



ATEM MATTERS

THE NEWSLETTER OF THE ASSOCIATION FOR TERTIARY EDUCATION MANAGEMENT INC

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WELCOME FROM THE EDITOR

Welcome to another year and another edition of ATEM Matters. I hope you all had a very refreshing break over Christmas and, for those involved, successfully survived enrolment.

In this edition we have two very interesting articles courtesy of ATEM Ghost and half of our Secretariat, Giles Pickford.

So, what did you do in your summer holiday? It would appear Giles and President Tom Gregg spent their summer watching the behaviour of ants. Hard to believe? Well read on...! Watching this seemingly random activity appeared to have paid off with the publication last month of an article in *Campus Review* linking those industrious workers (the ants!) with science policy. Grab 5 minutes with a coffee and prepare to be entertained.

Those of you who read the Australian Financial Review on 16 February would have been

greeted with Giles' smiling face accompanied by an article by Tim Dodd. This article is reproduced here (sans photo) courtesy of the AFR and will be of enormous interest to those members of ATEM who have not yet had a close association with Giles.

As we enter the new year, everyone's thoughts should also be going towards this year's annual conference. The organisers in Hobart have been spending their summer holidays busy planning another not to be missed event in the ATEM calendar and a taste of what will be on offer is included in this edition. The call for papers has now gone out, if you haven't already done so, now is the time to start organising your absence from work in order to be there.

It is good to see so many branch reports in this edition – my thanks to all Branch Presidents for submitting these. There is obviously plenty going on and it is always good to read what fellow members are up to in other parts of the country, and across the ditch!

Finally, the final thought. Hopefully this will be a refreshing reminder for those of you dealing with students, and sometimes staff also!

TONI HODGE
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NEWS FROM THE PRESIDENT

Welcome to this first "ATEM Matters" for 2004. I hope that you all had a great Christmas and that 2004 has started well.

The ATEM Executive has met once by teleconference since our last ATEM Matters and has made tremendous progress on the items of business we identified late last year. The Treasurers of the Branches have also met by teleconference, chaired by Neil Voyce, with Richard Easther and Peter Scardoni, as an excellent way to look at financial issues and processes. This has been very valuable and will be a regular feature now.

In the last newsletter I said we were looking at using "Flying Minutes" as a way of speeding up the decisions of the Executive and Council, and we have used that system since I was last in contact. That seemed to be very successful in having matters dealt with effectively and efficiently, and I am grateful that all the Branch Presidents and the members of the Executive and Secretariat could work with me in that way. It does mean that the agendas when we do meet "in person" in May can be focussed and can also be cleared of items that otherwise need to wait for the meetings and keep coming back onto the agendas.

As you will see, the planning for the TEM Conference in Hobart is WELL underway, and this Conference in September this year, looks to be shaping up as a very good event. I am sure that we will see you all there, as it will be a popular venue and an important conference centred round a very topical theme.

I am constantly impressed by and grateful for the work that those on Branch Executive Committees and on the ATEM Executive do for us all. We are all busy in our working lives, but it is gratifying to see that nothing is ever too much for these people to do when ATEM asks them to assist.

I am also grateful for the help and support of the Secretariat. I managed to get to Canberra earlier this year and see "the team" in the office. It was a good visit, and reinforced for me how well this part of operation is going, and how little resource we all provide for that service. The opportunity for Giles and Peter to be based at ANU is gratefully acknowledged.

While I was in Canberra, I had the chance to have a very productive (and memorable) time with John Mullarvey at the AVCC. I was also grateful to be John's guest at his home during the visit too. The upshot of those discussions is an agreement that AVCC and ATEM will work closely together on professional development, and to give that some practical expression. John and Susan Scott from AVCC will be coming to Sydney on the Friday before

