

INDEX of Policy Documents

[Appointment of Two Councillors](#)
[ATEM Grants and Awards Terms of Reference](#)
[ATEM Grants and Awards](#)
[ATEM Code of Conduct](#)
[Corporate Membership](#)
[Finance Manual*](#)
[Guide for New Office Bearers](#)
[Institutional Coordinators](#)
[International Links](#)
[Membership Grades](#)
[Membership Recruitment](#)
[Organisational Responsibilities](#)
[Removal of an Elected Officer](#)
[Staff Exchanges and Study Tours](#)
[Strategic Plan](#)
[The ATEM Patron](#)

* This document is under review

Appointment of Two Councillors

(adopted by Council in September 2004, modified December 2007)

Background

In March, 2004, ATEM's constitution was changed after a referendum of members, to alter the composition of Council. Specifically, where there used to be two Councillors elected by all members for two-year staggered terms, the Constitution now indicates that there will be:

Two Councillors, who will be co-opted by Council on two-year, staggered terms

Procedure

1. In November of each year, the Executive is to consider the terms of Councillors, and confirm which member's term is due to expire. At this time, ATEM Secretariat will seek advice whether the outgoing Councillor wishes to be considered for renomination.
2. The Executive will review the skills and tasks of the existing membership of the Council Executive and consider the skills that may be needed from coopted Councillors for the following period.
3. The Executive will draw up a short paper listing the skills, experience, and tasks envisaged for the vacant Councillor position.
4. Regional Chairs, through the Secretariat, are advised of the identified needs and are invited to make a confidential nomination for the position to be filled. It should be stressed that there is no compulsion for each Region to make a nomination. The advice to Regions will include whether the outgoing Councillor is prepared to be renominated. The Executive of Council may also provide a nomination.
5. The nominations should be supported by a short statement of "why this person?" which would indicate how the nominee meets the criteria listed. The nominee must have given his/her consent to the nomination, it being up to the nominator to confirm that this has been provided.
6. The full confidential list with the supporting material, plus the job description, skills and experience required, as originally sent to Branch Presidents, is to be put on the agenda for March Council, and a vote taken to select which nominee to coopt. In the event that there are no nominations, Council shall delegate to the Executive the power to coopt a member for the term in question.
7. Casual vacancies are to be filled by the Council appointment, per clause 7 of the Constitution.

ATEM Grants and Awards Committee: Terms of Reference

(Policy adopted by ATEM Council in September 2002, and amended on 19 May 2006 and March 2008)

Purpose

The ATEM Awards and Grants Committee considers and makes recommendations to Council on all new and existing Awards and Grants proposed, established and issued by the Association or its Regions.

The Committee considers applications for all awards and scholarships made by the Association, and Regions of the Association, except the President's Award which is made at the discretion of the President. The Committee meets according to the following timeline (exact dates depend on timing of conference).

Call for nominations:	by mid-June
Regional submission for any new, or modifications to existing, Awards and Grants	by mid-June
Reminder:	mid-July
Applications for Association awards and grants close:	end July-mid August
Applications considered by Committee by:	end August-mid September
Award recommendations forwarded to Council by:	agenda deadline
Recommendations to Council on any new, or modifications to existing, Association or Regional Awards and Grants	agenda deadline
Recipients announced during TEM Conference:	September/October

Membership

- One ATEM Vice-President who will be Chair of the Committee, nominated by the President, and who will have the casting vote.
- Two Councillors.
- One Regional Chair
- An ATEM member holding a senior management position in the tertiary education sector, nominated by the Chair of the Committee.

The Committee has the power to co-opt as it sees fit.

The ATEM Secretariat will provide secretarial support.

The term of office for all members is normally two years to coincide with the term of office of the ATEM Vice-President who is Chair.

