council at its September meeting are shown in the extract from Minutes below. The complete minutes are shown on the web in 'Members Only'.</p> <p>1 <u>ATEM’s Future</u></p> <p>Council noted that it had a series of reports on the question of ATEM’s future structure and funding at both the May and September meetings in 2002 and the May meeting of 2003. The Executive Committee, at its teleconference on 30 July held preliminary discussions on the matters that Council referred to various officers for report. A summary of these matters follows for consideration.</p> <p>1.1 Membership Group</p> <p>Council noted that the report from VP Chris Jeffery’s the Membership Group had the support of the Executive Committee. It recommended that two new categories of membership should be created: Student Member and Associate Fellow.</p> <p>RESOLVED 03/17</p> <p>That the report be implemented subject to the following provisos:</p> <p>(a) that the question of whether to have a flat fee for all categories, or differential fees, be re-considered by the Executive Committee which should recommend changes to Council.</p>

- (b) that the issues surrounding Corporate Members be reviewed by the Executive Committee for review and report.
- (c) that the Job Vacancies Page be moved out of the 'Members Only' section into the open section of the web site.
- (d) that Members of the Emeritus Chapter (Ghosts) be given full voting rights, the right to stand for elected office at the Branch level, and access to the full range of members services.
- (e) that a sub-committee comprising VP Richard Easther, Treasurer Neil Voyce, Jeff Long and Peter Scardoni, review and report on the issues involved in membership renewal.
- (f) that the target date for implementation be set for 1 May 2004, if possible.

BP Roger Byrom requested that his vote against the new category of Associate Fellow be recorded

1.2 Local and Regional Coordinators

A report from BP Michael Werts on the further development of the role of Local and Regional Coordinators was discussed. There was some debate about the role of Council and Branches, and the perennial difficulties of translating Association policy (set by Council) into action at the Branch level. It was noted that the discussion paper on the introduction of Local and Regional Coordinators (LARCs) into ATEM left all control of these people in the hands of Branches.

Council was firmly of the view that whereas it was desirable for Branches to control the activities of LARCs, it was not a policy that Branches could choose to opt out of. Council was also of the view that the ATEM Secretariat must be involved in the implementation of the policy and its ongoing operation, and to have an easy communication link with the LARCs.

RESOLVED 03/18

That the report be noted, and:

- (a) that Branch Presidents take steps to recruit LARCs in as many institutions/regions as deemed appropriate by each Branch.
- (b) that the 'job statement' for LARCs is as set out by Jan McAdam in the marketing plan.
- (c) that the incentives given to LARCs be created and paid for by each Branch according to its means.
- (c) that each Branch inform the ATEM Secretariat of the names of all LARCs so that an Association-wide network can be set up and maintained centrally.
- (d) that Branches and the ATEM Secretariat report jointly on the implementation of this policy and its ongoing operations to each Council meeting.
- (e) that the name of 'LARCs' be changed to 'Membership Coordinators'.

1.3 Review of ATEM's Organisational Structure and Operations

Council noted that at its September meeting of 2002 it had resolved to seek the views of Branches and Members about the following matters.

1.3.1 Association Wide Coordination of Professional Education and Training Activities, and Associated Marketing and Promotion .

The report was introduced by Linda McLain of Edith Cowan University who has accepted the role of Chair of the proposed Professional Education and Training Committee (PETC).

RESOLVED 03/19

- (a) that the report be accepted and its policy implemented.
- (b) that each Branch nominate its representative on the PETC to the ATEM Secretariat, which will service the Committee.

- (c) that the PETC proceed with further development of the PET program, based on the Professional Development Framework.
- (d) that the PETC develop a budget in consultation with the Association Treasurer.

1.3.2 Arrangements for running the conference, particularly with respect to centralising sponsorship responsibilities and coordination with AAPP/TEFMA.

RESOLVED 03/20

That the report be noted and that President Elect Tom Gregg and Joe Hollander, incoming TEFMA President, report to the next Council Meeting on the development of three-year rolling sponsorships.

1.3.3 promoting the Association, developing links with institutions, and with government and associated groups.

RESOLVED 03/21

That the report be noted and that the Executive Committee investigate ways in which the ideas that came from the members, in response to the request for feedback, can be put into action.

1.3.4 Marketing the Association locally, nationally and internationally.

RESOLVED 03/22

- (a) that the report be noted.
 - (b) that funding for the final Web Site developments in the vicinity of \$15,000 be approved.
 - (c) that Jan McAdam be thanked for the work she had done for the ATEM Marketing Plan.
- (carried with acclamation)

1.3.5 The recommendation to move to a full-time Secretariat, with an Executive Director or similar position.

Council discussed the options given in the report and agreed that the concept of a full-time Executive Director was a long term goal which should be implemented as soon as funds permitted. It was agreed that this should be possible when ATEM membership had risen to around 3,500 members which is about double the present figure. In the meantime, it will be possible to negotiate an acceptable extension to the current Secretariat contracts.