	<p>our May ATEM Council meeting to meet with our Professional Development team and our Executive. This is an important first step towards an expanded and productive working relationship with AVCC for the good of all our members.</p> <p>Kind regards, and best wishes for 2004. I am looking forward to meeting as many members as I can over the next 2 years.</p> <p>TOM GREGG PRESIDENT</p>
<p>SCIENCE POLICY AND THE FRACTAL RANDOM WALK OF ANTS</p>	<p>(This article was published by <i>Campus Review</i> on 25 February 2004. It is published now in <i>ATEM Matters</i> for the convenience of those who do not subscribe to <i>Campus Review</i>)</p> <p>‘What are ants doing, running around everywhere like that?’ said the grandchild.</p> <p>‘They are doing a fractal random walk’ said the grandfather.</p> <p>‘What is a fractal random walk?’</p> <p>‘It is a way of walking which helps you find something which you know is there, but you don’t know where it is.’</p> <p>Governments and bureaucrats, looking at the daily activities of scientists, often ask the same question as the grandchild.</p> <p>‘What are they doing? Why are they doing it? Is there any point in it? Where is the gain to the economy? I can’t find it in the five-year business plan’</p> <p>Whales, on the other hand, are well understood and appreciated by governments and bureaucrats. They have a business plan from which they never stray. They know what they are looking for and they know where it is. As summer approaches they head off in a straight line (the geometry most loved by governments) to the vast plankton-rich watery fields of Antarctica to graze and get fat.</p> <p>They leave behind them the hot dry summer and the ant colonies, whose inhabitants frantically scurry in every direction at once, hoping to stumble on something useful.</p> <p>Governments appreciate the world of business and industry, which behaves like the whale and enriches us all.</p> <p>Governments have never understood the fractal random walk of science. So they respond to the phenomenon by cutting back on funding, instituting numerous reviews and performance measurements, and tightening regulatory controls.</p> <p>In New Zealand and elsewhere the phenomenon has evolved into a research funding system which is based on someone in ‘the centre’ measuring the work of researchers and giving each one a grade. These grades are then accumulated progressively until a University has a set of grades. Funding is then calculated on the basis of what research has already been done, rather than on what the fractal random walk might soon find in and for the future.</p> <p>Possibly Earnest Rutherford would have struggled to be funded under this system – he used a fractal random walk in his method. Likewise the philosopher Ludwig Wittgenstein would not have made the grade because he only wrote one book. It did change the philosophical world; but alas there was only one book, not two.</p> <p>All this unproductive behaviour, which is carried out in the name of efficiency and effectiveness, makes the work of our ant-like scientists harder instead of easier.</p>

We once asked a priest why the Church was so slow in recognising scientific advances (Galileo, Copernicus, Darwin) and the reply surprised us.

'Science needs to be slowed down so that it does not get too far in front of the people it serves. It must be opposed so that the people can catch up with it' he said.

Governments behave as if they and the churches are unanimous on this point, but there is one important difference. Governments constantly state that they are unhappy about the rate of progress made by science. This puts them in the uncomfortably dissonant position of being one of the main stumbling blocks to science, while at the same time being one of its strongest critics on performance.

The churches would never be so silly as to do that. Their position is internally consistent and well thought out. Science needs to be slowed down because it is going too fast: not because it is not going fast enough.

As the old farmer said, 'If you want to make progress you have to get out of the way and let the dog see the rabbit'.

An Example

An Australian scientist was studying a species of sponge that can be found near Point Perpendicular. The research doubtlessly would have been roundly criticised by Alan Jones and John Laws (two talkback radio shock jocks who set the policy direction of governments in Australia).

Eventually the routine fractal random walk of the scientist resulted in all the pieces of the jigsaw puzzle being put together and a chemical, related to that found in the sponge, is now preventing angiogenesis in cancer patients.

Angiogenesis is the process of new blood vessel growth. If solid tumours are to grow beyond the size of a pin head, they need to activate this process. Without angiogenesis the tumour will be starved of oxygen and nutrients and its growth will be arrested.

A public company was formed and is listed on the stock exchange. Although profits are a little way off yet, things look most promising.

It is only at this point that talkback radio starts clapping and shouting about what a wonderful thing science is.

The tragedy for science is that rowdy approval is never there when it is most needed.

It is most needed at that point in the project when the ant has emerged from the nest at the beginning of a new day, and is running around in the famous fractal random walk of science, but found nothing in the first ten minutes.

BY TOM GREGG AND GILES PICKFORD

THE PICKFORD PAPERS THAT INSTRUCT VICE- CHANCELLORS

Our thanks to Tim Dodd for allowing us to reproduce this article which appeared in the Australian Financial review on 16 February 2004.

Clausewitz's "On War" makes it. So does Machiavelli 's "The Prince" . Both are on the ``Suggested Reading List in the Classics of Tertiary Education Management'', a brainchild of Giles Pickford who was the public affairs officer at the Australian National University in 1990.

Pickford was then vice-president of the Canberra branch of the Association of Tertiary Education Management , a professional organisation for university administrators, and he was struck with a realisation.

``There was no course at all in what is a university. why are they important. and where do they

fit in the things which hold up the world," he says.

So he did something about it. With Colin Plowman, the ANU's former assistant vice-chancellor, he scoured the university's Chifley Library to put together the 34-page bibliography which is the raw material for a distance education training module offered by ATEM in tertiary administration.

Clausewitz, the Prussian military strategist, is there because "vice-chancellors and deans could learn a lot about the element of surprise in attack and other ploys explained in this classic on strategy and tactics".

