

AAPPA HISTORY



Australasian
Association of Higher Education Facilities Officers



PRESIDENT'S MESSAGE



Educational institutions worldwide are facing difficult and challenging times. A new breed of student – people coping with a busy lifestyle and global challenges – are demanding more flexible and entrepreneurial methods of providing first class education and training in locations to suit their needs.

Academic staff, research scientists in the physical and social sciences, and institutional administrators are seeking innovative methods of meeting these imperatives for people who have grown up in the world of information technology and artificial intelligence.

I am proud to report that members of the Australasian Association of Higher Education Facilities Officers (AAPPA) in Australia, New Zealand, South-East Asia and South Africa are playing a significant part in developing the new, modern institution needed for the future.

AAPPA's five-year plan – ending in 2006 – is establishing the framework for success with state-of-the-art theatres, laboratories and technology that facilitate the provision of education programs in flexible modes to suit either large classes or small isolated groups. This capital infrastructure is supported by service providers focused on efficiency, quality and technical expertise.

The experience and expertise of AAPPA's members are available in institutions throughout Australasia.

This publication outlines the successes of facilities managers in recent years in providing first-class facilities and associated support services for students and academic staff since 1945. Case studies demonstrate just some of the professionalism and skills of our managers.

In the second part of the publication former presidents Maurie Pawsey and Denis Stephenson outline the successes and AAPPA's tentative steps in its quest for recognition both at home and overseas.

Without doubt the dedication and professionalism of members in the past 40 years have paved the way for today's exciting new approaches.

We owe them a debt of gratitude and make them a promise – to uphold the standards they set as we fulfil our mission to support educational excellence with quality leadership and professional management.

Andrew Frowd
President

NAVIGATING THE FUTURE

‘Effective and efficient use of space – one of the hottest topics on the agenda of tertiary institutions...’

‘Building managers are at the coal face of this situation.’

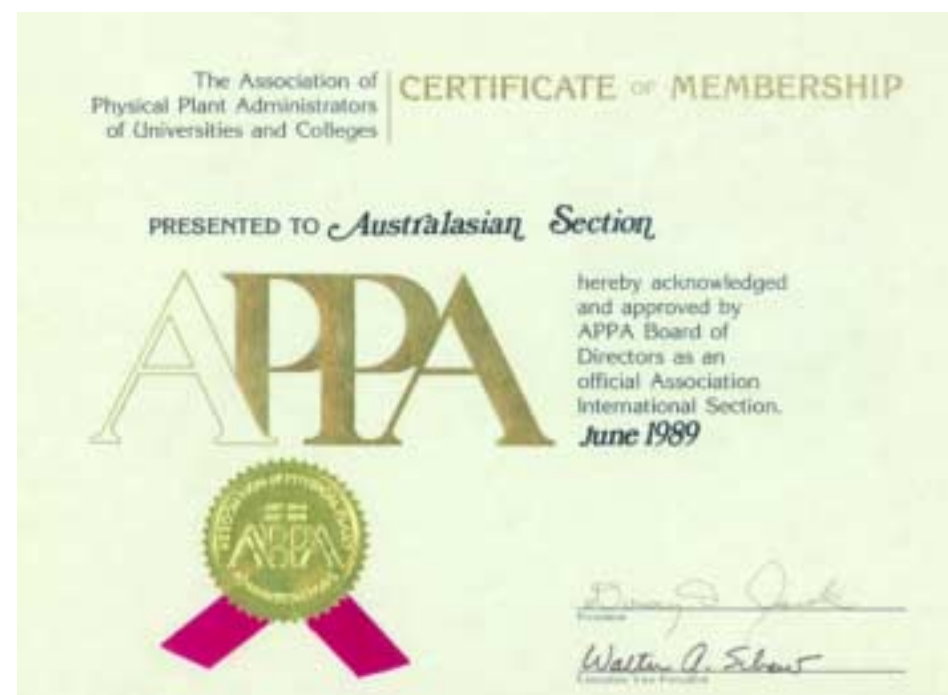
Physical Planning Managers throughout Australia, New Zealand and South-East Asia are reinventing the wheel...

NAVIGATING THE FUTURE

In Sydney, Australia, a major work of ceremonial architecture, The Scientia, has transformed the University of New South Wales campus and given it a poetic and emblematic focus...

At La Trobe University’s major campus in Melbourne, Australia’s first co-generation plant at a university is providing substantial power for student needs and also contributing energy to the national grid...

In Hong Kong, a city notoriously short of land, the Hong Kong University of Science and Technology’s Estates Management Office won the International Facilities Management award for facilities excellence – the first time it has been awarded outside the USA and the first time to a University...



In New Zealand, Massey University’s Albany campus’ Quadrangle Block, was awarded the Shieff Angland award for excellence in property development and investment for special purpose use...

In every higher education institution in Australia, New Zealand and South-East Asia dedicated engineers, architects, landscape designers – Members of the Australasian Association of Higher Education Facilities Officers (AAPPA) – are planning and implementing student and staff facilities for a new age – one ‘unencumbered by the familiar constraints of time and space’*.

And they are winning awards and commendations from professional and community organisations for their innovation and problem solving.

In alliances with senior academic administrators, members of AAPPA are setting benchmarks in building design, energy management, landscaping, and the provision of laboratory and teaching facilities for a new education and research age.

Their expertise is helping to transform inner-city campuses and blend new buildings with old to enhance the teaching environment.

On greenfields sites, the Association’s guidelines ensure that teaching and student facilities are in harmony with the surrounding community.

Above all AAPPA’s professionalism ensures that it is a global partner in learning – fulfilling its mission to support educational excellence with quality leadership and professional management through education, research and recognition.

Through the AAPPA network, members are working together in the Pacific region, South-East Asia and South Africa. And their interaction is bringing a fresh perception to the emerging challenges on campuses and in communities.

The following projects provide a ‘snapshot’ of recent successes of AAPPA members. They have been selected at random, but reflect the professional achievements of members on every campus.

* Daig Le, Stephen L., and Cuoco, Patricia M., *Grasping the Momentum of the Information Age*, Proceedings of the 1992 CAUSE Annual Conference.

CASE STUDY ONE

The La Trobe University co-generation plant – an entrepreneurial exercise

Australia's first university co-generation plant at La Trobe University's Bundoora Campus in Melbourne uses natural gas to drive a gas turbine, coupled to a generator, to provide the University with electricity. It also generates high-temperature hot water for heating, domestic applications and air-conditioning by passing the hot turbine exhaust gas through a waste heat recovery boiler.

This initiative by La Trobe University has already been justified economically. It has returned a 97.2 per cent utilisation and shown a positive profit and loss account indicating it will achieve predicted savings of up to \$1 million a year.

Mr Denis Stephenson, Divisional Manager (Buildings and Grounds) at the University, said: 'La Trobe University is proud to have led the way by installing the first co-generation plant in an Australian university, to have compiled a complex project brief and specification and to have managed this \$7.6m project to an "on-time" and "on-budget" completion. We believe it shows that university administrators are fully aware of their responsibilities in today's world of rising costs.'