1.3.6 Whether there is a need to re-define the membership of Council to focus more on functional roles such as conference coordination; professional education coordination; international affiliations; marketing; and local and regional coordination. Also to review the Councillor-at-Large concept, and consider ways of breaking down the 'them and us' divide in Council.

Council discussed the report and agreed that the basic assumptions of which it was based were correct.

RESOLVED 03/23

- (a) that Branches be given flexibility on the issue of having either one or two Vice-Presidents.
- (b) that the President, two Vice-Presidents, Secretary and Treasurer be elected by the membership as at present.
- (c) that the President should take on the external relations role and the two Vice-Presidents should oversee two specific roles determined by the President in discussion with the Executive Committee.
- (d) that the two Councillors at Large should be changed to Council appointments

and that Council should appoint Council members to these positions who have the skills to undertake roles as required.

- (e) that the Association Secretary prepare a report on the impact of these proposed changes with respect to the ATEM Constitution and Guidelines.

1.3.7 How ATEM's financial arrangements need to be structured to support the Association in the future.

RESOLVED 03/24

- (a) that there be no differential fees in Branches, but if Branches want to 'return a dividend' to their members, then this can be done by offering travel subsidies to the Conference, giving vouchers to PD Programs, subsidising various Branch activities and any form of financial support other than a refund of fees.
- (b) that the Branch and Council portions of the membership fee be set at the September meeting of Council and based on the Census of 30 April in the same year from 2005.
- (c) that the standard Corporate Membership fee across ATEM be set by Council at the September meeting each year to apply from 1 May in the following year, and that \$200 of each fee be returned to Branches, with retrospective effect from 1 May 2002.
- (d) 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.
- (e) that at least one month prior to any Council meeting background papers on financial issues that are up for discussion be sent to Branch Presidents to allow consultation at Branch level.
- (f) that immediately after all Council meetings, the financial decisions are communicated to Branch Treasurers and the appropriate manuals and other ATEM documents updated to reflect any changes.
- (g) that the improvement in communication between the Secretariat, Association Treasurer and Branch Treasurers over financial issues, as evidenced by the recent Treasurers Teleconference, is applauded.

2 Financial Reports

2.1 1 May 2002- 30 April 2003 Audited Statements

RESOLVED 03/25

That Council recommends the Annual Accounts for 2002-2003 to the Annual General Meeting for adoption.

2.2 Membership Fees and Allocations 2004-2005

RESOLVED 03/26

- (a) to approve membership fees and allocations for the 2004-2005 budget period , there being no increase in fees for individual, corporate or emeritus members, and recommend the 2004-2005 Budget to the Annual General Meeting for adoption.
- (b) to abandon the discounted Conference fee for the nominated Corporate Member.

2.3 2003-2004 Budget Report

RESOLVED 03/27

- (a) to note the budget report for 2003-2004.
- (a) to endorse the 2004-2005 budget for recommendation to the Annual General

- Meeting for adoption.
(b) to approve the payment schedule to date.

3 Awards and Grants

3.1 2003 Awards and Grants

Council noted VP Chris Jeffery's report containing recommendations for awards and grants in 2003. It also noted that the Executive Committee supported the recommendations and, in accordance with agreed policy, has informed the nominees and applicants so that they are able to be present at the Conference to accept their awards.

The following awards and grants were noted:

Honorary Fellow	Fay Gale (SA)
Peter Karmel International Travel Grant	Chris Jeffery (WA)
Maurie Blank Study Scholarship	Karen Hill (ACT)
Meritorious Service Awards	Jenny Coggins (ACT)
	Russell Hillbrich (Vic)
	Lorraine Parker (NZ)

4 International Activity

4.1 Joint Event with AUA

The President reported that the Association of University Administrators in the UK has approached ATEM to sponsor or support a joint event on 28-29 January 2004. The event would also involve AACRAO and would be budget neutral. All publicity for the event will be handled by the ATEM Secretariat in the usual way.

4.2 2004 Conference Attendance

Council noted a summary of expressions of interest by Council members in attending overseas affiliates' conferences.

RESOLVED 03/30

That the following delegates be approved:

- (a) AACRAO: 19-20 April 2004 at Las Vegas. President Elect Tom Gregg
- (b) AUA: 19-21 April at Keele. VP Chris Jeffery .
- (c) AAUA: 24-27 June at Chicago. VP Richard Easter.