Machiavelli, the Renaissance schemer, is included because "the present day nobility of Australian academe may find that Machiavelli's cloak-and-dagger ways are just as applicable now as then".

Other references to academic plotting make the list in the form of Kingsley Amis 's novel Lucky Jim and Tom Sharpe 's three-volume Wilt series - both reminders of how close university intrigue lies to the realm of the absurd.

Other entries verge on the whimsical, such as the autobiography of Peter Abelard, the intensely romantic tale of a doomed teacher-student relationship at the medieval University of Paris. "Essential reading for all EEO [equal employment opportunity] officers," opines the list's commentary. But mostly the list is a body of serious literature about universities and higher education.

Its origin goes back to 1965 when Pickford began what he describes as his first real job, as administrative assistant to Dan Dunn, deputy registrar of the University of Western Australia.

Dunn plonked four books on his desk, saying: "Read these if you want to understand the nature of your work and why it is so utterly important."

They were "If the Gown Fits" by A.P. Rowe, the first full-time vice-chancellor of the University of Adelaide; "The Idea of a University" by 19th century Catholic educationalist Cardinal John Henry Newman; the collected essays of Sir Eric Ashby, former vice-chancellor of Cambridge University; and "The Uses of the University" by Clark Kerr, a former president of the University of California.

"Dan Dunn's view was that before I could do anything on the practical side I had to learn what a university was and why it exists," says Pickford.

All four authors are now on the list of tertiary classics. Meanwhile, Pickford has gone on to lesser or greater things - depending on how you look at it.

An ardent and capable defender of the traditionalist view of the university, he has made numerous contributions to developing them as institutions, marketing them in the community and harnessing their talents to do effective work.

Pickford made great contributions to breaking down barriers between universities and their surrounding communities. As the ANU's manager of community relations he organised Town v Gown cricket matches at the ANU which were part of the Canberra Festival and drew crowds of 3000 at their height in the mid-1990s.

"Their purpose was to 'invite the neighbours in'. Being neighbourly is not something that comes naturally to universities, but they should do it if they want political support," Pickford says.

Earlier, when he was executive officer of Friends of University of Wollongong, he laboured to build links with the town. "It was unbelievable but the professor of metallurgy at the university had never met the boss of the steelworks," he says.

After retiring from the ANU in 1998 he continued his work, becoming the founding secretary of the university's emeritus faculty in 2000. It was an effort to use the talents of the ANU's retired

academics. This year the emeritus faculty will be offering a cross-disciplinary honours course in sustainability, one that counts for student credits, with teaching done by unpaid, retired staff.

Although Pickford worked in administrative jobs at five universities and at the Australian Vice-Chancellors Committee during his career, he never rose to any height. "I'm a spectacular underachiever," he says, and seems glad to be so because it frees him to pursue his passion for higher education in the way he chooses.

"A gadfly on the edge of everything has some point. You need a gadfly," he says.

In his student days Pickford went to the UWA with John Hay, now vice-chancellor of the University of Queensland. "We both got a first in English," he says. "But John can't tell you what he really thinks. He has to be careful, I don't have to be."

Since his retirement his philosophy has been that retired people "must be able to contribute something other than their jobs to future generations. Therefore they must take on tasks that could not otherwise be paid for", he says.

That also allows him to speak out exactly as he pleases.

He hates the shift universities have made towards acting like businesses. "It's a real pity that governments and everyone else think universities should be more like a business. Unis have people who can sit around thinking about the square root of minus one, which doesn't exist by the way. No business would wonder what the square root of minus one is."

He sees the business focus as having a malign affect on universities. "Now we have universities that don't teach English and don't teach physics. But they teach hotel management."

He describes the purpose of universities as seeking the perfection of the individual. "Universities are all about producing the best possible person with the material that is there."

Pickford notes that in the 1960s, when Australia was on a university building spree, higher education enjoyed strong political support. "Then parliament had no graduates, apart from three or four. Now parliament is full of people who have a degree and who have no regard for universities at all. I blame the universities because they let the quality of the student experience slip. Too many have had an unhappy time and say: 'to hell with it, why do we bother'."

TIM DODD
AUSTRALIAN FINANCIAL REVIEW

STUDY TOUR

INTERNATIONAL STUDY PROGRAMS FOR HIGHER EDUCATION MANAGERS TO CALIFORNIA, 23-28 MAY 2004

The UNE Centre for Higher Education Management and Policy (CHEMP) is organising two parallel study tours to California on the topic areas of:

(1) University governance, private higher education, University fund raising and educational innovations including e-learning, and

(2) research commercialisation, technology licensing offices and management of intellectual property.