Terms of Reference

- To ensure that all Awards and Grants are, as far as is practicable, established and issued equitably and consistently across the Association
- To consider and approve all existing and new Regional Awards and Grants for recommendation to Council
- To consider applications for the following awards:

ATEM Awards

Certificates of Appreciation
Honorary Fellow
International Conference Delegates (under reciprocal agreements)
Meritorious Service Awards

Peter Karmel International Travel Grants
Maurie Blank Study Scholarships
Association Career Development Award (*to be named*)

- To report to the Council via the Executive on recommended nominees for the Awards and Grants.
- To report annually to the Council on any changes required to the criteria for the Awards and Grants, or to procedures to be followed by the Committee.
- To note all regional Awards and Grants and monitor corporate governance standards

The President's Award is not considered by this Committee, although the President may request the Committee to propose worthy members.

ATEM Grants and Awards

Revised by Council in September 2003 and altered in May 2005 following the introduction of the new membership level, when the award of Fellow was excised from the process covered by this policy.

AWARDS

The Association for Tertiary Education Management Inc (ATEM) has established awards to recognise significant contributions made by:

- members to the Association; and
- members and non-members to the promotion and development of the profession of tertiary education administration and management.

An employee or person otherwise paid for by ATEM (including consultants) are not eligible for any Association Awards.

These awards are:

- ATEM Honorary Fellow
- President's Award
- Meritorious Service Award
- Certificate of Appreciation

This document outlines the criteria and nomination procedures for each award.

Criteria for ATEM Honorary Fellowships

The following criteria will be considered when deciding whether any person should be recommended for the award of an Honorary Fellowship of ATEM. A person receiving such an award is entitled to use the letters "HonATEMF". To be considered for an Honorary Fellowship of ATEM, a person must have been active in tertiary education administration and management for a period of not less than 10 years. During this period, the person must have demonstrated significant commitment to the aims and objectives supported by ATEM and its predecessor, AITEA, and have been actively involved in advancing the profession of tertiary education administration and management, including the active support of other administrators and managers to improve their professional development.

The contribution made by the person to the development of the profession must be judged by the selection committee as having been significant to the development of the profession of tertiary education administration and management over an extended period of time.

The award of Honorary Fellow may be made to an ATEM member or non-member, and may be awarded to a person who meets the criteria but who is no longer working within tertiary education.

Selection and Notification

ATEM Honorary Fellow

Nominations for the award of Honorary Fellowships are initiated and supported by either the Council of ATEM or a Branch Executive Committee and must receive the endorsement of the President of ATEM.

Nominations close on 31 July each year and are considered by the ATEM Awards Committee and approved by Council at its meeting at the annual conference. Honorary Fellowships are presented at the Annual Conference.

PRESIDENT'S AWARD

The President's Award is given to individual ATEM member who has made an outstanding contribution to the Association. This could reflect outstanding achievements in a single year, or to recognise ongoing, substantial Association involvement.

The Award is given at the discretion of the current President and will normally be presented at the annual Association Conference. The President may seek the advice of the Awards Committee, and/or Executive or Council members in deciding an Award.

Only one Award is made in any year, although the President can choose not to make an award.

MERITORIOUS SERVICE AWARD

This is an award which recognises outstanding contributions by members to the Association. It is ATEM's highest award for service. The award will normally be presented at the annual Association Conference.

Eligibility

Membership of ATEM for at least five years.

Guidelines

Nominations may be made by the ATEM Executive or a Branch Executive.

No more than three Awards can be made in any one year.

Should the number of nominations from Branches exceed the number of awards that can be made in any one year, the Awards Committee will rank nominations after taking advice from Branch Presidents. Under these circumstances, some Branch nominations may not be accepted, but can be re-nominated in the following year.

Criteria

Exemplary service to the Association over a sustained period of time through one or more of the following:

- office bearer at Association level;
- Chair or member of ATEM Committee; or
- Chair or member of ATEM educational program or project.

Nominations

Nominations for the Meritorious Service Award should be made on the ATEM Awards Nomination Form, which is available from the ATEM Secretariat or from the ATEM website (www.atem.edu.au) and lodged with the Association Secretariat by 31 July each year.

Nominations will be considered by the ATEM Awards Committee, which will make recommendations to the Executive Committee which has delegated authority from Council to approve awards. If a member of the Awards Committee is a nominee for an award, that member shall step down from the Committee until the current round of Awards is determined. The member standing down shall be replaced by a nominee of the President.