5 Future Conferences

Forthcoming Conferences are scheduled for Perth 2005, Sydney 2006, Darwin 2007, New Zealand 2008, Canberra 2009. Council noted that this schedule has the agreement of TEFMA.

6 Dealing with Problems in a Branch Committee

RESOLVED 03/35

That the following Guideline be adopted.

	<p>Guideline for the Removal of an Elected Officer who has failed to Meet Statutory Obligations</p> <p>Disciplinary Powers are accorded to the ATEM Council under paragraph 6.2 of the ATEM Constitution.</p> <p>This Guideline outlines examples of those breaches of duty and statutory obligations which may give rise to the President of ATEM being authorised to send a letter to the person alleged to have breached the rules, seeking an explanation as to why the Officer should not be removed from Office.</p> <ol style="list-style-type: none"> 1. Failure of an Officer Bearer to appropriately discharge duties of their office as determined by the Council following an issue being drawn to Council's attention by a Branch or Council itself. 2. Failure to issue invoices for goods or services within a month of the goods or services being delivered. 3. Failure to bank cheques within a month. 4. Failure to pay invoices that are not in dispute within a month. 5. Failure to prepare and submit statements required by the Australian Taxation Office or the New Zealand Department of Inland Revenue in a timely manner. 6. Failure to present the accounts of the Council or Branch to an Annual General Meeting. 7. Failure to report adequately on other programs of the Council or Branch at an Annual General Meeting. <p><u>7 2004 Meetings Calendar</u></p> <p>Council noted the following Meetings Calendar for 2004.</p> <p>18 February – Executive Teleconference 21 May, 4.00 pm – Executive Committee meeting 22 May, 10.00 am – ATEM Council Meeting 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 or 28 September, 9.00 am – ATEM Annual General Meeting 29 September, 12.00 noon – ATEM Ghosts' Lunch</p>
<p>WHY IS ATEM NOT GROWING?</p>	<p>In October 2001, at the Council Meeting in Canberra, Jan McAdam proposed a Marketing Campaign to increase the Membership of ATEM by 100% over three years.</p> <p>The proposal was very detailed and is published in pages 26-46 of the Council Agenda. For those who would like to read it, it is available at this URL as a downloadable document: http://www.atem.org.au/members/meetings_council.cfm</p> <p>It made many recommendations some of which are in place, but some of which have yet to be implemented.</p> <p>Since then it appears as though the membership of ATEM has diminished from the figure of 1,789 to 1,274 at the present time. Actually, the financial membership of ATEM has not diminished; it was the culling of the non-financials which brought the figure down to the solid core. which we have today. This solid core has remained more or less the same since 1999.</p>

so we think that this is the floor through which we can fall no further.

So here we are two years later and no further ahead. As Jan McAdam's work was completely exhaustive and entirely professional in its approach, we cannot point at that and find fault. The fault lies within ourselves.

We have taken a table from the Marketing Campaign and cut it down to simplify the picture of where we were in 2000. The table below (which is an extract of three columns taken out of the 8 column original and re-sorted) shows the institutions which at that time had members in ATEM, and which had a known number of General Staff from which we derived the average number of staff who were ATEM Members. It is sorted in ascending order according to the percentage of ATEM Membership by institution. There is a preponderance of older institutions in the first half of the list and a preponderance of newer institutions in the second, better half of the list. The only Go8 Australian University to beat the average is Monash. The Go8 institutions are highlighted below.

