



ATEM MATTERS

THE NEWSLETTER OF THE ASSOCIATION FOR TERTIARY EDUCATION MANAGEMENT INC

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WELCOME FROM THE EDITOR

Welcome to the June edition of ATEM Matters. In this edition we concentrate on reporting on the May Council meeting which was held in Sydney the weekend of the Rugby Super 12 Final. A strong contingent of Council hail from Crusaders country and they travelled to Sydney looking forward to a strong showing from our heroes. Unfortunately it was not to be this year, but it did not detract from a very productive weekend of which there were two major highlights and outcomes. Firstly was the very useful meeting with John Mullarvey and Susan Scott of the Australian Vice-Chancellors' Committee, and secondly was the adoption of the new professional framework and Membership Categories.

This framework is outlined on page 5 and will be introduced more fully at the Member's Forum and accompanying sessions during the TEM conference at Hobart. However it is a first, and significant, step in providing recognition of Tertiary Education Management as a profession.

A new feature of this edition is the inclusion of a section introducing and welcoming new members to ATEM. All too often people join up, but have no real perspective on the extent of the membership and it is usually not until you see some familiar names pop up around the Association that you realise how "small" the sector is! At the moment we only have names and branches – I would be interested in any feedback from you as to whether we should include the organisation they are from also. Feel free to drop me a line on this at toni.hodge@canterbury.ac.nz.

Finally, a reminder to you all about sending in your feedback/articles/pictures/contributions in any form. Without your input we will have no newsletter. If you go to a conference, feel free to email me a quick report on your impressions and experience and even a photo or two! If you experience something at work that you think may be of interest, write it up and send it through.

TONI HODGE
COUNCILLOR AT LARGE
toni.hodge@canterbury.ac.nz

**WELCOME TO
NEW
MEMBERS**

The following people have joined ATEM since the beginning of May. On behalf of all members, welcome to you all and I hope you have a long and fruitful relationship with ATEM.

Australian Capital Territory:

David Lovell	Melissa Pollard	Tessa Hodson
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International Members:

Sue Carrette	John Hogan	
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New South Wales:

Myrophora Koureas	Shona Smith	Rhona Fraser
Gae Sharp	Sue Owen	Paula Spicer
Nerida Lithgow	Solveig Dewhurst	Jennifer Hall
Manisha Amin	Thistle Anderson	Mark Berlage
Marcus Bunyan	Karin Smith	Lesley Ngatai
Joanna Lee	Paul Holt	Julie Wein
Jennifer Anderson	Angela Bennett	Carmel Pass
Joanna Teague	Maria-Grace Guerreiro	Leanne Howie
Sally-Ann Williams	Brett Ryan	Eva Papas
Rohan Giles	Linda Eather	Prim Yensch
Donna Butler	Margaret Randall	Anne Crisp
Amanda Dunn	John Barclay	Michael Belcher
Paul Godwin	Christine Wood	Deborah Edwards
Christine Grafitti	Lynda Jane Rose	Graeme Chambers
Sharon Hughes	Richard Piech	

New Zealand:

Roger Field	John Clark	Kiri McAlister
Deanna Riach	Deborah Elliott	Sorrel Shulman
Lynette Edmonds	Carol Poulter	Maureen Reid
Amanda Sircombe	David Christiansen	Simon Arnold
Bill Crome	Barbara Lewis	Glenice Mayo
Barbara Kent	Yvonne Hawke	Suzanne Hunt
Annette Pitovao	Ha-Lien Ton	Sharon Cooke
Amanda Unsworth	Barbara Lewis	Katrina Lancaster
Adrienne McGovern-Wilson	Rubeana Reader	Stephen Ihaka
Jo Odlum	Mahinarangi Tangere	Megan Ross
Lorraine Scott		

Northern Territory:

John Buckler	Tracey Newman	Jennifer Haydon
Paul Simonato	Jill Thyne	Bill Wilson
Susan Arnison		

Queensland:

Kaylene Ascough	Sandra Hendry	Kerry McCallum
Jutta Guenther		

South Australia:

Lianne Gore	Erica Mary Smith	Rosanne Elizabeth Coates
Anna Lee	Anne-Marie Parsons	

Tasmania:

Shayne Davies	Claire Howard	
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Victoria:

Andrew Iacuone	Greg Baxter	Elizabeth Harman
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	<p>Margo Hellyer Monika Loving Barbara Yee Katrina Fleming Nigel Curwell Emma Jane Forehan Russell Smith Damain Barry Anna Carusello Cathryn Harrip Catherine Jaggs Gianfranco Paduanno Chee Wah Ong Rae Bernaldo Andria Karageorgopoulos Tim Mattingsbrooke Leanne Douglas Esther Pahoff Tracey Anderton Christine Brown Helen Cull Terry Hogan Annette Leftis Vicki Ryan Keith Tull Erin Wilson</p> <p>Western Australia: Kelly Marie Hind Liz Harris Christine Britnell Deb Greenwood</p>	<p>Bec Munn Neil Cahill Ann Elizabeth Moreira Barbara Abou-Lehaf Julie Darroch Samantha Lipscombe Miranda Addison Lorraine Bennett Julie Christensen Mark Hatwell Rebecca Lazaro Caitlin Slattery Judaline Fonceca Michael Ellis Emily Murray Tania Carrubba Bob Spedchley Kaye Patterson Nicholas Boileau Jenny Butler Melanie Dunkley Narelle Fay Jones Samantha Morgan Tatiana Terbah Louise Warmbrunn Karen Young</p> <p>Georgie Monkhouse Cheryll Meade Carol Elfgren-Gadsdon Paul Davidson</p>	<p>Richard Carter Michelle Jolly Kirsty Seymour Clare Callaghan Pina Failla Joe Pasquale Ajanti Atputhanathan Charles Calleja Richard Cooke Neville Hiscox Vivienne Neufeld Kelly Tsagournos Steven Lind Nick Christopher Sandra McAuliffe Sue Ball Toni Marie Waser Catherine Van Winckel Darija Bosnjak Levina Cridge Helen May Hassard Susannah Larratt Neil Cahill Pianta Janet Treweek Stephen Weller Joe Depasquale</p> <p>Jan Lipiec Elizabeth King Peter Tannock Emily Davidson</p>
<p>REPORT ON THE MAY COUNCIL MEETING</p>	<p>Here are the main decisions of interest made at the ATEM Council Meeting in May. The full Council Minutes can be found at this URL: http://www.atem.org.au/members/meetings_council.cfm</p> <p><u>Meeting with the AVCC</u></p> <p>The President reported on a meeting held the previous day with John Mullarvey and Susan Scott of the AVCC. Council was very pleased with the outcomes, and saw the meeting as being a watershed in the development of ATEM.</p> <p>RESOLVED 2/04</p> <p>That the President, VP Chris Jeffery and Linda McLain, Chair of PETF work closely with John Mullarvey and Susan Scott on the development of collaborative projects in the field of professional education and training.</p> <p><u>Membership Matters</u></p> <p>Membership Statistics and Corporate Members</p> <p>Council discussed the results of the Census of 30 April. In discussing the large number of unfinancials, the following explanations were noted: (a) In the case of New Zealand, because it had adopted a single renewal date of 1 May (the day after the Census), almost all of the unfinancials should be expected to renew within the next 90 days.</p>		

(b) The Queensland Branch needed to concentrate on a membership renewal and retention campaign.

(c) Non-renewing members are kept on the database for three years before being deleted. These members are not able to log on to 'Members Only', they do not get the Journal, nor any discounts, nor any mass e-mails. However, they are kept on the database as it makes it easier to re-instate them later, which is something that happens quite often.

Council noted that falling membership levels would lead to larger deficits in the Council Budget (which is based on the membership fee), while leaving the Branch budgets largely unaffected, as these are based on more on the profits from PET courses than on the membership fee itself.

Council went on to discuss the Corporate Member campaign and noted that it had been a great success. The level of involvement of Corporate Members in ATEM projects was patchy, with some being much more supportive than others. It was agreed that this issue might disappear over time as more and more senior staff began to appreciate the services offered by ATEM to its members.