CERTIFICATE OF APPRECIATION

The Certificate of Appreciation is awarded to ATEM members in recognition of specific services or tasks performed on behalf of the Association at the Branch and/or Council level.

Eligibility

Membership of ATEM for at least five years, during which time the applicant will have been involved in ATEM activities for at least two years.

Guidelines

Nominations are made by a Branch Executive or the Association Executive.
The Association would normally confer no more than three awards in any one year.

Should the number of nominations for Certificates exceed the number of awards that can be made in any one year, the Awards Committee will rank nominations after taking advice from Branch Presidents. Under these circumstances, some Branch nominations may not be accepted, and these can be considered in the following year.

Criteria

- Exemplary service to the Association as an office bearer at the Branch or Association level.
- Performance of a service or task within a Branch or across the Association which was beneficial to the Association, and/or to promoting the profession of tertiary education administration and management generally.

Nominations

Nominations for the Certificate of Appreciation should be made on the ATEM Awards Nomination Form, which is available from the ATEM Secretariat or from the ATEM website (www.atem.edu.au) and lodged with the Association Secretariat by 31 July each year.

Nominations for Certificates to be awarded by the Association will be considered by the ATEM Awards Committee, which will make recommendations to the Executive Committee which has delegated authority from Council to approve awards. If a member of the Awards Committee is a nominee for an award, that member shall step down from the Committee until the current round of Awards is determined. The member standing down shall be replaced by a nominee of the President.

ATEM GRANTS

1. PETER KARMEL INTERNATIONAL TRAVEL GRANT

Guidelines for Applicants

This prestigious award is named for Peter Karmel, the first Patron of AITEA and then ATEM, Vice-Chancellor of Flinders University and the Australian National University, Chairman of the Commonwealth Tertiary Education Commission, and Chair of the National Institute for the Arts. It is our belief that he has had more impact on the betterment of higher education in Australia than any person since the 1980s.

The Peter Karmel International Travel Grant is designed to facilitate comparative or cross-cultural studies of professional administrative activity. The Grant, while also having the aim of assisting an individual member's professional development, is intended primarily to contribute to the growth of a knowledge base for the occupation of tertiary education administration and management. To this end, projects should not normally be institution specific, but rather should have the potential to advance professional practice and the standing of the profession within tertiary education in general.

While the Travel Grant provide a unique opportunity for members to undertake an intensive period of professional development, ATEM expects that applicants will also ensure that their projects are linked clearly with ATEM's Strategic Directions Statement.

The value of the International Travel Grant is currently \$AUD7,500.

Eligibility

ATEM members of at least three years consecutive standing are eligible to apply for a Travel Grant. It is expected that applicants would be at the stage of their career where the award of a Travel Grant would enable them to enhance their career development and their professional standing.

Guidelines

An individual can only ever receive one international travel grant.

The Peter Karmel International Travel Grant should not normally be used to support conference attendance, unless the conference is related directly to the project and relevant professional contacts will be made by attending the conference. These contacts must be specified in the application.

The Travel Grant must normally be taken within one calendar year of the Grant being made and be completed by 31 July in the year in which a report will be made at the annual ATEM Conference.

Applications

Applications should be submitted on the ATEM Awards and Scholarships application form which is available from the ATEM Secretariat (atem1@bigpond.com) or from the ATEM website (www.atem.org.au) .

Applications should be as complete and comprehensive as possible. The Awards Committee does not conduct interviews or seek additional information, so it is important that applications are complete when submitted.

Applications are considered by the ATEM Awards Committee and approved by the Council.

Criteria for Assessing Applications

The following criteria are used to assess applications for International Travel Grants.

- Membership of ATEM for at least three years
- Institutional support for the applicant, demonstrated by a written statement from the applicant's manager, indicating the value of the Grant to the professional development of the individual
- Professional presentation of application
- Relationship of the project to ATEM's Strategic Directions Statement
- Contribution to the growth of a knowledge base for the profession of tertiary education administration and management as evidenced by expected outcomes of the travel.

- The Awards Committee has the right to not award a Travel Grant in any given year.