Institution	ATEM Members in 2000	% of Staff in ATEM	Institution	ATEM Members in 2000	% of Staff in ATEM
Uni of Sydney	35	1.33	Uni of Ballarat	10	4.29
Uni of NSW	31	1.40	Whitireia Comm Poly	3	4.29
Uni of Otago	16	1.43	Flinders Uni	35	4.35
Curtin Uni	19	1.53	AVERAGE	1789	4.51
Uni of W Aust	23	1.69	Monash Uni	101	4.55
Uni of Adelaide	23	1.93	Qld Uni of Tech	73	4.57
Uni of Melb	47	1.96	Auck Inst of Tech	23	4.82
Macquarie Uni	15	2.06	James Cook Uni	31	4.91
Uni of Qld	55	2.06	Uni of Southern Qld	33	4.93
Southern Cross Uni	8	2.28	LaTrobe Uni	53	5.04
Auck Coll of Ed	3	2.31	Vic Uni of Wellington	22	5.07
Manuwatu Poly	2	2.33	UNITEC Inst of Tech	17	5.09
Uni of Wollongong	17	2.49	Aust Cath Uni	19	5.19
Uni of Canterbury	18	2.56	Bay of Plenty Poly	4	5.56
ANU	45	2.58	Central Qld Uni	35	5.63
Charles Sturt Uni	23	2.58	Deakin Uni	64	6.19
Christchurch Poly	6	2.71	ADFA	16	6.43
Edith Cowan Uni	24	2.77	Otago Poly	7	6.48
Massey Uni	31	2.82	Murdoch Uni	44	6.90
Uni of New England	22	2.86	Uni of Waikato	47	7.08
Lincoln Uni	7	2.89	Vic Uni of Tech	43	7.40
Dunedin Poly	2	2.99	Uni of Tasmania	60	7.74
Uni of Western Syd	38	3.18	Avondale Coll	5	8.33
Aust Maritime Coll	3	3.19	Christchurch Coll of Ed	12	9.23
Uni of Newcastle	39	3.24	EIT Hawks Bay	8	9.52
Uni of Tech Syd	35	3.43	Swinburne Uni of Tech	41	9.76
Uni of South Aust	37	3.45	Uni of Sunshine Coast	13	10.83
Uni of Auckland	47	3.82	Batchelor Inst	5	10.87
Uni of Canberra	17	3.95	Manukau Inst	27	11.34
RMIT Uni	47	4.02	Aoraki Inst	3	11.54
Griffith Uni	58	4.22	Northern Territory Uni	49	24.50

So we can now see where we were in those days, and we need to wonder why things are as they are, and what we can do to make things better.

Since 2001 we have conducted two Annual Conferences, both of which consecutively broke all records. We have taken the *Journal of Higher Education Policy and Management* from two editions per annum to three editions per annum. We have created a very much more modern and effective web site. And, in spite of many of these things being costly, we have managed to keep the Membership Fee down to a reasonable level.

Of course, if we had been able to increase membership by the target amount, there would have been no need for a membership fee increase at all. But unfortunately this has not yet happened. So the hardy few have paid more for the advancement of the whole profession.

The most important recommendation that Jan McAdam made has yet to be implemented. That is the appointment of Membership Coordinators in all of our Institutions listed above (and in New Zealand by Region), and in others where we have no members at all.

The Branches have requested that they be left to undertake this initiative in the next few months.

The tasks of the Membership Coordinators are shown on the web site at this URL: http://www.atem.org.au/members/policy_coordinators.cfm

That is the first step.

The second step is to ask the leaders in our institutions to look at where they sit in the above league table (topped by the Charles Darwin University, then NTU, and tailed by the University of Sydney) and then to collaborate with the Branches and their Membership Coordinators and work out strategies to change the way ATEM is seen in the Institutions and in the sector.

At the moment ATEM provides an opportunity for those rare people who have a tendency to take control of their careers and do something about it: **the ambitious**. ATEM should also be considered by the less ambitious as a way of making a difference to their lives. Institutions need to be ambitious for their staff as well. They need to support them.

We, and our leaders, need to decide whether tertiary education management is to continue to be a career for gifted amateurs, or whether it is an emerging profession.

I can remember one year when I wrote a paper on Open Days which was accepted for presentation at an ATEM Conference (and this is Giles speaking now, not Peter). I requested permission to attend the Conference and I was told by my supervisor that I could go at my own expense if I took annual leave. So I took leave, and went without any financial support across the Continent to give my paper. From then on I was 'marked' by my supervisor as a dangerous radical who could obviously not be trusted.

The paper, however, was well received and published by the AVCC in its *Clearing House for Information* series. It is precisely this kind of institutional attitude that is one of the reasons why ATEM is not going ahead as fast as it should.

If we are going to take our proper place in the sector many things are going to have to change. The two most important changes that must occur are (a) we must change ourselves and (b) our leaders must review the way they look at their own staff.

Instead of complaining next time there has to be a fee rise, each one of us must instead go out and get **one more member**. That is all it will take to reach critical mass and take-off, without raising fees.

GILES PICKFORD AND PETER SCARDONI
ATEM SECRETARIAT

AUQA GOOD
PRACTICE
DATABASE

Australian higher education will soon be celebrating and sharing in some of its high-quality practices with a new national development in quality assurance. The Australian Universities Quality Agency (AUQA) will shortly launch the AUQA Good Practice Database. The database will include good practices in universities, other higher education institutions and state and territory accrediting agencies as identified and verified through the AUQA audit process.

"The AUQA Good Practice Database is another step forward in the promotion of high-quality practices in the Australian higher education sector" said the Hon Dr Brendan Nelson MP, Minister for Education, Science and Training. "These practices have been identified during AUQA audits of Australian universities and state accrediting agencies. The Database provides an opportunity for the whole sector to benefit by sharing and learning from these good practices." Mr Bill Burmester, Higher Education Group Manager, Commonwealth Department of Education, Science and Training, will launch the database at the AUQA Offices in Melbourne on 27 November 2003.