The University was attracted to the co-generation concept because of the savings that could be achieved by reduced primary fuel costs. Co-generation has the potential to improve the thermal efficiency of energy conversion from about 30 per cent for electricity alone, to 75-80 per cent for the combined production of electricity and process heat.

In designing the plant the University was able to satisfy numerous statutory authorities, including the Victorian State Environment Protection Authority, on exhaust emissions, liquid discharges, noise and accidental spillage.



CASE STUDY TWO

Massey University's Albany Campus Quadrangle Building

In New Zealand, the Quadrangle Building at Massey University's Albany Campus has won the prestigious Shieff Angland prize in the Property Council of New Zealand Rider Hunt Building Awards.

The Shieff Angland award is for excellence in property development.

The Quadrangle Building, consisting of four levels and a single basement, has a floor area of 12,500 square metres. It was built in two halves and houses elements of the College of Business, the Institute of Mathematical and Information Sciences, the School of Aviation and Regional Registry.

Mr Joe Hollander, Massey's Director of Facilities Management, who accepted the award for the University, said he was delighted the new building had won the award.

He said: 'It means an innovative design, incorporating special building intelligence and technology, has been recognised within the building and property industry. It is also proof of Massey University's commitment to excellence in providing an outstanding environment for tertiary level teaching and research, as well as contributing to an emerging community in the Albany Basin and supporting the development of Auckland's North Shore.'



CASE STUDY THREE

University of Newcastle's Callaghan Campus Nursing Building

In Newcastle, the nursing building at the University of Newcastle's Callaghan Campus has been recognised by the New South Wales Chapter of the Royal Australian Institute of Architects with its inaugural ESD (Ecologically Sustainable Design) Award.

This benchmark building marries strong design skills and the use of extensive computer modelling to ensure controllable natural ventilation in many areas.

A 450-seat theatre is the first application of this scale in Australia to use a geothermal (ground source heat pump) system in its air conditioning.

This is complemented with a sophisticated mechanical system using a displacement air distribution system which in turn allows waste heat recovery, passive humidity control, and fresh air component adjusted by gas sensor to suit occupancy levels of the theatre.

Occupants of the building acknowledge that in most weather conditions, the new offices provide a comfortable working environment and, unlike staff in the fully air-conditioned areas, they appreciate being able to exert a degree of control over their environment.



CASE STUDY FOUR

University of New South Wales, The Scientia

In Sydney, a major work of ceremonial architecture, The Scientia, has transformed the University of New South Wales Campus.

The Scientia, awarded the Sir Zelman Cowen Award for Public Buildings by the Royal Australian Institute of Architects, was designed to embody the progressive spirit of the University.

It creates a place of spontaneous gathering of ceremonial focus for the University and the wider community.

Making the award, the Jury commented that The Scientia had given the campus a 'remarkably poetic and emblematic focus'.

'The Scientia is a rare highly refined work whose language is international yet whose varying and changeable transparencies are both elegantly rational and pragmatically Australian.'

The University of New South Wales and the Sydney metropolis are privileged by this consummate work of public architecture.'

Photographs: John Grollings



CASE STUDY FIVE

Griffith University, Logan Campus

In Queensland, Griffith University has developed a new paradigm for its Logan Campus – moving away from the context of comfortable convention at its other campuses.

To meet the new age of information technology and its impact on the way students learn, Griffith's experts stopped thinking about higher education as a 'place'.

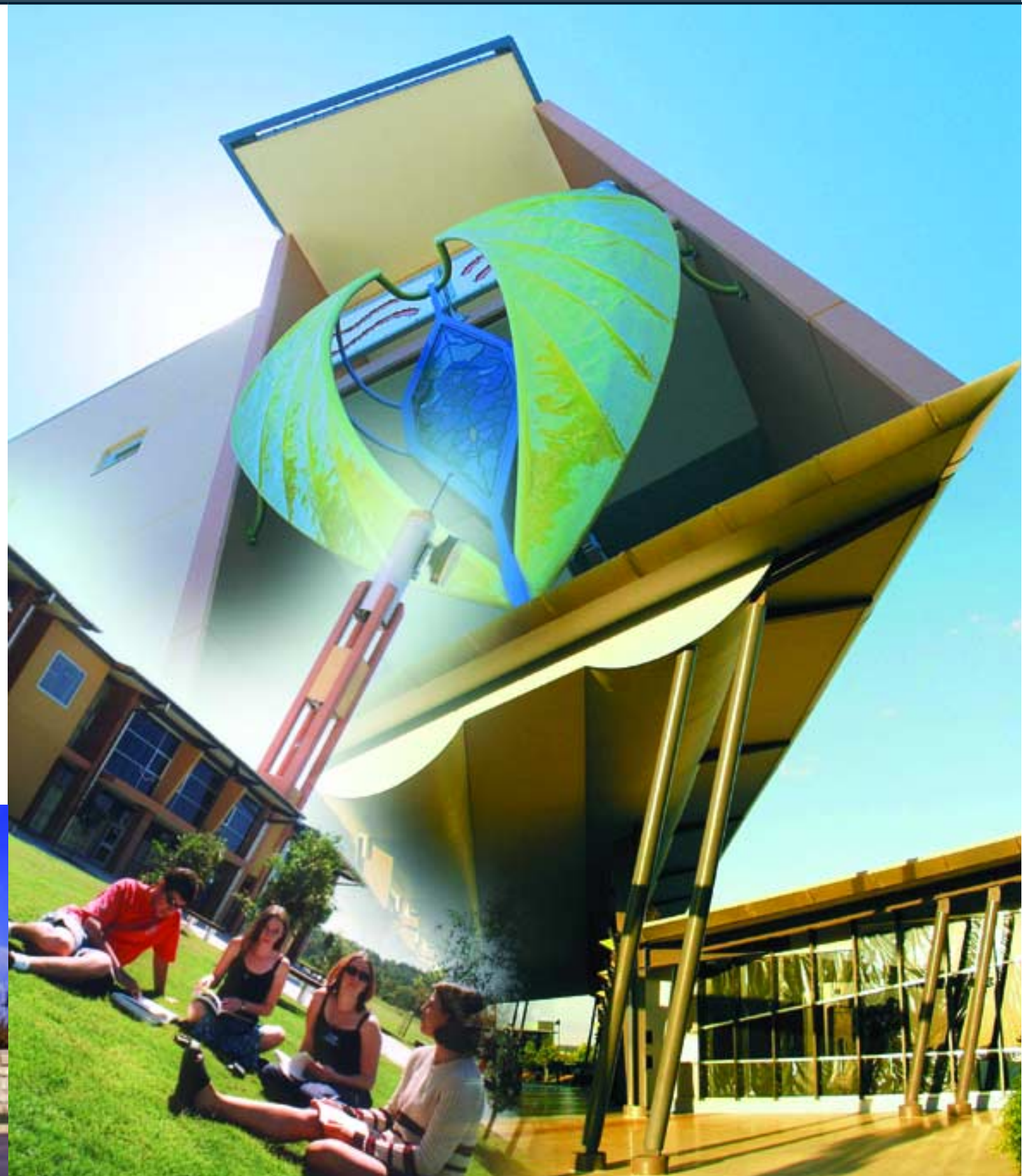
Mr Sam Ragusa, the University's Director of the Office of Facilities Management, said in developing the Logan Campus their goal was to create facilities capable of serving as teaching instruments accessible to students both on and off campus.