The programs which will be in Los Angeles and San Francisco will include presentations, discussions, and visits to universities and colleges. The registration fee is AUD\$995 per person. Participants will be responsible for:

- * Air travel to and from the United States
- * Air travel from Los Angeles to San Francisco
- * Accommodation and meals;
- * Fares on public transport in Los Angeles and San Francisco and possibly a shared taxi or two.

Recommended accommodation is at the Furuma Hotel in Los Angeles at AUD\$99 per night single and the Holiday Inn Civic Center in San Francisco at AUD\$155 per night single. Further information is available from Professor Grant Harman (Tel: 02 6773 3217, Email: gharman@metz.une.edu.au) or from the CHEMP website: http://fehps.une.edu.au/PDaL/Research/CHEMP/Study_Program/index.html

**TEM
CONFERENCE
2004**



**26 to 29
September 2004
Hobart
Tasmania**

On behalf of the 2004 Organising Committee, I am delighted to invite you to attend the annual Tertiary Education Management Conference (TEMC) to be held in Hobart, Tasmania from 26 to 29 September, 2004.

Participation in this Conference is drawn from all sectors and levels of tertiary education, as well as a wide range of associated organisations. Attendance last year was a record 580 delegates and we expect to increase that number again this year.

The Theme for this year's Conference is:

***Better the DEVIL you know... or is it?
Dare to Excel, Visualise, Inspire and Lead***

Break-out sessions will be grouped around the following streams:

- | | |
|-------------------|---|
| DARE: | <i>new initiatives; innovation; identifying challenges</i> |
| EXCEL : | <i>excellence & best practice; service provision; significant achievements</i> |
| VISUALISE: | <i>strategic planning; differentiation; commercialisation; internationalisation</i> |
| INSPIRE: | <i>motivation; change management; enhancing student outcomes</i> |
| LEAD: | <i>meeting challenges; leadership & management; organisational change.</i> |

Tertiary education institutions are changing to meet the evolving needs of society, changing student needs and expectations, government reforms and the heightened expectations of fund providers.

Our challenge is to embrace these changes with enthusiasm, visualise alternatives to position our institutions and the sector to achieve excellence. inspire our fellow workers to respond

positively and dare them to lead in the development of new ideas and enhanced student outcomes.

The Conference Organising Committee is made up of senior university staff who understand the importance of our business relationships with the wider community.



The Conference Venue & Location

The Hotel Grand Chancellor is one of Hobart's finest properties. Situated on the waterfront in central Hobart in the midst of the main tourist attractions there are wonderful views over the Derwent River, Mount Wellington and the City.

The Conference facilities and ambience of this wonderful venue are conducive to networking, learning and the sharing of ideas.



Tasmania's capital city is an intriguing blend of heritage and lifestyle, scenery and vibrant culture.

Hobart is warm sandstone, bright spinnakers on the water, fish punts at the docks, the slap of halyards on masts, coffee under the striped sun umbrellas of Salamanca, an occasional frosting of snow on Mt Wellington, bush tracks and birdsong.

It's a city of history, bustling markets, fun, festivals and

entertainment, and of fine restaurants.

A Special Event: Government House Reception

In addition to the regular Welcome Reception on Sunday night, the Conference has been fortunate to secure this special event on the Monday evening. His Excellency, the Governor of Tasmania Mr Richard Butler and Associate Professor Jennifer Butler, have kindly extended an official invitation to the delegates of the 2004 Tertiary Education Management Conference.

Attending delegates will be transported to magnificent Government House for an official reception. Light



refreshments will be served. Delegates will then be transported back to the Hotel Grand Chancellor.

Due to size constraints, this invitation will be open to the first 350 delegates who register. There cannot be any exception, so register early! This function is included in the full registration fee.

Something Different: A Conference Hypothetical



Without wanting to give too much away, this futuristic, cross-Tasman hypothetical discussion will be facilitated by well-known comedian Rod Quantock. Rod is a greatly respected comedian, writer, newspaper columnist, director, producer and consultant with more than two decades of experience working in cabaret, theatre, television, radio, advertising and the corporate sector.

Great credentials, but how will he cope with the well-informed, argumentative and entertaining panel of 'experts'?

Other Events

In addition to the above, the usual additional events enjoyed by members will also appear, such as the ATEM Ghosts Lunch and ATEM Breakfast. The Committee is also considering ways to provide more structured networking sessions so that you can get connected to relevant staff in other institutions.

Pre and Post Conference tours will also be available on the Registration form as well as information about self-compiled touring options.

For further information and updates, please check out the Conference Website, where the 'Call for Papers' document is available for downloading as well as information about registration and accommodation options. www.temchobart2004.com

We look forward to meeting you here in September.