In conclusion, the President congratulated the New South Wales and South Australian Branches for having the best improvements in membership as listed in the 2004 Census.

Membership Coordinators

Council discussed the implementation of the Membership Coordinators concept and its progress to date. It noted that a template Brief had been circulated to Branches in mid-February by the Secretariat. Council noted that the Victorian, New South Wales and Northern Territory Branches had forwarded copies of their versions of the Brief to the Secretariat. Other Branches were reminded to do likewise.

The question of targets was discussed. Council agreed that whether or not targets were mentioned in the Briefs used by Branches, it was essential to have them, so that progress could be monitored. The concept of a Brief that was more long-lasting and clear targets as an appendix that could be changed annually was agreed and adopted as the way forward.

Notice was given that a report on progress against targets will be needed from each Branch by the time of the September meeting.

Differential Fee for Membership Categories

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

Council decided that, largely as a result of the new initiatives with the AVCC and the other changes now made, the question of 'brand recognition' was now resolved and that differential fees should be introduced.

RESOLVED 4/04

That a sub-committee comprising VP Richard Easter, Association Treasurer Neil Voyce and Peter Scardoni prepare a report on differential fees, that it be reviewed by the Treasurers' Teleconference, and then submitted to Council for adoption at the September meeting in the context of the Budget process.

Implementing the Membership Categories

Council discussed a report from VP Chris Jeffery and Linda McLain on implementation of the membership categories.

It was agreed that the CPD log book should be added to the membership database so that

each member could store their CPD hours in a form accessible by the Awards and Grants Committee.

It was agreed that, to overcome the initial rush of applications for a membership up-grade, it might be necessary for the Awards and Grants Committee to refer applications to Branches for assessment.

RESOLVED 5/04

(a) That Linda McLain and Chris Jeffery be congratulated on their submission, and that the following criteria for the membership levels be adopted:

	MINIMUM QUALIFICATIONS	WORK EXPERIENCE	EVIDENCE	CPD REQUIREMENTS
STUDENT MEMBER	Not applicable	Not applicable	Full-time enrolment confirmation	Not applicable
MEMBER (MATEM)	Not applicable	Not applicable	Not applicable	Not applicable
ASSOCIATE FELLOW (AFATEM)	Accredited tertiary qualification <i>OR</i> Equivalent knowledge, skills and experience	3 years relevant work experience within the field of tertiary management <i>Plus</i> 2 years management or leadership experience <i>Plus</i> MATEM member for a minimum of 1 year	Certified copy of academic results <i>Plus</i> Curriculum vita	30 hours per annum
FELLOW (FATEM)	Post Graduate tertiary qualification in an area relevant to tertiary education <i>OR</i> Equivalent knowledge, skills and experience	AFATEM with a minimum of 2 years at Associate Fellow level <i>Plus</i> At least 8 years experience in a Tertiary Management role including 2 years in strategic management or leadership. <i>Plus</i> Service to the tertiary education professional community	Referee reports <i>Plus</i> Certified copy of academic results <i>Plus</i> Curriculum vita	30 hours per annum

(b) That the membership levels should be discussed at the 2004 Members' Forum, and that they should be reviewed in 2006.

Conferences

2004 Tertiary Education Management Conference

Council noted a progress report on the 2004 TEM Conference, including the draft program. Over 110 abstracts had been submitted, which far exceeds the available slots. The Budget would break even at 500 Registrations and many more than that are expected. A major sponsor is in the process of being contracted. The Secretariat was requested to invite the ATEM Patron to attend.

RESOLVED 8/04

That the Organising Committee is congratulated on the progress made and that the Secretariat conveys this resolution in writing to Matt Smith, the Chair.

Preliminary Report 2005 Conference

Council considered a report on the 2005 Conference presented by VP Chris Jeffery. Feedback was provided on the issues raised in the report. Chris Jeffery was asked to congratulate the Organising Committee on progress to date.