He said: 'The new learners want to be able to start a course at any time of the year, progress at their own rate, access material from home or office, or even on the campus at any time of day or night, and complete assessments when they believe they are competent in the subject matter.'

On the Logan Campus lecture theatres are rarely used for undergraduate classes. Web-based learning enables the delivery of learning resources to many locations where students can learn at their own pace or gather in small groups to discuss the topic and talk with the lecturer and other students either locally or across cyberspace.

Digitised documents, data and other resources are transmitted simultaneously.

The remote locations can be other rooms on campus, in schools or community libraries, training rooms in corporations or factories or individual internet-linked workstations at home or in the office.



CASE STUDY SIX

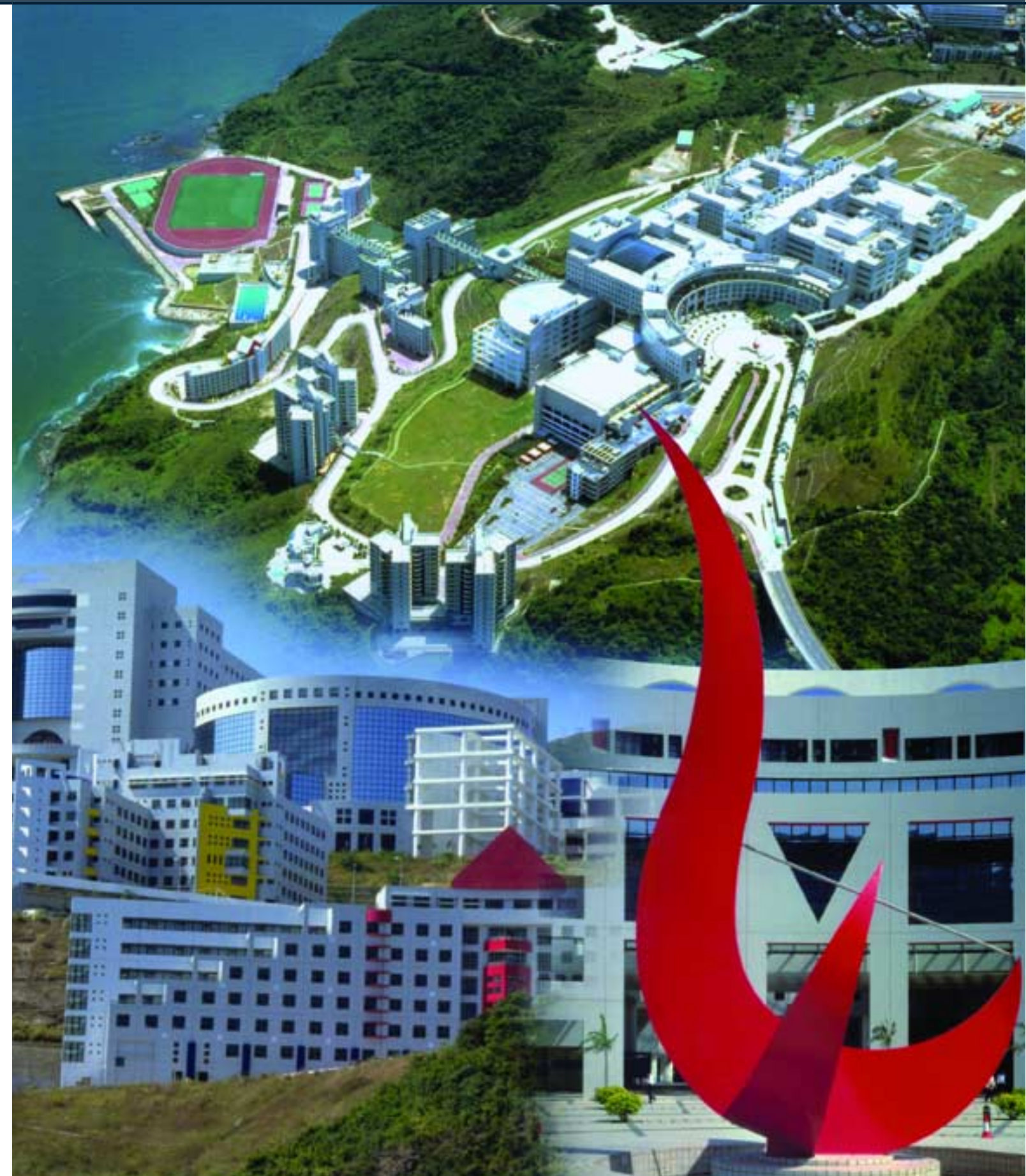
University of Science and Technology, Hong Kong

In Hong Kong, the Estate Management Office (EMO) of the University of Science and Technology, built to boost student numbers in the Territory, has won the International Facilities Management Award for facilities excellence – the first time it has been awarded outside the USA. It is also the first time it has gone to a university.

The University's main academic building of more than 200,000 square metres, was completed in two phases from 1989 to 1992. In addition student residences for 2,500 undergraduates and 1,000 postgraduates have been built along with 500 apartments for faculty and staff families.

Mike Hudson, Director of EMO says: 'It has been an exciting 13 years, participating in the growth of a new institution. We have gone through our formative years and are now maturing into a world class research institution, with world class facilities.'

HKUST joined APPA and the EMO benefited from an APPA facilities management review program in 1995. The University is a regular participant in the Association's benchmarking exercises.



CASE STUDY SEVEN

RMIT University, Urban Spaces Project

RMIT University's main campus in Victoria is undergoing a metamorphosis – an urban transformation which sheds the University's fortress-like image and opens it up to Melbourne's central business district.

The University's Urban Spaces Project is so successful it has won the Walter Burley Griffin Award for Urban Design.