Reporting

Successful applicants will be expected to prepare a written report for submission to the ATEM Council within three months of their return from their travel. This report will specify:

- itinerary of visits;
- contacts made;
- budget statement; and
- detailed findings of the project, specifying outcomes in terms of advancing the knowledge base of the profession.

A copy of this report will be forwarded to the chief executive officer (Vice-Chancellor or equivalent) of the applicant's institution by the ATEM Secretariat.

Successful applicants will also be expected to present a concurrent session at the next Association Conference at which time findings from the project are expected to be defined.

Reports to the ATEM Council are published on the ATEM web page.

2. MAURIE BLANK STUDY SCHOLARSHIP

The Association for Tertiary Education Management Inc awards an annual scholarship to support members undertaking undergraduate or postgraduate study to further their professional development. The award of such scholarships is an indication of the value which the Association places on continuing education as a means of achieving personal professional development goals.

The value of the Scholarship is currently \$AUD1,500.

Eligibility

ATEM members of at least two years standing are eligible to apply for a scholarship.

Guidelines

Preference is given to applicants who do not yet hold any formal qualifications.

Applicants must be enrolled in a tertiary education course relevant to their professional development, and have completed at least one year of that course.

An individual member can only ever receive one study scholarship.

Applications

Applications should be submitted on the ATEM Awards and Scholarships Application form which is available from the ATEM Secretariat (email atem1@bigpond.com) or from the ATEM web site (www.atem.edu.au).

Applications must include a copy of previous academic results.

Applicants must ensure that the confidential referee's report form has been passed to the selected referee for completion prior to the deadline. Applicants are responsible for ensuring that this referee's report is received by the Association.

Applications are considered by the ATEM Awards Committee and approved by the ATEM Council.

Criteria for Assessing Applications

The following criteria are used to assess applications for the Study Scholarship.

- Academic merit.
- Potential for continuing professional advancement in tertiary education, as indicated by the confidential report of a professional referee.
- Relevance of course to the applicant's professional development.

The Awards and Scholarships Committee has the right to not award a Scholarship in any given year.

Where there is no award of a Peter Karmel International Travel Grant, the Chair of the Awards Committee may elect to make more than one study scholarship available.

Reporting

Successful applicants will be expected to provide to the ATEM Council a copy of their academic results for the year in which the Study Scholarship was provided.

3. IAN CHUBB CAREER DEVELOPMENT GRANT

Guidelines for Applicants

This prestigious award is named for Ian Chubb AC, the third Patron of ATEM, Vice-Chancellor of Flinders University and the Australian National University.

Ian Chubb Career Development Grant is designed to provide a unique opportunity for members to undertake an intensive period of professional development. ATEM expects that applicants will align the development program with ATEM's Capability Statement and impart their learning to members through contributing to the Association and its Strategic Directions

The value of the Grant is currently up to \$AUD 7,500.

Eligibility

ATEM members of at least two years consecutive standing are eligible to apply for the Grant. It is expected that applicants would be at the stage of their career where the award of the Grant would enable them to enhance their career development and their professional standing.

Guidelines

An individual can only ever receive one Grant.

The Grant can be used to support conference attendance and international travel.

The Grant must normally be taken within one calendar year of the Grant being made.

The Awards Committee has the right to not award the Grant in any given year.

Applications

Applications should be submitted on the ATEM Awards and Scholarships application form which is available from the ATEM Secretariat (atem1@bigpond.com) or from the ATEM website (www.atem.edu.au).

Applications should be as complete and comprehensive as possible. The Awards Committee does not normally conduct interviews or seek additional information, so it is important that applications are complete when submitted.

Applications are considered by the ATEM Awards and Grants Committee and noted by the Council.

Criteria for Assessing Applications

The following criteria are used to assess applications for International Travel Grants.

- Membership of ATEM for at least two years.
- Institutional support for the applicant, demonstrated by a written statement from the applicant's manager, indicating the value of the Grant to the professional development of the individual.
- Professional presentation of application.
- How the grant will contribute to the applicant's career development. Applicants should make specific reference to the relevant components of ATEM's Capability Statement.
- How the applicant intends to impart their learning to ATEM members and contribute to the Association in the 12 months following receipt of the grant.