MOU with TEFMA

Council noted that the Memorandum of Understanding with TEFMA ends after the 2004 TEM Conference.

RESOLVED 9/04

That TEFMA be informed that ATEM wishes to renew the relationship for an indefinite period, and that a new Memorandum of Agreement (MOA) be negotiated by the President with the aim of having this formalised by both ATEM and TEFMA at the 2004 TEM Conference.

Proposal for a Continuing Professional Conference Organiser

Council considered a report from the Association Secretary in which it was suggested that Council seek expressions of interest by invitation to selected providers to be PCO for the next three Conferences from 2006-2008 (being Sydney, Canberra and New Zealand, see item 6.1.7 below).

RESOLVED 10/04

That ATEM endorsed in principle the idea of seeking expressions of interest for both a single and multiple conference manager, in order to investigate options and costs; and that the Association Secretary advise TEFMA that ATEM believed it was too late to consider such a process for the Perth Conference, and discuss with TEFMA the possibility of seeking expressions of interest from the 2006-8 conferences.

Future Conferences

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

A/BP Viv Topham reported that the TEM Conference had outgrown the capacity of facilities in Darwin. She stated that a new Convention Centre was being built there and that it would be ready in 2008.

RESOLVED 12/04

(a) That the TEM Conferences be re-scheduled as follows, and that the ATEM President contact TEFMA urgently about the proposed changes.

2005 Western Australia (Fremantle and/or Perth)
2006 New South Wales (Sydney)
2007 Australian Capital Territory (Canberra)
2008 New Zealand (probably Christchurch)
2009 Northern Territory (Darwin)
2010 Victoria (probably Melbourne)

(b) that the NSW Branch be informed that the 2006 Conference of the International Meeting of University Administrators will be held in Sydney and that it would be worth consulting with the IMUA to see if the two events could be held sufficiently close together to allow for some international speakers to contribute to the TEM Conference.

Financial Reports

2004-2005 Budget Report

Council discussed the budget for 2004-2005 in the context of the falling membership levels as revealed in the 2004 Census.

It was clear that the current levy and conference surplus is sufficient to fund Council's day-to-day operations. Any one-off capital project could only be funded out of the ATEM funds held by Branches. The total of these funds amounts to \$A440,000. The Council should be the body to make decisions on which projects are funded and to give projects approval and a priority for funding. There was discussion then about how to decide on the process for accessing the funding managed by Branches and which would be required for approved projects. The Secretariat provided Council with five examples of one-off capital projects which would provide much needed services to members. Two were related to the ATEM web site, one to professional development, one to an ATEM-wide accounting system, and one to a members' information kit.

RESOLVED 16/04

That VP Richard Easter, Association Treasurer Neil Voyce and Peter Scardoni produce a submission to the ATEM Treasurers' Teleconference in August which outlined a process whereby the levy would fund the ATEM Council operating costs (as now), any capital/one-off projects would need to be approved and prioritised by Council, and any such Council-approved capital projects would be funded out of ATEM funds managed by Branches, and that the report be incorporated in the 2005-2006 Budget proposals. The report would include the process for accessing funds for the approved projects.

ATEM Reserves

Council considered a report from the Treasurer on the need for Council to have a reserve of \$50,000 to act as a buffer against cash flow fluctuations, and agreed that it should be combined with the overall Budget report and then referred to Branches through the Treasurers' Teleconference.

ATEM Investments

Council considered a report from the Treasurer on the financial advantages of pooled investments, and agreed that it should be combined with the overall Budget report and referred to Branches through the Treasurers' Teleconference.

Other Business

2004 Council Elections

Council noted that the Association Secretary had appointed Giles Pickford as the Returning Officer for the ATEM Council Elections in June.

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

Council noted the following election schedule:

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

It also noted that the Victorian Branch would be using the web-based electronic voting facility and that other Branches may wish to reduce their work load by doing the same.

ATEM Archive Report

Council received a report from the Noel Butlin Archive of Labour and Industry at the ANU on the organisation of the ATEM Archive, which is based on extensive records provided by the Secretariat, and the Western Australian and New South Wales Branches. The archive costs \$220 a year to maintain and has already been used twice by ATEM members. It was agreed that the Secretariat should circulate the conditions for submitting material to Branches.