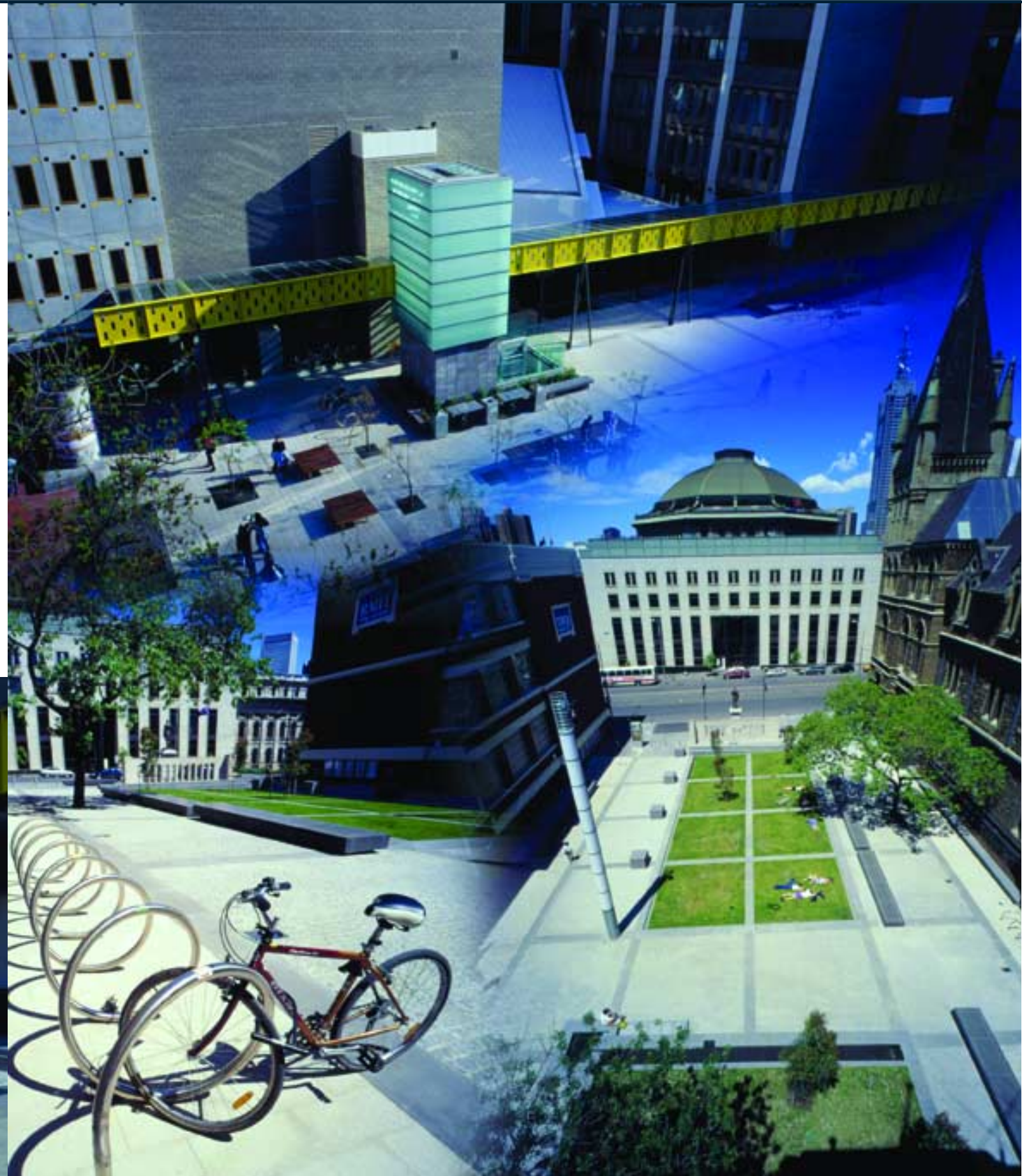
The project, started in 1996, began with the formulation of a strategic framework to rebuild all of the open space on the campus. This included paving, planting and street furniture.

Now cluttered streets, lanes, dead-ends and hidden courts have been transformed into a pedestrian-friendly network of continuous open space.

The most dramatic change is to the University's main pedestrian spine. Once a service road full of parked vehicles, it is now an airy, sun-filled series of plazas.

Presenting the Walter Burley Griffin Award, the jury said: 'The RMIT Urban Spaces Project is an on-going award of distinguished urbanity and value to both the University and inner Melbourne. In reworking the City Campus and discovering its intricacy and delights, the University has given a singularly valuable gift to both its own community and Melbourne at large.'

Peter Elliott Pty Ltd, Architecture and Urban Design. Photographs: John Gollings



AAPPA – THE GENESIS

*This short history by **MAURIE PAWSEY**, of The University of Melbourne, and edited by **DENIS STEPHENSON**, of La Trobe University, traces the initial struggle for recognition of AAPPA pioneers, not only in their home institutions but overseas. It also incorporates contributions from **Bill Humble, Ted Dews, Sam Ragusa and Russell Candy**.*



Maurie Pawsey, inaugural president of AAPPA (1989-1991) and Denis Stephenson, president of AAPPA (1997)

In the beginning...

Facility management in Australia grew from a modest beginning. In 1945, at the end of the Second World War, Australia had only seven universities, two in New South Wales and one in each of the other States. It is doubtful whether any had a particular person with sole responsibilities and duties of a Facilities Manager.

After the war returned servicemen and women flocked into university training schemes dramatically changing somnolent universities – many still in a nineteenth century mode. The University of Melbourne, for example, had 4,500 EFT enrolments in 1945. By 1950, this had grown to 9,000, declining in 1955 to 7,000, and then after the Murray Commission Report (Sir Keith Murray, 1958) growing to more than 11,000 by 1980.

A new approach was needed but university administrations were slow to react. The University of Melbourne did not appoint a Buildings Officer with specific facility management tasks until 1958.

An emergency building program across the established universities began in the late 1940s continued through the 1950s. It was formalised by the Murray Commission Report and the establishment of the Australian Universities Commission, and the first capital funding Triennium of 1958 – 60.

New universities on greenfield sites were also established at this time including the Australian National University, Monash, Macquarie, La Trobe, Flinders, Murdoch, and Griffith. All appointed professionals as facilities managers from the start, although titles such as Buildings Officer or Director (Buildings and Grounds) were the more common usage at that time.

By the time a slow down in building activity came about in the 1976 – 78 Triennium, the original seven universities had become nineteen, all with significant facilities management organisations, largely based on the British estates management model.

The tertiary level of education was also being served by a system of Colleges of Advanced Education (CAE) and Institutes of Training and Further Education (TAFE).

Need for a professional association...

It was obvious that a professional approach was needed. The genesis of AAPPA occurred in the early 1970s, when a number of Buildings Officers in Australia became interested in exchanging information and experience. They realised that they had much to learn from each other. Initially this exchange began by visiting other campuses for discussions, followed by the establishment of small informal groups and then larger gatherings (for example, the NSW Buildings Group.) Contact was being made at this time with colleagues in New Zealand.

It was soon realised that the breadth of experience and information needed was unavailable in Australia but there were opportunities in the much larger North American systems. People such as Bill Humble (University of Queensland), Alan Cole (Griffith University), Ted Dews (James Cook University), Geoff Harrison (Flinders University), Maurie Pawsey (University of Melbourne), and Denis Stephenson (La Trobe University), became members of APPA (Association of Physical Plant Administrators), and/or SCUP (Society for College and University Planning) and began to attend their annual meetings.

There were serious challenges at this time for Australia's Buildings Officers, whose responsibilities covered all aspects of physical planning, capital development and facilities management. The question to be addressed was whether APPA, SCUP, or perhaps NACUBO (Business Officers' Association) would be the most appropriate contact or focus for Australian practitioners. The then (and in some cases current) North American practice of separating Planning/Space Management/Construction into a Planning and Construction Office, away from the operational arm of Maintenance/Custodial/Grounds/Security/Traffic Office based on their State/Institutional funding sources was strange to Australians and New Zealanders. In many cases it still is.

APPA or SCUP?...

Australian visitors began to achieve recognition among their American peers by presenting technical papers at the US annual meetings. Correspondence also began to flow between our contacts in North America, and some Australians had articles published in US professional journals. By the late 1970s/early 1980s, Australians, represented by Bill Humble, Maurie Pawsey and Geoff Harrison, began to receive invitations to be members of APPA and SCUP Committees – usually the International Committee. On these they continued to lobby for both organisations to recognise their international opportunities and obligations.