The Good Practice entries belong to the institutions and agencies audited by AUQA. Each year, AUQA audits the quality assurance systems and practices and results that are in place at about 10 of Australia's universities, other self-accrediting higher education institutions, and state and territory accrediting agencies. The resulting public reports contain recommendations for improvement, and also commendations where good practice is identified and verified.

The entries are developed from those commendations that are potentially transferable to other institutions and agencies within the sector. The database will celebrate good practices within higher education, and make them available to others within the sector for the purpose of continuous quality improvement. It will be accessible online, for no charge, via the AUQA website (www.auqa.edu.au).

The first Good Practice entries come from those institutions and agencies audited in 2002, including the Australian Catholic University, Curtin University of Technology, Victorian Office of Higher Education, University of Ballarat, Macquarie University, Swinburne University of Technology, Australian Maritime College, University of Adelaide, and the University of Southern Queensland. The Good Practices cover such topics as assuring the quality of offshore programs, involving external stakeholders in curriculum quality assurance, supporting new researchers, developing and inculcating graduate attributes and assisting learning through student peers.

From 2004, the Database will also include New Zealand good practices in quality assurance, as audited by the New Zealand Universities Academic Audit Unit.

The AUQA Good Practice Database is set to become a primary benchmarking resource for higher education organisations seeking information on good practices to adapt and adopt. It is estimated that within four years the Database will contain more than 300 good practices. Each one will include a detailed summary, contact details for further information and a discussion board for online interaction about the Good Practice.

"It is marvellous that the institutions and agencies are prepared to share these good news stories with the whole sector," says AUQA Executive Director, Dr David Woodhouse. "That's one of the most effective means of enhancing quality. Our ability to share and learn from such stories is key to maintaining Australia's position as a leading provider of higher education both nationally and internationally."

AUQA is an independent, not-for-profit, national agency that promotes, audits, and reports on quality assurance in Australian higher education. The first round of 10 audits was conducted in 2002. A full cycle is anticipated to take five years, to be completed in 2006. The agency was established by Ministerial Council on Education, Training and Youth Affairs (MCEETYA) in March 2000 and operates independently under the direction of a Board of Directors.

DR DAVID WOODHOUSE
EXECUTIVE DIRECTOR, AUQA

UPCOMING
CONFERENCE

Australian Universities Quality Forum 2004: QUALITY IN A TIME OF CHANGE

Preliminary Information

Date: Wednesday 7 July – Friday 9 July

Place: Hyatt Regency Adelaide, South Australia

Focus:

- Quality and Change
- Quality as Continuity & Consistency
- Quality as Innovation & Improvement
- Implications for AUQA 'whole-of-country' audit in 2005
- Interest groups including managers, students, employers

Varied Format: AUQF2004 will use a wide range of media for promoting discussion about Quality in a changing environment. These media include:

- Invited Keynotes
- Panels
- Refereed Papers
- Posters
- Workshops
- Training Sessions
- Online Workshops

Fee structure: Day registrations will be available
Student discounts will be available

Further Information:

Rob Carmichael r.carmichael@auqa.edu.au
Chairperson of the Joint Steering Group for AUQF 2004

Contact Rob to register your interest as a presenter or a participant in AUQF2004.

Website: www.auqa.edu.au/auqf/

AUQF2004

Brought to you by the AUQF Joint Steering Group

(Now including representation from the South Australian Vice-Chancellors Committee)