RESOLVED 17/04

That the Noel Butlin Archive be congratulated by the President for its excellent service, with a copy to the Vice-Chancellor of the ANU.

2004 Meetings Calendar

Council adopted a revised schedule of meetings dates for 2004 as set out below.

28 July – Executive Teleconference
26 September, 8.30 am – ATEM Foundation Board breakfast meeting
26 September, 9.00 pm – Executive Committee meeting
26 September, 11.00 am – ATEM Council Meeting
28 September, 7.30 am – ATEM Awards Breakfast and Members' Forum
28 September, 9.00 am – ATEM Annual General Meeting
28 September, 12.00 noon – ATEM Ghosts' Lunch

It also agreed that the next May meeting should be held on Friday 20 May 2005 in the ANU, Canberra.

GILES PICKFORD & PETER SCARDONI
SECRETARIAT

ATEM THE FEDERATION: A VIEW FROM MCKINSEY

The McKinsey Quarterly (No 2, 2004) contains an interesting article by Maisie O'Flanagan and Lynn K Taliento. A summary of their findings, as they apply to ATEM, are listed below.

The McKinsey article studies major US Non-Profits such as United Way, American Red Cross, Catholic Charities USA and Salvation Army. These are large open charitable groups, while ATEM is more closed, and only provides services to its members, not to the general public. However, there are interesting parallels. Here are some quotes, with ATEM implications included in brackets.

'A federation is a network of local affiliates that share a mission, a brand, and a program model, but are legally independent of one another and of the national office. [ATEM's Branches are not 'legally independent', but our long held tradition is that the Branches have a great deal of autonomy]

'We believe that while the structure of most federations is sound, their management must be overhauled. Federations can offer significant advantages to their affiliates, but if poorly managed they suffer from uneven performance among local organizations, costly administrative duplication, and cumbersome national offices that deliver insufficient value'. [ATEM's 'national office' is an international office which serves Branches in two countries and members in nine countries. However, it cannot be described as 'cumbersome'. Council's share of the consolidated balance sheet is \$42,647 compared to the Branches' \$456,763. Council's share of expenditure is \$134, 167 compared to the Branches' \$296,653 (April 2003 audited accounts)].

'For a federation to realize its potential, the national office must focus on supplying affiliates with four main benefits: a valuable national brand, a reliable system for measuring performance, shared administrative services, and coordinated fund-raising services'. [ATEM's 'international office' (we call it the ATEM Secretariat) provides support to three of the four main activities of ATEM: the TEM Conference, *The Journal of Higher Education Policy and Management*, and the ATEM Web Site (the fourth is Professional Education and Training which is carried out by Branches). These are all high profile activities which back up the ATEM Brand. We support ATEM with administrative and financial services. However, we are not sure whether we have a reliable system of measuring performance; and, apart from the ATEM Foundation, we do not yet have any system of coordinating fund raising.]

'Stepping up a federation's game in these areas might require a delicate rebalancing of power between the national office and the affiliates, but any federation that succeeds will be more than the sum of its parts'. ['Delicate rebalancing of power' is something that ATEM carries out with such care and trepidation that the results are often invisible to the naked eye].

'Many federations have a loose membership and performance standards that are hard to evaluate and almost impossible to enforce... A well-run federation, by contrast, develops specific program and administrative standards that help it review and benchmark the performance of affiliates and to share best practices.' [If ATEM did create a review mechanism whereby the performance of Branches could be evaluated, then the ATEM Secretariat would need to be included in the review series].

'Few federations have taken advantage of the economies of scale to be had in back office functions such as finance, benefits, information technology and purchasing. Quite the opposite; many are plagued by a costly duplication of effort. At a certain federation, the affiliates' persistent distrust of one another and of their national office's supposed centralizing tendencies has prevented the organization from realizing cost savings of up to \$150 million annually' [ATEM has effectively improved the Finance function through the very effective twice-yearly Treasurers' Teleconference. Also the Information Technology function is effective across the board through the shared ATEM web site and its back office Content Management System. However, we continue to purchase our supplies separately, with items such as conference satchels, stationery, and banking services being separately bought by each Branch and by the ATEM Secretariat. Our investments are held by nine different banks with an inevitable poor result in investment income.]