Around the end of the 1970s and into the 1980s, SCUP suffered a decline in membership, its influence and then a financial decline. APPA, however, continued to grow and widen its influence. To Australians, it appeared to be the organisation to support. In more recent years, SCUP has made a 'comeback', and Australians have again been involved in both organisations.

Throughout the 1980s, we in Australia made a strong effort to ensure that Australian universities were represented at every annual APPA conference, and at SCUP conferences whenever possible. It also became essential to remind APPA regularly of our presence by contributing papers. Strategies to bring our existence to the attention of members were many and varied. A slide showing Australia superimposed on mainland USA was a telling graphic of Australia's existence and size.

In the late 1980s Bill Humble and Maurie Pawsey became members of the APPA International Committee. However, before recording the next stages of the move into the North American scene, we need to look at developments in Australasia at this time.

Developments in Australasia...

While we were pursuing our goals in the USA, it also became obvious that we needed to share our experience and ideas at home. Visits to other universities were becoming common as we recognised the value of such exchanges. In the early 1970s, a New South Wales Buildings Officers Group was formed. It met several times a year and also attracted Buildings Officers from Queensland and Victoria.

More informal groups started in other States and some Buildings Officers took part in the fledgling Australian Institute of Tertiary Educational Administrators (AITEA). As groups similar to the Buildings Officers discipline-based group emerged, such as Staff Officers, the Australian Vice-Chancellors' Committee (AVCC) became concerned at the growing number of conferences. All specific interest groups were directed to work through AITEA, which later changed its name to the Australasian Association for Tertiary Education Management (ATEM).

Energy Management Conference 1979...

After several visits to the USA, some Australian Buildings Officers realised the potential savings in managing power – both electricity and gas. This was a new field in Australia. Programs such as the inappropriately named 'Killerwatt' program at the University of Melbourne started in 1977, producing savings of more than \$100,000 in 1978, and millions of dollars in subsequent years. Similar programs became common across the university sector.

The AVCC appreciated this work, and agreed to sponsor a Conference on Energy Management in Australian Universities at the University of Melbourne in August 1979. Forty-four representatives of the then nineteen universities attended, with speakers including Professor Noel Dunbar, Chairman of the Australian Universities Commission, and Dr Howard Worner, Chairman of the National Energy Advisory Committee. The Organising Committee for this landmark conference was Bill Humble (University of Queensland), Professor Luxton (University of Adelaide), Ian Way (University of NSW), and Maurie Pawsey (University of Melbourne).

As an outcome of this conference, the AVCC agreed to a review conference by August 1981, and the establishment of a Secretariat (at the cost of the sponsoring university), which was initially the University of Melbourne, and later the University of New South Wales. The Secretariat was to obtain energy management statistics and ideas, and circulate a newsletter and bibliography twice a year.

AVCC energy and maintenance conferences...

The 1981 conference was duly held at the University of New South Wales, and by the time of the 1983 Conference at the University of Sydney, convened by Phil Westwood, the AVCC had agreed to include Maintenance in an 'Energy and Maintenance Conference'. It had also accepted the role of facilities management as an essential element in university operations. An ongoing pattern emerged of supported conferences, with the next Energy and Maintenance Conference being held in September 1985 in Canberra, where Maintenance became the emerging theme, with a whole morning being devoted to the subject, presented by Phil Westwood (University of Sydney), Don Long (Macquarie University), Bill Humble (University of Queensland), and Maurie Pawsey (University of Melbourne).

A Maintenance and Energy Conference was held at Newcastle University in August 1987, with Maurie Edmunds as convener.

During planning for the 1989 conference, with the approval of the AVCC for our activities, the title of the conference was changed to the Facilities Management Conference, and moved to an annual cycle. Convened by Sam Ragusa, it was held in July 1989 at Griffith University.



From left rear row:

5. Ron Moore, David Low, Stephen Harrison, Paul Bowler, Phil Hebblethwaite, Don Long, Adrian Mengede, Arthur Bradley, Russell Englefield, Richard McWhinney, Nigel Postill, Ray Morley.
4. Ron Hicks, Neil Derrington, Ed Naretto, Neil Shannon, Maurice Mathewson, Dennis Morgan, Graeme Dennehy, Bruce Hogan, Peter Renton, Neil Thyer, Norm Cornwell, Gary Poplewell, Denis Stephenson, Geoff Harrison.
3. Jim Burrough, Roger Dodd, Kevin Turnbull, John Trembath, Trevor Mowbray, Riduan Osman, Jim Stone, John Simmons, Heith Sutherland, Bob Grant, Lloyd Cushway, Bob Brownlie.
2. Max Wedde, Maurie Edmonds, Maurie Pawsey, Andrew Drever, Geoff Webber, Alan Yagenegi, Ian Brown, John Harrington, Greg Gow, John McDonagh, Brian Goodhind.
1. Frank Bromilow, Laurie Lardner, Sam Ragusa, Dorsey Jacobs, Ed Bulley, Russell Candy, MS Wong, Heather Greaves, Gordon Dixon.

The 1990 Facilities Management Conference, convened by Ken Harrison, was held in September at the Australian National University in Canberra. The last AVCC Facilities Management Conference was held in October 1991 in Adelaide with Lloyd Cushway as convener. These last three conferences were linked to our connections and advancement with APPA.

Since 1992, the AAPPa annual meeting and conference has been held in conjunction with the AITEA (now ATEM) annual meeting and conference. This was held in Ballarat.

Meanwhile other facilities management initiatives were pursued including a National Committee on Rationalised Building, and its Asset Management Committee. This Committee included university representatives and it participated in the forthcoming Ritchie Committee (chaired by Jim Ritchie, University of Queensland). Other activities included AITEA Special Interest Groups, the New Zealand Works Registrar's Course and the AVCC Working Group on Buildings which produced the Ritchie Report setting standards for Terminology, Charts of Accounts, minimum levels for the funding of maintenance and space planning guidelines as a prelude for SPAM.

The Ritchie Committee and the later AVCC Working Group (chaired by Steven Harrison, University of Sydney), involved meetings in Brisbane and Sydney for the group of Westwood, Humble, Ragusa, Dews, Harrison (Geoff), and Pawsey, paving the way for the establishment of AAPPa. This work was important because it substantially raised the status of Facility Managers with the AVCC and in Australia generally.

Involvement with APPA...

Australia's involvement with APPA in the USA was initially limited to attendance at APPA Annual Conferences and Regional APPA Conferences, visits to North American campuses and occasional articles in APPA and Regional APPA newsletters. Attendees in the early to mid 1980s included Geoff Harrison (Flinders University), Trevor Russell and Denis Stephenson (La Trobe University), Ted Dews (James Cook University), Bill Humble (University of Queensland), Sam Ragusa (Griffith University), Maurie Pawsey (University of Melbourne), and Phil Westwood (Sydney University).

It became crucial to submit papers to the conferences to ensure Australia's presence was kept before the American power brokers. An example of this was the San Diego 72nd annual meeting in July 1985, where a joint paper entitled Facilities Management Down Under was presented by Bill Humble, Maurie Pawsey and Sam Ragusa. At this meeting, Australian representatives continued to lobby vigorously for formal recognition, particularly at the meeting of the International Committee when all three were present.