Reporting

Successful applicants will be expected to prepare a written report for submission to the ATEM Council within three months of their return from their travel. This report will specify:

- itinerary of visits;
- contacts made;
- budget statement; and
- details of how successfully the grant contributed to the applicant's career development what the applicant will contribute to ATEM and its members going forward.

A copy of this report will be forwarded to the chief executive officer (Vice-Chancellor or equivalent) of the applicant's institution by the ATEM Secretariat.

Successful applicants will also be expected write an article for publication ATEM Matters.

The applicant may wish to prepare and submit a paper for the next regional and or Association Conference.

Reports to the ATEM Council are published on the ATEM web page.

ATEM Code of Conduct

(Adopted by Council in September 1997, modified in December 2007)

Preamble

This Code of Conduct is prepared for use by members of the Association for Tertiary Education Management (ATEM) in their day-to-day work in tertiary education. It is acknowledged that members are generally aware of what constitutes good conduct and that it is not possible to prescribe guidelines which will ensure integrity and appropriate behaviour. It is also acknowledged that ATEM's members are a diverse group, providing an equally diverse range of services to individual institutions which, in turn, have expectations about how their employees will conduct themselves.

This Code provides a framework which can be adopted by ATEM members and other staff in tertiary education to provide guidance in the conduct of their professional work and in their participation in the broader tertiary education management profession. It is not an exclusive code and its tenets may apply equally to all staff working in tertiary education, irrespective of level or functional area.

Code of Conduct

ATEM expects its members will behave towards one another and towards members of the community with integrity, fairness, impartiality and empathy.

ATEM members work within academic institutions and carry out functions designed to facilitate the academic enterprise. ATEM expects its members will:

- develop an appreciation and understanding of academic culture and traditions, and of the role and needs of academics and students;
- develop an understanding of educational values and principles; and
- ensure that their conduct reflects academic and educational best practice.

In their professional work, ATEM expects its members will act honestly and with integrity. In particular, ATEM expects its members will:

- work with skill, care, diligence and impartiality;
- show that they have considered carefully all aspects of their tasks before action is taken;
- accept responsibility for their actions;
- treat others openly, frankly, courteously, and with sensitivity to their rights;
- ensure that their actions in dealing with others do not harass or discriminate on grounds of sex, marital status, pregnancy, age, nationality, ethnic or national origin, physical or intellectual impairment, sexual preference or religious or political conviction;
- avoid potential conflicts of interest that may influence or appear to influence their actions;
- maintain the privacy and confidentiality of information they hold about others, except in circumstances where they are properly required to release it;
- refuse to accept gifts or benefits that might cause them to carry out their work in a particular way or to deviate from a proper course of action, or might be seen to cause them to do either of these; and
- ensure that institutional and public resources are used appropriately in the course of their duties.

In their broader professional activities, ATEM expects its members will:

- be informed and up-to-date about developments in tertiary education management;
- be reflective in their practice;
- develop and maintain agreed ATEM Professional Capabilities as a manager and administrator through active participation in professional development programs of their institutions and their relevant Region;
- foster a culture of life-long learning; and
- actively share their knowledge with other members of ATEM and with the sector in which they work..

Corporate Membership

(Adopted by Council in December 1999)

Rationale

The Association for Tertiary Education Management (ATEM) has a strategic goal to have a wide membership from the tertiary sector, with a special focus on leadership staff, management staff, and early career staff involved in tertiary education management. A second strategic goal is to achieve recognition of the profession of tertiary education administration and management as a critical activity to the success of tertiary institutions.

One important strategy is to establish a category of Corporate Membership for tertiary institutions, and to ensure a strong link between ATEM and all the institutions at a senior level.

Corporate Membership

Corporate Membership of ATEM provides:

1. Automatic full membership of ATEM for the Chief Executive Officer (Vice-Chancellor or equivalent).
2. Full membership of ATEM for another four senior management staff nominated by the CEO. Since ATEM's core business is professional development, it encourages institutions to nominate as one of its corporate members, the director of human resources/organisational development or equivalent position responsible for professional development.