In summary, ATEM does not look too bad in relation to the McKinsey analysis. However, there are areas where we could do better.

One last word on the perception that the ATEM Secretariat might be planning a take over of Branch functions: this is a misperception. Pleasantly retired hedonists never plan to take over anything. Occasionally we do try to help. Sometimes our offers of help are misunderstood. That's life.

Cheers

GILES PICKFORD AND PETER SCARDONI
ATEM SECRETARIAT

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

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 registration/accommodation details: 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

Less than two weeks to go until the ATEM NZ Branch Conference on 5 and 6 July.

Registrations have been pouring in over the last week, and we are looking forward to a very stimulating programme.

A few reminders:

* There has been change to the speaking order for the keynote sessions, and the revised programme is attached, and is also available from the Conference website <http://www.vuw.ac.nz/conted/atemnzconference/> Veronique Johnston is now speaking on Monday morning, and Gary Hook is giving his keynote address in the first session on Tuesday morning.

If you are interested in attending either of the Workshop sessions being offered on Wednesday 7 July, please register your interest now. These sessions will only run if there are enough people interested.

If you are interested in attending and are having difficulty getting funding approval, there are Sponsored Conference Registrations Fees still available for ATEM and ANZSSA members. Late applications will be considered; interested applicants should complete the Application Form on the Conference website, and submit by email. Provided they join ATEM or ANZSSA, applications from non members will be considered. Please pass this information on to any colleagues who might be interested in attending.

Applications will also be considered for the ATEM Travel Awards to support recipients to attend the TEM Conference in Hobart, Tasmania in late September. Again, the application details and form are available on the Conference website.

For more information about the TEM Conference, visit the website at <http://www.temchobart2004.com/docs/info.php>

On behalf of the ATEM NZ Branch Conference Organising Committee, I look forward to seeing you here in Wellington!

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 for higher education in an international context.

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.

The next meeting will be held on 22-26 August 2004, in Beijing, China.

Themes:

Managerial Capacity Building in Universities: Taking Opportunities and Managing Risks

Sub-Themes:

- 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

Website: <http://www.imua2004beijing.pku.edu.cn/>

Email: IMUA2004@pku.edu.cn

**NEW
ZEALAND
BRANCH
REPORT**

The New Zealand Branch is active and in good heart.

Membership stands at approximately 280 members scattered throughout public and private providers in six regions.

Professional Development is taking place via our branch conference in Wellington 5-6 July 2004. The Branch conference theme is *Marrying Strategy and Operations* with presentations relating to Retention, Risk Management, Resourcing and Relationships.

The organising committee under the very capable leadership of Martin Taylor of VUW has managed to win sponsorship to offer further assistance for our Branch members to attend the branch conference and also the TEM conference in Hobart. [Awards for five registration fees have been established to enable members who are unable to obtain full support from their organisation to attend the Branch Conference.](#) Two awards of \$2500, in addition to our first time presenter award are also offered to assist members to attend Hobart.

Special interest groups will convene on July 7th, the day after the conference.

Visit the NZ Branch website for further details about the conference and special interest group meetings.

Several meetings with Ministry of Education staff in the regions to discuss NCEA have proved to be most successful. The first session was held in Christchurch and attended by 68 staff from the University of Canterbury, Lincoln University, Christchurch College of Education and Christchurch Polytechnic Institute of Technology. Attendees welcomed the opportunity to raise issues with Ministry staff about the implementation of NCEA and the impact it will have on admission to tertiary level study in 2005.

A similar session was held soon after in Wellington which was attended by approximately 55 people, and another is currently being organised for Auckland.

The seminars have highlighted for people the challenges for the tertiary sector in adjusting to the new system, and it will take a year or two before we fully are able to take advantage of the full range of potential information available.