They were reminded of the minimum institutional numbers required to form a Chapter or Region. It was suggested that Australia consider joining the Pacific Coast Region as an initial step. This was agreed and all Australian universities were encouraged to take out PCAPPA membership as well as APPA membership and many did so. Humble, Pawsey, Ragusa and Westwood also visited several strategically important individuals in their universities in 1985, continuing to lobby for membership.

Humble and Pawsey also visited the United States of America and visited eight universities (and their APPA representatives) in California over a five-day trip.

Negotiations continued with individuals and at conferences in 1986. An important development was the appointment of former APPA President, Rex Dillow as an interim Executive Director of APPA, following the departure of Paul Knapp. Rex Dillow came to Australia as an official APPA representative to the Newcastle AVCC Maintenance and Energy Conference in 1987 and became our mentor.

Attendees at APPA Conferences in 1986 and 1987 included Denis Stephenson (Eastern Region Annual Conference, 1986). In 1988, Humble and Pawsey again featured as a 'double bill' at the Washington APPA annual meeting, with a paper on Life Cycle Costing. Further representations were made to meetings of the International Committee and the APPA Board, facilitated by Rex Dillow and other supporters of Australasia, notably Jack Hug, Dorsey Jacobs, Ed Naretto, Doug Christenson and Bill Middleton.



AVCC Maintenance Management & Energy Conference. Newcastle – 31 August and 1 September, 1987

From left rear row:

4. Gordon Dixon, Ian Brown, Neil Demerol, Reg Service, Keith Sutherland, John Hoar, Ridwan Osman, Ken Fisher, Lloyd Cushway, Ron Kinnell, Brian Kilfoyle, Andrew Dreaver, Ron Moore, Stephen Harrison, Kevin Turnbull.

3. Ivan Hipworth, Geoff Harrison, Phil Hebblethwaite, Max Wedde, Rob Nicol, Peter Renton, Ron Moore, Nick Clark, Paul Bowler.

2. Jim Stone, Roy Burton, John Trembath, Denis Stephenson, Peter Byers, Vern King, Roy Radley, Ken Harrison, John Harrington, John McDonagh, David McGrath, David Henzell.

1. Denis Robinson, Ted Dews, Bill Humble, Maurie Edmonds, Rex Dillow, Don Morris, Maurie Pawsey, Phil Westwood, Don Long, Brian Fenn, Sam Ragusa.

New Zealand...

The involvement with New Zealand was fostered through contacts Rob Nicol and Maurice Matthewson (University of Auckland), Bob Grant (University of Waikato), Roger Dodd (University of Otago), David Tai (Victoria University of Wellington), Russell Englefield (Lincoln University), and Joe Hollander (Massey University). Joint activities were held which included the 1987 Works Registrars' Course and a series of seminars in following years that had Australian representation. Many New Zealand members are regular attendees at Australian conferences.

Australasian APPA...

The result of these many years of lobbying and presentations was a decision of the APPA Board to establish an International Section, with the Australasian Section of PCAPPA the first – the forerunner to AAPPA. This decision gave Australasia formal status and recognition. It also gave it some practical advantages. While we had more than twenty-five APPA members we were entitled to have a formal exchange of representatives every two years at APPA expense. Once we achieved forty members, we were entitled to an annual exchange of representatives. PCAPPA also offered a place on its Board, with funding assistance to attend its mid-winter meeting.

Australasian APPA was formed in February 1989, with an Interim Board, comprising Maurie Pawsey, President; Bill Humble and Ted Dews, Vice-Presidents; and the Secretary/Treasurer, Phil Westwood. Committee members were Val Rosalion (Victorian College of the Arts), Norm Hughes (Darling Downs) and Denis Stephenson (La Trobe University).

The goodwill shown by APPA and PCAPPA was immediately reflected in action as arrangements proceeded for the inaugural annual meeting at Griffith University in July 1989. Dorsey Jacobs, President of APPA, Ed Naretto, President of PCAPPA, Ron Hicks, President-Elect of PCAPPA, and twenty-five PCAPPA members and their wives agreed to come to Griffith. An excellent meeting and conference was held, crowned by some Sam Ragusa magic – a Fourth of July fireworks display on the Griffith oval after the conference dinner.

AAPPA became a reality with the Charter presentation by Dorsey Jacobs and the establishment of a Board, initially appointed for a two-year term. This Board was made up of Maurie Pawsey, President; Bill Humble and Ted Dews as Vice-Presidents; Phil Westwood, Secretary/Treasurer, and the Board members Bob Brownlie, Lloyd Cushway, Don Long, Maurice Matthewson, Sam Ragusa, and Denis Stephenson. The first Board meeting was held on 5 July 1989 with Dorsey Jacobs, Ed Naretto and Ron Hicks in attendance.

The years as International Section of PCAPPA...

The 76th APPA annual general meeting was held in Reno, Nevada, in 1989. President Maurie Pawsey attended representing AAPPA (also attending the PCAPPA Board) as a guest of the APPA Board. By this time we had achieved the initial target of forty members of APPA. There was some chiding of AAPPA by APPA that its financial support was limited by APPA's budget difficulties. This was met by a reminder that these were our formative years and that we had over forty members paying full APPA fees.

The 1990 PCAPPA annual meeting was held in September at Turtle Cove Resort, Hawaii. Six Australians attended, including President Maurie Pawsey and Vice-President Bill Humble. The second annual meeting of AAPPA was held in September 1990. It was attended by the President-Elect for APPA, Jack Hug, the President of PCAPPA, Ron Hicks, five other PCAPPA members and their wives.

The third annual meeting of AAPPA was held in Adelaide in 1991, convened by Lloyd Cushway. It was attended by the President-Elect of APPA, Bill Middleton and his wife, and it was at this meeting that Bill Humble became President, with Ted Dews as Senior Vice-President and Sam Ragusa as Secretary/Treasurer.

The 1991 APPA annual meeting was held in Ottawa, Canada, with a formidable delegation from Australasia attending, including President Bill Humble, Vice-President Ted Dews, and Sam Ragusa as Secretary/Treasurer. Joint papers were submitted by Bill Humble (with Maurie Pawsey), and papers by Ted Dews and Sam Ragusa. This delegation came home with initial proposals for an Australasian Region of APPA.

In 1992, there was a joint conference with the AITEA annual meeting and the AAPPA annual meeting in Ballarat. Joe Estill, the APPA President – Elect attended and Ted Dews became President of AAPPA. It was at this meeting that more formal and stronger links were formed between AITEA and AAPPA, with Ted Dews making a formal agreement with the President of AITEA, Avril McClelland.



Australasian APPA: regional status...

AAPPA President Ted Dews attended the 1993 APPA annual meeting in July, held in St. Louis, USA. It was at this meeting that the APPA Board conferred full regional status on Australasian APPA. He attended the meeting of the new APPA Board as the first Australasian Regional President, and was accorded 'Top table' treatment at the conference dinner including an opportunity to address the assembly.