Richard Easther
For the 2004 TEMC Organising Committee

**NEW
ZEALAND
BRANCH
CONFERENCE**



Association for Tertiary Education Management

NZ Branch Conference 2004
5 and 6 July 2004
Victoria University Law School
Wellington

MARRYING STRATEGY AND OPERATIONS
INVITATION TO SUBMIT ABSTRACTS

The Organising Committee for the 2004 ATEM New Zealand Branch Conference would like to invite you to submit an abstract for this conference, relevant to the 2004 theme of **Marrying Strategy and Operations** and the conference streams.

BACKGROUND

Tertiary education institutions are changing to meet the evolving needs of society, changing student needs and expectations, government reforms and the heightened expectations of fund providers. Such changes continue to place increasing demands on tertiary education managers and administrators in all areas of the institution.

Our challenge is to embrace these changes with enthusiasm, visualise alternatives to position our institutions and the sector to achieve excellence, inspire our fellow workers to respond positively and dare them to lead in the development of new ideas and enhanced student outcomes.

The New Zealand branch of Australia, New Zealand Student Services Association (ANZSSA) is a sponsor of the conference and is keen to see papers being submitted by Student Service practitioners that acknowledge the integrated nature of the challenges facing us all.

The Organising Committee is seeking papers that are relevant, interesting and stimulating – exploring the issues and tensions between strategic and operational foci.

STREAMS

- **Retention** 'every which way' – staff, students, programmes
- **Risk management** – compliance, auditing, identifying risk, future-proofing, quality improvement, bench-marking
- **Resourcing** – how to get funding, outsourcing, specifying standards, productivity, maximising income
- **Relationships** – public-private, stakeholder engagement, monitoring

WELLINGTON

We are delighted to be holding the 2004 ATEM NZ Branch conference in Wellington, the capital city and arts and culture centre of New Zealand. The conference will be held in the impressive old Government Buildings, now the home of Victoria University's Law Faculty. A room has been secured at Te Papa, New Zealand's national museum, for the conference dinner.

TIMETABLE

Abstracts must be received	16 April 2004
Notification of Acceptance	7 May 2004
Full papers required	1 July 2004
Conference	5 and 6 July

NEW ZEALAND ATEM BRANCH AWARD

It has been agreed that one of the New Zealand ATEM Branch Awards will be targeted to a member of the ATEM NZ Branch who is a first time presenter at any conference and who submits a paper for presentation at the NZ Branch Conference in July 2004. The Award valued at \$2000 (NZ) is to cover fares, conference registration fees and accommodation to enable the recipient to attend the 2004 Tertiary Education Management Conference to be held in Hobart from 27-29 September 2004.

Applicants for this Award will be shortlisted by the Conference Organising Committee, in consultation with the NZ Branch President, on the basis of the abstracts submitted. Prior to the conference, all shortlisted applicants will be contacted individually and advised that they are on the shortlist. The final decision will be made following the presentations and the Award will be announced during the final session of the NZ Branch Conference.

The selection criteria include:

- Availability to attend and willingness to present the paper at the Tertiary Education Management Conference in Hobart (27-29 September 2004).
- Willingness to present the paper in the member's own region at an event arranged by ATEM, to which ATEM members and other interested parties may be invited.
- ATEM membership category (preference to individual membership).
- Relevance of paper across the sector.
- Relevance of paper to current issues, and/or reforms, and/or instances of best practice.
- Relevance across New Zealand and/or Australia.
- Quality of abstract.
- Quality of presentation.

ABSTRACT PREPARATION REQUIREMENTS

Abstracts will:

1. Be less than 150 words.
2. Be submitted via email to atem-editorial@vuw.ac.nz in Microsoft Word or RTF format.
3. Include the title of the presentation, names of author(s), and presenter(s). The name of presenter(s) should be clearly underlined or bolded.
4. Be accompanied by the Abstract Submission Form available from http://www.atem.org.au/conferences_branch.cfm. Contact details must be provided.
5. Be received by 16 April 2004.

Please ensure that your Abstract conforms to the requirements outlined above. Submissions that do not conform may be excluded from consideration.

ORAL PRESENTATIONS

Oral Presentation time is 45 minutes, including time for questions and answers at the end of the presentation.

POSTER PRESENTATIONS

Participants wishing to submit an abstract for a visual poster display rather than an oral paper will need to ensure that their actual poster display does not exceed 1.5 metres high x .95m wide. These will be mounted on a panel in a prominent area, with relevant Poster Defence time allocated in the program.