<p>NEW ZEALAND BRANCH CONFERENCE</p>	<p style="text-align: center;">PRELIMINARY NOTICE</p> <p>The 2004 ATEM NZ Branch Conference will be held in Wellington on 5 & 6 July 2004, with 7 July set aside for Special Interest Groups to meet.</p> <p>The Conference theme is <i>Marrying Strategy and Operations</i> with four broad themes of</p> <ul style="list-style-type: none"> ➤ Retention; ➤ Risk Management; ➤ Resourcing; and ➤ Relationships <p>The conference venue will be the Law School which is housed in the historic Government Buildings, in Victoria University's Pipitea Campus, right in the centre of Wellington opposite Parliament.</p> <p>The Call for Papers, more information and contact details will go out next month.</p> <p>MARTIN TAYLOR EMAIL MARTIN.TAYLOR@VUW.AC.NZ</p>
<p>CONFERENCE NOTICE</p>	<p style="text-align: center;">INTERNATIONAL MEETING OF UNIVERSITY ADMINISTRATORS</p> <p>Established in 1981, meetings are held every eighteen months to two years in a variety of venues based on universities worldwide. They provide senior administrators (Vice-Chancellors, Presidents, Rectors, Secretaries, Registrars, financial directors, planners, business managers, estates managers etc.) with an opportunity to discuss the key issues for higher education in an international context.</p> <p>Previous meetings have been held in: Bath, England; Hong Kong; Waterloo, Canada; New Delhi, India; Sydney, Australia; Maryland, USA; Twente, Netherlands; Singapore; Prague, Czech Republic; Cape Town, South Africa; Auckland, New Zealand; Edinburgh, Scotland; Helsinki, Finland and Kingston, Jamaica.</p> <p>The next meeting will be held on 22-26 August 2004, in Beijing, China.</p> <p>Themes: <i>Managerial Capacity Building in Universities: Taking Opportunities and Managing Risks</i></p> <p>Sub-Themes:</p> <ul style="list-style-type: none"> ➤ Promoting institutional and organizational effectiveness ➤ Risk Management and Entrepreneurship in Higher Education ➤ Maximizing Staff Performance: Issues in Staff Development and Human Resource Management ➤ Promoting change and academic innovation <p>Website: http://www.imua2004beijing.pku.edu.cn/ Email: IMUA2004@pku.edu.cn</p>
<p>CONFERENCE BRIEFS</p>	<p>Please go to the following URL http://www.atem.org.au/conferences_other.cfm to see details of a new Conference at Swinburne University on '<i>Compromise and the Academy: Ethics and the Governance of Universities in a Commercial Era</i>' which will be on April 15-16 2004, Hawthorne Campus, Swinburne.</p>

The NSW Branch Orientation Program will be held from **26-28 November** at the University of New England. The URL containing further information is:

http://www.atem.org.au/education_training.cfm?&startrow=41&maxrows=20

The URL for the downloadable brochure and registration form is:

http://www.atem.org.au/conferences_branch.cfm

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The Deadline for Proposals for a paper for the Victorian Branch Conference has been extended from 31 October to 14 November. You can read all about this major event at

http://www.atem.org.au/conferences_branch.cfm

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The Second Higher Education Summit, sponsored by the 'Australian Financial Review', will be held on **25-26 March 2004** at the Four Points by Sheraton Hotel in Sydney. The theme is '*How will the Australian higher education sector weather the proposed reforms? A summit to look at the way forward for Australia's Universities*'. Minister Brendan Nelson will address the Summit on the second day. Go to this URL for more details:

http://www.atem.org.au/conferences_other.cfm

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While you are at the above URL check out the following AUA/AACRAO/ATEM sponsored Conference in the UK.

'Higher Education in Transition: Diversity & Student Fees'

AUA two-day conference in association with AACRAO and ATEM

28-29 January 2004, Universities UK, Woburn House, 20 Tavistock Square, London WC1H 9HQ, UK

The Conference will be of relevance to those responsible for responding to changes in the areas of student fees, marketing, recruitment and admissions, widening participation and student support and well-being.

This is an invaluable opportunity to exchange views internationally. AUA's January conferences have all sold out early on, so you should book early to avoid disappointment and take advantage of the early bird discount. The Conference venue is in the heart of Bloomsbury, the literary heart of London and near the British Museum. Discounted rates for AUA/ATEM and AACRAO members.

NEW SOUTH
WALES
BRANCH
REPORT

New South Wales Branch is currently preparing for the ATEM Orientation Program being held at The University of New England November 26-28. We have some excellent speakers on the program and we have 24 participants registered so far with the possibility of a few more. The Branch is looking forward to this event. Further information available from http://www.atem.org.au/education_training.cfm?&startrow=41&maxrows=20

The URL for the downloadable brochure and registration form is:

http://www.atem.org.au/conferences_branch.cfm

The NSW Executive is busy planning the Professional Development Program for 2004 and will finalise this at its next meeting on December 5th.