Sam Ragusa followed as President of AAPPA in 1994. It could be said that following his term of office, the 'old Guard' had done its duty and took a step back while another generation took the helm. This is not to say that there were not equally difficult times ahead, not the least being the resignation of two Presidents-Elect at the last moments before their annual meetings, and Denis Stephenson having served more terms as Immediate Past President than there are sunny days in Melbourne!

To complete the list of Presidents of the first decade of AAPPA to the present, Don Long (Macquarie University) was President in 1995; Lloyd Cushway (Adelaide University) became President in 1996. Denis Stephenson (La Trobe University) took the Presidency at the Perth Conference for 1997, and was followed by Brian Fenn (Queensland University of Technology) in 1998. The 1999 President was Russell Candy (University of Western Australia), Maurice Matthewson (University of Auckland) was President in 2000 when the tenth anniversary Annual Meeting was held in celebratory fashion in Wellington, New Zealand, and Robert Kelly was President in 2001. The current President is Andrew Frowd.



Ted Dews



Don Long



aappa/ATEM Conference 2000 – "Past Presidents"

Back Row: Bill Humble, Denis Stephenson, Russell Candy, Sam Ragusa, Lloyd Cushway
Front Row: Maurice Pawsey, Robert Kelly (President-2000), Gary Reynolds (Pres. Elect, APPA), Maurice Matthewson, Brian Fenn

This period from 1995 has been one of growth in membership and increased workload for Board members as they followed the lead of the parent body APPA in developing strategic plans and delivering better services. During this period members demanded a return from investment in membership. It was no longer good enough to deliver a quarterly newsletter and run an annual conference.

The AAPPA Board gave specific attention to:

- providing services for membership,
- increasing and enriching membership,
- developing a strategic plan for AAPPA,
- increasing professionalism of the Board and its committees,
- integrating the New Zealand chapter into full AAPPA partnership, and
- improving the quality of services, eg newsletter, conferences, web page, communication.

The first AAPPA Board meeting outside of Australia was held in Nelson to coincide with a New Zealand chapter conference. This proved to be an important step in the development of AAPPA. It demonstrated to the New Zealand membership that they were truly part of AAPPA and not simply a chapter. Participation by the New Zealand membership increased substantially following this move. It also assisted in recruiting membership from New Zealand institutions.

A full list of office bearers and Board members is presented in Appendix 1.

Recognition of AAPPA...

One measure of AAPPA'S standing with APPA in the USA is the awarding of APPA's Meritorious Service Award to three Australians in the first decade of AAPPA's existence. This award is made to a maximum of three individuals each year, and to have made three awards to Australians in this time is a significant honour and achievement. The recipients were Maurie Pawsey (1991) Bill Humble (1994) and Sam Ragusa (1999).

ACKNOWLEDGEMENTS

Concluding the decade...

The Association has progressed to the stage where it is strong and active. It has about four hundred members representing the relevant professions. It awards excellent leadership scholarships both in Australia and to North America. The annual Maurie Pawsey Scholarship has provided opportunities for recipients to undertake a study tour of tertiary institutions in the USA and attendance at a leadership course conducted by APPA. Scholarships are also awarded for study tours within Australasia, as well as attendance at the annual Middle Management Development Program. This Program has been offered by AAPPA since 1991, first at the Australian Management College, Mount Eliza, Victoria, and since 1994 at the Institute of Administration of the University of New South Wales, Little Bay in New South Wales.

A full list of Maurie Pawsey Scholarship winners is provided in Appendix 2.

Well-attended workshops and annual conferences in Australia and New Zealand have been a feature of the educational program offered to members. Workshops have been conducted focusing on specific topics of current interest including 'The Changing Times of Safety Management' (1998), 'Balanced Scorecard' (1999), 'Assessment of Facilities Rehabilitation Needs' (2000) and 'Strategic Asset Management Planning' (2001).

A list of the annual conferences and their venues is in Appendix 3.

The newsletter is always interesting and has been a continuing vehicle of communication since 1989. Denis Stephenson was its first editor, followed by Denis Hutchinson in 1996 and Neville Thiele in 1998. The Web page and AAPPA-list are useful means for further exchange of information.

The Email list has revolutionised the ability for contact and immediate exchange of advice and information, not only within our own region but also across the world. AAPPA's publications are an important feature including the annual Benchmarking Survey Report which was inaugurated in the early 1980's but has been upgraded and expanded to a formal publication over the past five years. More recently Space Planning Guidelines, September 1998 and Guidelines for Strategic Asset Management, October 2000 have been published as a new emphasis on guidelines for specific areas of interest.

As it enters its second decade, AAPPA can be proud of its early history and its evolution of achievements.

Thank you to the Universities who responded to the Board's request to contribute to the promotional Case Study section of this publication. The photographs accompanying these studies were provided by the respective institutions to accompany their edited presentations.

Thank you to all contributors to both the Case Study and the Genesis sections, with particular thanks to Judy Isatchenko, who assisted in the proof reading, and Campus Graphics, La Trobe University for the design and publication.

APPENDIX 1

AUSTRALASIAN AAPPA BOARD MEMBERSHIP

1989 (appointed February 1989 as an Interim Board)

President: Maurice Pawsey (University of Melbourne)
Vice President: Bill Humble (University of Queensland)
Vice President: Ted Dews (James Cook University)
Secretary/Treasurer: Phil Westwood (University of Sydney)
Committee: Val Rosalion (Victorian College of the Arts)
Norm Hughes (Darling Downs)
Denis Stephenson (La Trobe University.)

1989 (appointed July 1989)

President: Maurice Pawsey (University of Melbourne)
Vice President: Bill Humble (University of Queensland)
Vice President: Ted Dews (James Cook University)
Secretary/Treasurer: Phil Westwood (University of Sydney)
Directors: Bob Brownlie (Queensland University of Technology)
Lloyd Cushway (University of Adelaide)
Don Long (Macquarie University)
Maurice Matthewson (University of Auckland)
Sam Ragusa (Griffith University)
Denis Stephenson (La Trobe University.)

1991 (appointed September 1990)

President: Maurice Pawsey (University of Melbourne)
Vice President: Bill Humble (University of Queensland)
Vice President: Ted Dews (James Cook University)
Secretary/Treasurer: Sam Ragusa (Griffith University)
Directors: Phil Westwood (University of Sydney)
Bob Brownlie (Queensland University of Technology)
Lloyd Cushway (University of Adelaide)
Maurice Matthewson (University of Auckland)
Don Long (Macquarie University)
Denis Stephenson (La Trobe University.)

1992 (appointed September 1991)

President: Bill Humble (University of Queensland)
Immediate Past President: Maurice Pawsey (University of Melbourne)
Senior Vice President: Ted Dews (James Cook University)
Junior Vice President: Sam Ragusa (Griffith University)
Secretary/Treasurer: Don Long (Macquarie University)
Directors: Peter Haley (Australian Management College)
Arthur Bradley (University of Melbourne)
Phil Westwood (University of Sydney)
Lloyd Cushway (University of Adelaide)
Roger Dodd (Otago University)
Denis Stephenson (La Trobe University.)