PLEASE FORWARD YOUR ABSTRACT AND SUBMISSION FORM TO:

ATEM NZ Branch Conference Convenor
Victoria University of Wellington
atem-editorial@vuw.ac.nz

CONFERENCE NOTICE

INTERNATIONAL MEETING OF UNIVERSITY ADMINISTRATORS

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

	<p>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>
<p>NEW SOUTH WALES BRANCH REPORT</p>	<p>The NSW Branch re-established the 3-day Orientation Program in November 2003 after a gap of several years. 30 participants came to The University of New England representing 7 universities from across NSW. About half the participants were non-members who were new to the sector and who attended to gain an insight into the workings of tertiary institutions and the majority of these people chose to join ATEM as a result. The remaining participants were people with several to many years service in the HE sector and who were attracted to the event as a refresher. All participants rated the event highly commenting on the excellent and informative speakers and the great opportunity to network with colleagues from other institutions. The Program Dinner was another highlight with a superb meal and wines at The Booloominbah Brasserie. Booloominbah is the historic homestead that was donated to the University of Sydney to establish the New England University College which became The University of New England in 1954. The speakers ranged from eminent academics who provided an insight into the complexities of the culture of tertiary institutions, to representatives from DEST who gave us valuable inside information on the Nelson Reforms, to general staff members who presented information on a wide range of administrative issues. The success of this program together with comments from the participants has led to the expansion of the intention behind the program. In November 2004 it will be re-established as the ATEM NSW Career Development Program and will be hosted for a second time at The University of New England which is celebrating its 50th year of autonomy in 2004.</p> <p>After many years of success of the Higher Education Update held in July each year the NSW Executive has also made a decision to broaden the focus of this program and it has been renamed the ATEM NSW State Conference and will run for the first time in this form on July 16th 2004. A brand new program being offered in 2004 is the Faculty Managers' Forum as this position has become increasing important and more universal across campuses in recent years. One of the NSW Vice-Presidents, Tony Heywood, is the Faculty Manager for Nursing, Midwifery and Health at the University of Technology, Sydney. Tony is the convener of this year's inaugural Faculty Managers' Forum and it will be held on July 15th 2004.</p> <p>A further initiative of the NSW Executive is the establishment of an electronic newsletter to be circulated to NSW members on a quarterly basis. It was felt that there was a need for a colourful newsletter that provided a forum for members to contribute on a less formal basis</p>

than is presented by the Journal. The first newsletter (ATEM NSW News) will be distributed in mid-March. Please contact the President, Kay Hempsall, (kay.hempsall@une.edu.au) for more information.

KAY HEMPSALL
BRANCH PRESIDENT – NEW SOUTH WALES

NEW ZEALAND BRANCH REPORT

The Tertiary Consultation Group (TCG), an initiative of Associate Minister of Education Maharey, met for the third time November 6th 2003.

The agenda was focussed on two areas;

1. Quality in Tertiary Education – (the questions being)
 - o How might the system be driven by quality considerations at all levels linking the Kiwi Quals and credit transfer work and
 - o How quality tertiary teaching might be best supported.

2. A discussion about the trends emerging from the baseline information being gathered to monitor the Tertiary Education Strategy.

The sector has 870 registered Tertiary Education Institutions; 832 private and 38 public the latter being comprised of Universities, Polytechnics, Colleges of Education and Wananga. The diversity within the group comprised of employer bodies, staff unions, tertiary institution representatives and ministry staff is a notable feature.

The diversity was evident in responses from individuals and groups. Key issues raised in relation to quality in Tertiary Education were;

- o The need for institutions to release staff for ongoing professional development.
- o The importance of differentiating needs across the sector and addressing problems where they are happening rather than regulating and monitoring all institutions with the inherent and considerable compliance costs.
- o The need for robust, transparent assurance systems.
- o The imperative for quality assurance in the international context.
- o The need for teachers to be competent in teaching students from other cultures (different learning experiences and expectations)
- o The need to specify outcomes;
 - o to account for learner expectations and
 - o to develop and accept a range of relevant outcomes.

In regard to the agenda item two, feedback was sought about the response to the change messages about the needs and wider access for learners, and the need for stronger linkages with business and other external stakeholders.

More specifically; How has the tertiary system performed? What changes have taken place? What key shifts are still needed? What gaps are there in our knowledge and how will these be filled?

Key responses noted:

- o The growth in Maori and Pasifika participation at lower levels rather than at degree level.
- o The continuing financial barriers for students.
- o The need for stability in the system
- o The assumption that participation leads to higher qualifications.
- o The need for better pathways; credit transfer, better quality information for students to make decisions.
- o With more access has come a greater duplication of courses.
- o The greater linkages between the sector and business and industry.
- o The need for a research base to understand the needs of students.