Additional Benefits of Corporate Membership

Corporate Member Institutions will have the right to unlimited free space in the Job Vacancies page on the ATEM Web Site. Non-corporate members pay \$100 per advertisement.

Corporate Members Institutions will have the right to free advertising for post-graduate management courses suitable for Tertiary Education Managers in the Education and Training pages of the ATEM web site.

In return for these rights and privileges of corporate membership, the institution will pay the annual Corporate Membership fee to the Secretariat of ATEM, and provide the names of the Chief executive Office (VC or equivalent) and the other four senior management staff to be registered with ATEM for that year. The fee will be determined annually by the ATEM Council and will provide membership of ATEM for the five, named senior managers.

Administration

The President of ATEM will invite each CEO of tertiary institutions in Australia and New Zealand to accept Corporate Membership of ATEM annually in February.

Membership fees for Corporate Membership will be paid to the ATEM Secretariat.

The ATEM Secretariat will maintain a membership database of ATEM Corporate Members, including the names of the CEOs and their other nominated management staff. The Secretariat will also advise the relevant Region of all Corporate Members in their area, so that they can be included in all mailings about Region activities.

Finance Manual

(Adopted by Council on 14 February 2001 and modified in May 2005 and December 2008)
(Under Review)

Guide for New Office Bearers

(Adopted by Council in September 2002, modified in December 2007)

In my role as ATEM President, I welcome you to ATEM as new Office Bearers. This page is designed to assist you in settling in to your new duties. You may have taken office as a member of a Regional Executive Committee, as Regional Chair and therefore a member of Council, or as a member of the Association's Executive Committee.

Regional Executive Committee Members Regional Chairs /Members of ATEM Council

Regional Chairs are expected to attend ATEM Council meetings which occur in March, June, in September at the Annual Conference and in December. The March, June and December meetings are funded by ATEM, but members are expected to fund their own attendance at the conference meeting, either themselves or through institutional support. The meetings usually go from 9.00 or 10.00am to 4.00pm and cover a whole range of issues. Agendas and minutes are published electronically on the ATEM website Delete (in the 'Members Only' section), and you should print these documents from the website to get the most up-to-date copy.

As all of us are volunteers, we rely on each other to get the job done. There are occasionally working parties for which we seek Regional representation, but the key role for Regional Chairs is to take issues for consideration back to your Region and to make sure that the Council has input from Regions to inform its decision making.

ATEM Executive Committee Members

The ATEM Executive Committee meets Delete (at least five times a year, in February, July and December by Teleconference, and) prior to all Council Meetings Delete (in May and September) and at other times by teleconference. The ATEM Secretariat circulates a document which lists all meeting dates for the year. Contact atem1@bigpond.com if you do not have this schedule.

Resources Available

The ATEM web site contains a number of policy documents which will provide some useful information about how the Association operates. The main ones which will assist you are shown below:

ATEM Constitutions http://www.atem.org.au/members/policy_constitution.cfm and
http://www.atem.org.au/members/policy_nzconstitution.cfm

Code of Conduct http://www.atem.org.au/members/policy_code_of_conduct.cfm

Corporate Membership http://www.atem.org.au/members/policy_corporate_membership.cfm

Organisational Responsibilities http://www.atem.org.au/members/policy_organisational_responsibilities.cfm

Finance Manual (especially useful for Treasurers) http://www.atem.org.au/members/policy_finance_manual.cfm

Conference Manual (essential for any Region hosting the Annual Conference)
http://www.atem.org.au/conferences_annual_manual.cfm

Awards and Grants Program http://www.atem.org.au/members/policy_awards_grants.cfm

Institutional Coordinators http://www.atem.org.au/members/policy_coordinators.cfm

Membership Recruitment http://www.atem.org.au/members/policy_membership_recruitment.cfm

Professional Development Framework http://www.atem.org.au/activities_pd_framework.cfm

Strategic Directions Statement http://www.atem.org.au/members/policy_strategic_plan.cfm

ATEM Contacts List: all ATEM Contacts can be found at this address: http://www.atem.edu.au/about_office_bearers.cfm

Welcome to all new ATEM Officer Bearers.