1993 (appointed September 1992)

President: Ted Dews (James Cook University)
Immediate Past President: Bill Humble (The University of Queensland)
Senior Vice President: Sam Ragusa (Griffith University)
Junior Vice President: Don Long (Macquarie University)
Secretary/Treasurer: Phil Westwood (University of Sydney)
Directors: Lloyd Cushway (University of Adelaide)
 Arthur Bradley (University of Melbourne)
 Russell Candy (University of Western Australia)
 Denis Stephenson (La Trobe University)
 Roger Dodd (Otago University.)

1994 (appointed September 1993)

President: Sam Ragusa (Griffith University)
Immediate Past President: Ted Dews (James Cook University)
First Vice President: Don Long (Macquarie University)
Second Vice President: Lloyd Cushway (University of Adelaide)
Secretary/Treasurer: Graeme Dennehy (Northern Territory University)
Directors: Russell Candy (University of Western Australia)
 Laurie Lardner (University of New South Wales)
 Arthur Bradley (University of Melbourne)
 Roger Dodd (University of Otago)
 Denis Hutchinson (University of Southern Queensland)
 Kevin Turnbull (University of Wollongong.)

1995 (appointed October 1994)

President: Don Long (Macquarie University)
Immediate Past President: Sam Ragusa (Griffith University)
President Elect: Lloyd Cushway (University of Adelaide)
Vice President: Graeme Dennehy (Northern Territory University)
Secretary/Treasurer: Arthur Bradley (University of Melbourne)
Directors: Laurie Lardner (University of New South Wales)
 Kevin Turnbull (University of Wollongong)
 Denis Hutchinson (University of Southern Queensland)
 Russell Candy (University of Western Australia)
 Denis Stephenson (La Trobe University)
 Brian Fenn (Queensland University of Technology)
Co-opted Member: Roger Dodd (University of Otago.)

1996 (appointed September 1995)

President: Lloyd Cushway (University of Adelaide)
Immediate Past President: Don Long (Macquarie University)
President Elect: Graeme Dennehy (Northern Territory University)
Vice President: Arthur Bradley (University of Melbourne)
Secretary/Treasurer: Peter Brennan (University of Technology Sydney)
Directors: Russell Englefield (Lincoln University)
 Brian Fenn (Queensland University of Technology)
 Freda Hanley (Griffith University)
 Laurie Lardner (University of New South Wales)
 Angus Moir (Flinders University)
 Denis Stephenson (La Trobe University.)

1997 (appointed September 1996)

President: Denis Stephenson (La Trobe University)
Immediate Past President: Lloyd Cushway (University of Adelaide)
President Elect: Brian Fenn (Queensland University of Technology)
Vice President: Russell Candy (University of Western Australia)
Secretary/Treasurer: Peter Brennan (University of Technology Sydney)
Directors: Sam Ragusa (Griffith University)
Freda Hanley (Griffith University)
Angus Moir (Flinders University)
Russell Englefield (Lincoln University)
John Simmons (University of Sydney)
Denis Hutchinson (University of Southern Queensland.)

1998 (appointed September 1997)

President: Brian Fenn (Queensland University of Technology)
Immediate Past President: Denis Stephenson (La Trobe University)
President Elect: Russell Candy (University of Western Australia)
Vice President: Maurice Matthewson (University of Auckland)
Secretary/Treasurer: Freda Hanley (Griffith University)
Directors: Sam Ragusa (Griffith University)
David Tai (Victoria University of Wellington)
Robert Kelly (Macquarie University)
John Simmons (University of Sydney)
Neville Thiele (University of South Australia)
Roger Parks (University of New South Wales.)

1999 (appointed September 1998)

President: Russell Candy (University of Western Australia)
Past President: Denis Stephenson (La Trobe University)
President Elect: Maurice Matthewson (University of Auckland)
Vice President: Kelvin Crump (TAFE, Queensland)
Secretary/Treasurer: Freda Hanley (Griffith University)
Directors: Robert Kelly (Macquarie University)
John Simmons (University of Sydney)
David Tai (Victoria University of Wellington)
Neville Thiele (University of South Australia)
Murray Humm (Christchurch Polytech)
Andrew Frowd (University of Wollongong.)

2000 (appointed September 1999)

President: Maurice Matthewson (University of Auckland)
Immediate Past President: Russell Candy (University of Western Australia)
President Elect: Robert Kelly (Macquarie University) appointed Nov 1999
Vice President: Andrew Frowd (University of Wollongong) app. Nov 1999
Secretary/Treasurer: Freda Hanley (Griffith University)
Directors: John Trembath (Monash University)
John Simmons (University of Sydney)
Joe Hollander (Massey University)
Neville Thiele (University of South Australia)
Murray Humm (Christchurch Polytech)
Alan McGregor (Murdoch University.)

2001 (appointed September 2000)

President: Robert Kelly (Macquarie University)
Immediate Past President: Maurice Matthewson (University of Auckland)
President Elect: Andrew Frowd (Queensland University of Technology)
Vice President: Alan McGregor (Murdoch University)
Secretary/Treasurer: Freda Hanley (National Museum of Australia)
Directors: Neville Thiele (University of South Australia)
Alan Egan (University of New South Wales)
Joe Hollander (Massey University)
John Simmons (University of Sydney)
Michael Fuller (Monash University)
Greg Simpson (University of Auckland.)

2002 (appointed October 2001)

President: Andrew Frowd (Queensland University of Technology)
Immediate Past President: Robert Kelly (Macquarie University)
President Elect: Alan McGregor (Murdoch University)
Vice President: Joe Hollander (Massey University)
Secretary/Treasurer: Pam Esdaile (University of Sydney)
Directors: Alan Egan (University of New South Wales)
Michael Fuller (Monash University)
Geoff Dennis (University of Queensland)
Brian Phillips (University of South Australia)
Greg Simpson (University of Auckland)
Alan Tracey (University of Sydney.)

APPENDIX 2

MAURICE PAWSEY SCHOLARSHIP WINNERS

1991	Raymond Morley	Griffith University
1992	Angus Moir	The Flinders University of South Aust.
1993	Nigel Postill	The University of Melbourne
1994	Gregory Gow	La Trobe University
1995	Graham Parry	The University of New South Wales
1996	Russell Englefield	Lincoln University, New Zealand
1997	Robert Kelly	Macquarie University
1998	Julie Hood	Deakin University
1999	Sharon McGrath	The University of New South Wales
2000	Pamela Esdaile	The University of Sydney
2001	Geoffrey Dennis	The University of Queensland

APPENDIX 3

AAPPA/AVCC CONFERENCES 1989 – 1991

Year	Location	Convenor(s)
1989	Brisbane	Sam Ragusa
1990	Canberra	Ken Harrison
1991	Adelaide	Lloyd Cushway

AAPPA/AITEA (ATEM) CONFERENCES 1992 – 2000

Year	Location	Convener(s)
1992	Ballarat	Arthur Bradley
1993	Gold Coast	Sam Ragusa
1994	Adelaide	Lloyd Cushway
1995	Hobart	Arthur Bradley
1996	Perth	Russell Candy
1997	Sydney	John Simmons, Pam Esdaile
1998	Darwin	Bob Whalan
1999	Wellington	David Tai, Joe Hollander
2000	Melbourne	Denis Stephenson, Michael Fuller
2001	Canberra	Bart Meehan