Coming from a university and hearing the issues raised by a respected private training institution that focuses on the Maori and Pasifika needs for tertiary education and training, underscored for me the need for the government and members of the TEC to take account of the diversity by addressing principles for quality assurance and encouraging institutions to

address these IN THEIR OWN WAY. Where there is a problem, this should be addressed at institutional level rather than regulating across the sector. Compliance costs for institutions, including reporting, is recognised to be a considerable fiscal cost that in times of reducing funding, might be better directed into strategies for enhancing quality, i.e. teaching and learning.

Since this meeting, a report has been presented to Associate Minister Maharey on the Introduction of a Performance element to Tertiary Education Funding. The Technical Working Group was invited to identify performance indicators that encourage providers to ensure learners achieve quality educational gains. The working group expressed some concern about the merits of linking performance indicators directly to institutional funding given the large number of factors outside the control of the tertiary education organisations that potentially impact on students learning experience and the outcomes they achieve. They noted that the link to funding is a very blunt instrument designed to evoke reaction from Tertiary Education Organisations (TEO) Management to align with policy goals and suggest an element of pragmatism in applying funding decisions relating to the Performance element.

It is heartening to note that the working group was very aware of the increasing amount of data that providers are being asked to provide to government agencies and that it was therefore keen to maximise the use of existing data. However a caveat noted the underlying assumption that the existing data is robust. They state that this assumption needs to be challenged.

The next stage proposed is to expose the recommendations of the working group to a robust consultation process among the stakeholders. It is likely that reaction will be evoked from TEO management

We will report on this as the process progresses.

GINNY FERGUSON
BRANCH PRESIDENT – NEW ZEALAND

VICTORIA BRANCH REPORT

INSTITUTIONAL COORDINATORS

A successful first meeting of institutional coordinators was convened by Ms Sue Kelman, the Branch's Vice-President (Membership) on 25 February. This group of volunteers from eight different universities will be responsible for representing ATEM at the local level and encouraging membership and participation in the organisation. Details of the Institutional Coordinators can be found on the members' site at: http://www.atem.org.au/members/membership_coordinators.cfm

PROFESSIONAL DEVELOPMENT PROGRAM

The 2004 Professional Development Program has now been finalised with the first program commencing on 12 March. New programs for 2004 include sessions on *Emotional Intelligence* and *Coaching in the Workplace*. An outline of the program can be found on the ATEM Education and Training site with further details and a downloadable version of the program booklet available at: http://www.atem.org.au/vic_about.cfm

2004 BRANCH CONFERENCE

Registrations for the 2004 Branch Conference, to be held at the 'Hilton on the Park' in East Melbourne on Friday 7 May 2004 are now open. The conference theme is "Collaboration: The Way Ahead" and the keynote speaker is Professor Richard Larkins, the new Vice-Chancellor at Monash University. Further information about the conference and copies of the Registration Form can be found at

http://www.atem.org.au/pdf/ATEM_Vic_Branch_Conf_Regn_form_2004.pdf

REVIEW OF BRANCH ACTIVITIES

The Branch Executive is now in the process of establishing a series of objectives and strategies for its activities in 2004 and beyond. These objectives will be based on the

outcomes of a review of the Branch's achievements which was undertaken at the end of 2003 and on feedback from members, including advice it will receive from its Institutional Coordinators. The overall aim of this activity is to enhance the profile of the Branch and to improve the relevance and quality of the services its provides to members.

GERARD TOOHEY
BRANCH PRESIDENT - VICTORIA
Gerard.Toohy@adm.monash.edu.au

**WESTERN
 AUSTRALIA
 BRANCH
 REPORT**

COMMITTEE

Several changes to the ATEM (WA) Committee have occurred this year. Renata Mattia has relinquished her position but has promised to help out whenever necessary. Thanks to Renata for her contribution to the Committee over a long period of time. Leisa Wheatland from Notre Dame University is a recent addition and we welcome her warmly, as we do Michael Jones (Murdoch University) and Susan Dunn (Curtin).

The Committee now consists of the following:

Position	Name	Institution
President	Chris Jeffery	Murdoch University
Secretary/Treasurer	Phillip Draber	Edith Cowan University
Executive Officer	Dennis Pentony	
Past President	Brian O'Connor	Edith Cowan University
	Linda McLain	Edith Cowan University
	Michael Jones	Murdoch University
	Mark Stickells	UWA
	Laurie Money	Dept Educational Services
	Gloria McQuillan	Edith Cowan University
	Chris Pepper	Curtin University
	Pick Oo	Curtin University
	Kevin Smith	Dept Education & Training
	Leisa Wheatland	Notre Dame University
	Susan Dunn	Curtin University

PROFESSIONAL DEVELOPMENT

2003 was a very successful year in terms of attendance at our PD sessions. Average attendance was in the thirties, which maintains the steady growth experienced over the last few years.