ATEM President

Guideline for the Removal of an Elected Officer who has failed to Meet Statutory Obligations

(Adopted by Council on 29 September 2002)

Disciplinary Powers are accorded to the ATEM Council under paragraph 6.2 of the ATEM Constitution.

This Guideline outlines examples of those breaches of duty and statutory obligations which may give rise to the President of ATEM being authorised to send a letter to the person breaching the rules, seeking an explanation as to why the Officer should not be removed from Office.

1. Failure of an Officer Bearer to appropriately discharge duties of their office as determined by the Council following an issue being drawn to Council's attention by a Region or Council itself.
2. Failure to issue invoices for goods or services within a month of the goods or services being delivered.
3. Failure to bank cheques within a month.
4. Failure to pay invoices that are not in dispute within a month.
5. Failure to prepare and submit statements required by the Australian Tax Office or the New Zealand Office of Internal Revenue in a timely manner.
6. Failure to present the accounts of the Council to an Annual General Meeting.
7. Failure to report adequately on other programs of the Council or Region at an Annual General Meeting.

Institutional Coordinators

(Adopted by Council in February 2003, modified December 2007)

The Institutional Coordinator is a new role, based on similar roles that have existed in some regions and branches in the past. In ATEM's review of its future, the role of Institutional Coordinator has been established as a pivotal strategy in developing and maintaining ATEM's profile at the institutional level.

While members join ATEM, the Association, the focus of their work, and the focus of professional education and training is at the regional and institutional level. Regions need to have a strong presence at each institution to strengthen the link between local institutions and the region.

The Coordinator would have a number of responsibilities in the following areas, supported by the regional committee, the ATEM Secretariat and Council.

ATEM profile and marketing

One of the key roles of the coordinator is to provide an institutional contact for ATEM and to actively promote ATEM activities and member benefits. This can involve:

- maintaining a stock of ATEM brochures for circulation within the institution;
- distributing professional education and training information within the institution; and
- assisting with the organisation of institution specific gatherings each year to promote networking – this might include guest speakers from the institution to speak on institution-specific 'hot topics'.

Membership

Whilst Institutional Coordinators are not expected to actively recruit ATEM members directly there are a number of activities which can assist and inform the Association about the views of members within a particular institution. Coordinators are therefore encouraged to engage with the membership thereby contributing to member satisfaction and engagement with the Association and its activities. This may involve:

- encouraging attendance at professional development activities and seeking out members who are regular non attendees; and
- keeping in contact with former members at the institution and inviting them to rejoin ATEM

Liaison

- Liaising with the local Human Resources Department:
 - to seek approval to include ATEM brochures in new staff information packs or induction websites; and
 - to ensure there is a web link to ATEM on the HR web page (if the institution is a corporate member).
- Liaising with the local Finance Department to investigate the option of regular subscription deductions through internal payroll systems (including conference registrations).
- Liaising with the local Public Relations or Marketing Department to provide copy for stories about ATEM in local newsletters etc.

Reporting

- Report on institutional activities to the Region for potential dissemination to other ATEM member institutions. Part of the rationale for doing this is to identify best practice that other institutions could adopt.

The Coordinator may wish to co-opt volunteers to assist in the above functions, but the Coordinator will be the 'driving force' for that particular institution.

In exchange for being the Coordinator:

- The ATEM Secretariat will waive the annual membership for that person at the time of renewal provided that there are five or more ATEM members at the Institution;
- Each Coordinator will be acknowledged on the ATEM website (with a link to their email address);

Opportunities will be provided at the TEM Conference to give them the opportunity to share best practice and for ATEM to formally acknowledge their contribution and efforts eg. ATEM members' breakfast.

International Links

(Adopted by Council in May 1998, modified December 2007)

Rationale

The Association for Tertiary Education Management (ATEM) wishes to establish links with similar organisations in other countries and regions, in the interests of sharing experiences and knowledge of developments in the fields of tertiary education administration and management, and to develop cordial relationships with others working internationally in the management of higher education. In addition, ATEM is continuing to lead the development of the professional skills and standing of staff who work in management and administration in tertiary education in Australasia. ATEM, therefore, will develop written agreements with international organisations which have similar aims and objectives to those of ATEM. Agreements would offer linked organisations the opportunity to attend the annual ATEM conference, cover the automatic sharing of information and policies, encourage regular communication, and set in place opportunities to facilitate the short-term exchange or job placement of members, with reciprocal arrangements intended to formalise the links.