KAY HEMPSALL

BRANCH PRESIDENT – NEW SOUTH WALES

<p>TASMANIAN BRANCH REPORT</p>	<p>The Tasmanian branch is organising the 2004 Tertiary Education Managers Conference which will take place in the Grand Chancellor Hotel, Hobart from 26 to 29 September 2004.</p> <p>The organising committee has chosen as the conference theme, "Better the DEVIL you Know...or is it? Where DEVIL stands for Dare to Excel, Visualise, Inspire, Lead.</p> <p>A "larger than life" Tasmanian Devil was exported to Adelaide to publicise conference at the close of the 2003 Adelaide conference and those members who were present were given a preview of what is expected to be a "fun" conference. The programme sub-committee is preparing an early call for papers which it is hoped will be written to fit in with DEVIL themes.</p> <p>A number of people have already registered their names for inclusion in the conference database. Anyone else who is interested in receiving information as it becomes available may do so by emailing the conference organisers (Leishman Associates) on temc@leishman-associates.com.au</p> <p>RICHARD EASTHER BRANCH PRESIDENT - TASMANIA</p>																																
<p>VICTORIAN BRANCH</p>	<p>NEW MEMBERS OF BRANCH EXECUTIVE Following the Annual General Meeting, and subsequent secondments, the membership of the Victorian Branch Executive Committee for 2003-2004 is:</p> <table border="0"> <tr> <td>President</td> <td>Gerard Toohey</td> <td>Monash University</td> </tr> <tr> <td>Vice-President (Professional Development)</td> <td>Joanne Austin</td> <td>Swinburne University of Technology</td> </tr> <tr> <td>Vice-President (Membership)</td> <td>Sue Kelman</td> <td>Swinburne University of Technology</td> </tr> <tr> <td>Secretary</td> <td>Cecille Jeffery</td> <td>Australian Catholic University</td> </tr> <tr> <td>Treasurer</td> <td>Lisa Gartlan</td> <td>Melba Conservatorium</td> </tr> <tr> <td rowspan="5">Committee members</td> <td>Terrie Healy</td> <td>The University of Melbourne</td> </tr> <tr> <td>Sue Kelman</td> <td>Swinburne University of Technology</td> </tr> <tr> <td>Jacqueline Perdriau</td> <td>Monash University</td> </tr> <tr> <td>Moyra Rheinberger</td> <td>Swinburne University of Technology</td> </tr> <tr> <td>Anne Stewart</td> <td>RMIT</td> </tr> <tr> <td></td> <td>Evelyn Bruzzese</td> <td>LaTrobe University</td> </tr> <tr> <td>Immediate Past President</td> <td>Sue Gould</td> <td>Deakin University</td> </tr> </table> <p>MERITORIOUS SERVICE AWARD The Branch was delighted to nominate Mr Russell Hillbrich as a recipient of the ATEM Meritorious Service Award, in recognition of his longstanding contribution as a member over several years. This award was presented at the TEM conference in Adelaide.</p> <p>PROFESSIONAL DEVELOPMENT PROGRAM Once again there has been a most successful 2003 Professional Development Program, with almost every program offered being fully subscribed. Ms Joanne Austin and her team continue to put together a winning combination of activities and programs, and planning is already in hand for the 2004 program.</p> <p>BREAKFAST SEMINARS The second breakfast in this series was held on 4 September with a stimulating presentation on 'Coaching in the Workplace'. These Breakfast Seminars are offered free to members.</p> <p>MEMBERS' DINNER An end of year dinner for members will be held on 21 November. The after-dinner speaker will be Fay Marles OA, the first female Chancellor of The University of Melbourne.</p>	President	Gerard Toohey	Monash University	Vice-President (Professional Development)	Joanne Austin	Swinburne University of Technology	Vice-President (Membership)	Sue Kelman	Swinburne University of Technology	Secretary	Cecille Jeffery	Australian Catholic University	Treasurer	Lisa Gartlan	Melba Conservatorium	Committee members	Terrie Healy	The University of Melbourne	Sue Kelman	Swinburne University of Technology	Jacqueline Perdriau	Monash University	Moyra Rheinberger	Swinburne University of Technology	Anne Stewart	RMIT		Evelyn Bruzzese	LaTrobe University	Immediate Past President	Sue Gould	Deakin University
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	<p>2004 BRANCH CONFERENCE Planning is well underway for the 2004 Branch Conference, to be held at the 'Hilton on the Park' in East Melbourne on Friday 7 May 2004. The conference theme is "Collaboration: The Way Ahead". Those interested in submitting papers for the conference are encouraged to contact the conference convenor, Ms Jacqueline Perdriau at Jacqueline.Perdriau@adm.monash.edu.au - submissions should be lodged by 14 November.</p> <p>GERARD TOOHEY BRANCH PRESIDENT - VICTORIA Gerard.Toohy@adm.monash.edu.au</p>
<p>SOUTH AUSTRALIA BRANCH REPORT</p>	<p>TEM CONFERENCE The TEM Conference in Adelaide was a huge success. The support we had from ATEM, AAPP and AAIR members was fantastic – we managed to set a new record for attendance, and the feedback we have received has been overwhelmingly positive. There were surprisingly few hiccups given that it was a major event involving 570+ delegates. It was obvious that the meticulous planning of our Conference Committee paid off. The collective sigh of relief from the South Australian Branch Executive was almost frightening in its intensity – this was a major undertaking for a small branch and, whilst we individually and collectively enjoyed and benefited from the experience, we are pleased that it is now behind us.</p> <p>We were very grateful for the strong support we received from the universities in South Australia, particularly Flinders and the University of South Australia, which both sponsored large numbers of their staff to attend.</p> <p>The Conference Committee and its sub-committees worked tirelessly for 18 months in the planning and all persons involved are to be commended for their contribution to the success of the Conference. While not taking away anything from the efforts of any of the individuals involved, there are a few people who are deserving of special mention. David French and Judy Szekeres, as Conference Convener and Chair of the Program Sub-Committee respectively, were undoubtedly the driving forces behind the success of the conference and we have a lot to thank them for. Mark Moses as convener of the Sponsorship Group worked hard behind the scenes in getting sponsors and keeping them happy, and who will forget Domenic Mariofiote's staging of the Welcome Reception and the Conference Dinner.</p> <p>PROFESSIONAL ENHANCEMENT ACTIVITIES Now that the conference is behind us, we will have more time to concentrate on things at the Branch level. Our professional development activities have taken a back seat over the past 18 months as most of our energies have gone into planning for the conference, but we are looking forward to a regeneration of the professional enhancement program as the new committee takes office.</p> <p>The Committee will be looking to members for ideas/suggestions for programs and speakers for the coming year.</p> <p>JOHN EMERY STUDY SCHOLARSHIPS Up to two study scholarships are awarded annually by the Branch Executive to assist Branch members to undertake studies related to their professional development. The Scholarships provide a grant of up to \$1000 towards costs of tuition. Only the one application was received this year, from Michael Koorndyk who is enrolled part-time in a PhD program. The Committee approved the award of a scholarship to Michael.</p> <p>ANNUAL GENERAL MEETING The SA Branch Annual General Meeting will be held at 5.30 pm on Thursday 13 November, in the Edgeloe Room, First Floor, Mitchell Building, University of Adelaide. It will be followed by a casual meal in the East End (venue to be chosen on night) for anyone interested. All members are encouraged to attend.</p> <p>BRANCH EXECUTIVE MEMBERSHIP The most important part of the AGM will be the announcement of the Branch Executive for the coming year. A sizeable proportion of the existing committee, including myself, are stepping</p>