2004 has been planned with another series of breakfast seminars on wide ranging topics and issues. These commenced in February with a session on the Nelson Report which attracted close to sixty attendees. Other sessions will encompass issues relating to collaboration with industry, university funding, non-completion of courses by students, generational change in the workforce and the TAFE/University interface.

STRATEGIC PLANNING

The Committee spent time in December and January planning for the next twelve months and beyond. The areas of focus will be professional development, relationship building, networking and career support. Within these broad areas, specific strategies have been clarified to enable us to fulfil our goals. These goals are:

	<ol style="list-style-type: none"> 1. Provide a range of professional development activities for managers and interested staff in higher education. 2. Develop strategic alliances and relationships with key organisations and stakeholders in higher education. 3. Extend networking opportunities for management and interested staff. 4. Provide career support and information for members. <p>Committee members have volunteered to take on responsibility for portfolios to coordinate and/or implement the agreed strategies. We are excited about 2004 and have a 'gut feeling' that it will be a very successful year.</p> <p>ANNUAL BRANCH CONFERENCE</p> <p>Planning is about to get underway for the Annual Branch Conference to be held in July on the theme 'Is the Tertiary Sector in Tune with Society's Needs?' Like last year's topic (the Nelson Reforms), this should prove timely and relevant and have broad appeal to our members as well as non-members.</p> <p>CONCLUSION</p> <p>We have started 2004 at a cracking pace and are already actively pursuing new and old members so that we can grow our membership significantly. Initiatives at the Associational level, such as the creation of membership categories and a Professional Education Framework, will help us to achieve our stated goals.</p> <p>CHRIS JEFFREY BRANCH PRESIDENT – WESTERN AUSTRALIA</p>
<p>SOUTH AUSTRALIA BRANCH REPORT</p>	<p>After a fabulous conference in Adelaide in 2003 and a well earned break it seems that South Australian tertiary managers and administrators are feeling revived and are looking forward to an action packed year ahead. This year we have lots of new members especially on the branch executive, something a new President only dreams about. Thank you to Ion Wallace too who has been incredibly supportive as we start making plans and decisions for the new year; thanks for sticking around Ion! We are ready for the new recruitment challenges established by ATEM across the sector, and we are planning an interesting professional development program which builds on previous activities. In 2004 ATEM SA will be looking to hold more institutional events, tapping into the various professional development programs already offered by the different institutions as well as making the most of things like the imminent Federal election and the major changes happening to higher education. We hope that ATEM can build on its reputation as a forum and facilitator where professionals can work across sectors and institutions in the State. This is certainly one of the reasons we are working towards collaboration in terms of existing professional development programs in South Australia. With such an enthusiastic executive 2004 is going to be a busy but exciting year.</p> <p>LUCY SCHULZ BRANCH PRESIDENT – SOUTH AUSTRALIA</p>
<p>TASMANIA BRANCH REPORT</p>	<p>2004 promises to be an exiting year for the Tasmanian Branch of ATEM culminating in the Tertiary Education Management Conference in Hobart in September. We have an enthusiastic and hard working committee with some new faces which is great to see.</p> <p>The Branch continues to be well supported, our membership is growing and finances are strong. A comprehensive program of monthly activities has been organised for 2004. Dr Michael Vertigan AO gave a presentation in February in regard to corporate governance reform at the University. Other sessions include presentations from University staff on topical issues and initiatives developing within the University.</p>

	<p>A major staff development program for middle management is being planned for mid year.</p> <p>The branch is keenly working with TEFMA colleagues in preparation for the 2004 TEM Conference "Better the DEVIL you know.....or is it? to be held at The Grand Chancellor Hotel in Hobart. This promises to be a stimulating professional development activity with participants having the opportunity to sample some great tastes of Tasmania as well seeing some marvellous scenery in Springtime.</p> <p>We look forward to welcoming you to Tasmania again.</p> <p>RICHARD EASTHER BRANCH PRESIDENT – SOUTH AUSTRALIA</p>
<p>FINAL THOUGHT</p>	<p>"Spoon feeding in the long run teaches us nothing but the shape of the spoon."</p> <p style="text-align: right;"><i>-E. M. Forster</i></p>
<p>NEXT EDITION</p>	<p>The next edition of ATEM Matters will be sent out in June 2004.</p> <p>Please email any contributions and reports to toni.hodge@canterbury.ac.nz</p> <p style="text-align: center;">by</p> <p style="text-align: center;">30 May 2004</p>