A Professional Relationship is continuing with the Ministry and the inclusion of the NZ Branch President in the Tertiary Education Consultative Group convened twice a year by the Associate Minister of Education. At the most recent meeting the 25 members of the group were briefed on "*The Distinctive Contributions of Tertiary Education Organisations*" a Tertiary Education Commission (TEC) consultation paper. This document sets out a range of options for discussion about the roles and future for the diverse range of public and private providers of tertiary education in NZ. The Acting Chair of TEC informed us that the strategic intent of the initiative is to discuss the achievement of a differentiated system.

ATEM has also been invited to nominate a representative for the task group to provide advice to the Minister on the proposed teaching performance based funding process.

GINNY FERGUSON
BRANCH PRESIDENT – NEW ZEALAND

**VICTORIA
BRANCH
REPORT**

The past few months have highlighted the very valuable contribution that ATEM makes to the sharing of good practice and the development of skills and knowledge of professional administrative staff in our universities and tertiary institutions. A hardworking and very dedicated team of ATEM Committee members and supporters worked together to present a number of high quality programs and activities which culminated in the planning and delivery of a very successful conference in May. The conference was extremely well attended and received a great deal of positive feedback

	<p>2004 BRANCH CONFERENCE</p> <p>The 2004 Branch Conference which was conducted on Friday 7 May at the Hilton on the Park Hotel, East Melbourne was a resounding success. The theme of the conference was <i>Collaboration: The Way Ahead</i> and was attended by 115 participants from 12 Victorian tertiary institutions, one in New Zealand and by members of the ATEM Secretariat. The conference was opened by Professor Richard Larkins, Vice-Chancellor Monash University and included 18 presentations across five concurrent sessions. The conference concluded on an informal note with a cocktail party and raffle.</p> <p>The conference highlighted the diversity of general staff contributions in the tertiary sector and in particular the increased profile that professional administrators are assuming in leadership roles that involve close partnerships with academic staff. The papers from the conference will appear on the ATEM website soon.</p> <p>PROFESSIONAL DEVELOPMENT PROGRAM</p> <p>The professional development program has a great deal on offer with 4 programs being run in May and a further 3 planned for June. The June programs include the very popular <i>Middle Managers Program</i> which is run over 4 days and a new program on <i>Business Coaching for Professional Administrators</i>. An outline of these and future programs can be found on the ATEM Education and Training site with further details and a downloadable version of the professional development program booklet available at: http://www.atem.org.au/vic_about.cfm</p> <p>GERARD TOOHEY BRANCH PRESIDENT - VICTORIA Gerard.Toohy@adm.monash.edu.au</p>
<p>SOUTH AUSTRALIA BRANCH REPORT</p>	<p>ATEM in SA continues to go from strength to strength doubling its membership since the beginning of the year. We have a very active network of membership coordinators and a recruitment Vice President who has grand plans for membership recruitment this year (I won't tell you her key performance indicator for the branch but it's a good one). New membership kits have also been put together for all current SA members (not much but something which makes us look and feel like a professional outfit). A number of successful professional development sessions have been held including a workshop jointly funded by the three SA universities and ATEM on the Commonwealth Government reforms. Around 100 people attended. The SA Branch is also exploring a range of opportunities for members to receive discounts for professional development activities including an exciting new partnership with the Adelaide Graduate School of Business. Our next events include sessions on managing the media, internationalisation and students as consumers in a litigious world.</p> <p>LUCY SCHULZ BRANCH PRESIDENT – SOUTH AUSTRALIA</p>
<p>FINAL THOUGHT</p>	<p>A positive attitude may not solve all your problems, but it will annoy enough people to make it worth the effort.</p> <p style="text-align: right;">Herm Albright (1876 - 1944)</p>
<p>NEXT EDITION</p>	<p>The next edition of ATEM Matters will be sent out in September 2004.</p> <p>Please email any contributions and reports to toni.hodge@canterbury.ac.nz by</p> <p style="text-align: center;">31 August 2004</p>