	<p>down which means that the new Executive will have quite a new (and younger) look about it. We have deliberately decided not to go to election even though this may mean that we may have a few more on the Executive than provided for in the constitution, as we welcome the opportunity to involve more of our members in the management of ATEM at the Branch level. All in all, we have an excellent team to go forward to the future.</p> <p>The announcement of the names of those who have volunteered their time should really wait until the AGM, but I am delighted that Lucy Schulz, Director of Student and Academic Services, University of South Australia has been elected unopposed as the incoming President of the SA Branch. Lucy has had a long involvement with ATEM and was a member of the Executive some time ago, including a number of years as Secretary of the Branch. It is very pleasing to have her back in this important role.</p> <p>I would also take this opportunity to thank those who are stepping down from the Branch Executive this year. All have been on the Branch Executive for a number of years and have given substantial amounts of their time and energy to ATEM. They all deserve a big vote of thanks. I have particularly their appreciated their support over the three years that I have been President. They are as follows:</p> <p>Vikki Hopwood, Vice-President Alister Richards, Secretary Colin Smyth, Treasurer John Pryzibilla, Immediate Past-President Patricia Berry, Committee member Denis Kildare, Committee member Ros Mitchell, Committee member</p> <p>ION WALLACE BRANCH PRESIDENT – SOUTH AUSTRALIA</p>
<p>FINAL THOUGHT</p>	<p>For those of you feeling a little long in the tooth...</p> <p>An old farmer in Outback Australia had owned a large cattle station for many years. He had a large natural rock pool out the back, fixed up nicely; picnic tables, horseshoe courts, shade areas, parking etc. The pool's natural setting was always inviting for travellers and backpackers who happened to pass by. One evening the old farmer headed down to the pool and, as he neared it, he heard voices shouting and laughing.</p> <p>As he came closer he saw it was a bunch of young women skinny dipping. He made the women aware of his presence and they all rushed to the deep end. One of the women shouted to him, "We're not coming out until you leave!" The old man replied, "I'm just here to feed the crocodile."</p> <p>Moral: Old age and cunning will triumph over youth and enthusiasm every time.</p>
<p>NEXT EDITION</p>	<p>The next edition of ATEM Matters will be sent out in March 2004.</p> <p>Please email any contributions and reports to toni.hodge@canterbury.ac.nz</p> <p>by</p> <p>29 February 2004</p>