Organisations to be Approached

ATEM will consider initiating formal agreements only with international organisations which have broadly similar aims and objectives to those of ATEM, and where ATEM Council can clearly see benefits to both parties in forming such a relationship. In particular, ATEM will endeavour to establish additional relationships with similar organisations in the Asia/Pacific regions during the next five years.

Contacts

Initial contact will be made at Presidential level, with the details of formal relationships managed through the Associations' Secretariats, or by a representative nominated by the relevant President. All formal links will be ratified by ATEM Council prior to Presidential signing.

Once links have been established through formal Memorandum, the ATEM Secretariat will facilitate ongoing liaison and communication, and establish an appropriate database of all agreements.

Agreements

The President of ATEM will approach organisations approved by the ATEM Council with formal, reciprocal Memoranda that clearly outline the term of the agreement, its aims, and the main areas of cooperation. These areas of cooperation will include the following:

- An annual invitation for one member from each organisation to attend the ATEM Annual Conference and for an ATEM representative to attend the equivalent conference of the partner organisation.
- The terms and conditions of such an invitation (which would normally be for the host organisation to provide the conference registration fee and accommodation package, and the attendee to provide the cost of travel).
- The inclusion of partner organisations on a mailing list for all relevant material developed by ATEM, including policy documents and the documents outlining strategic goals for ATEM.
- The inclusion of partner organisations in the publication of details of relevant requests for exchanges or short-term job placements received by the ATEM Secretariat.

Membership Grades

(Adopted by Council on 27 August 2006)

The following committee is appointed to act under delegated authority on all applications for the grade of Fellow: The President, the two Vice-Presidents, and Association Secretary (plus an ATEM Fellow should none of the officeholders be a Fellow. The Fellow is to be selected keeping in mind gender equity and representation issues.

Applications for grades below the level of Fellow are managed by the ATEM Awards and Grants Committee.

Membership Recruitment

(Adopted by Council in May 2000, modified in December 2007)

As members' fees are the main source of income for ATEM (the other being profits from training events and conferences) it is vital that all parts of ATEM give the highest priority to the job of recruiting new members and renewing existing members.

Membership recruitment is divided into the three membership types:

Individual Member – mainly a Regional function
Corporate Member – mainly an ATEM Secretariat function
Emeritus Member – a Regional and Secretariat function

1. Individual Members

With the appointment of Institutional Coordinators in each tertiary institution in a Region the job of membership recruitment will have a locus that it did not previously have. These people will drive the membership campaign and the renewal campaigns, working with the ATEM Secretariat and their Regional Secretary.

1.1 Opportunity

Opportunities to recruit a member occur at training events, social events and conferences. Non-members at these events need to be made conspicuous, with a different coloured name tag, and given the Membership Recruitment Brochure and an application form.

Institutional Coordinators may also engineer opportunities at their own events, internal to their organisations, selecting people whom they know are not ATEM members for an invitation to join.

HR Directors need to be encouraged to include our Membership Recruitment Brochure and an application form in the starter kits for new staff.

Finally Posters are available from Branch Secretaries. These are to be given to Institutional Coordinators so that they can print their own contact details on the poster and display them on notice boards around the Administration, Faculty Offices, Library, IT Centre and other venues.

1.2 Procedure

The prospective member should be invited to go to the ATEM Web Site and apply on the secure e-commerce form that is available there. From this point on the ATEM Secretariat will bank funds and complete the membership details including the giving of a User ID and Password to the new member.

Regions are encouraged to hold a function for new members around mid-year so that they can be welcomed into ATEM and questions can be answered.

2. Corporate Members

In January/February each year the ATEM Secretariat sends out the following messages to CEOs of around 280 tertiary institutions in Australia and New Zealand:

- (a) invitations to renew for existing members
- (b) invitations to review the question of Corporate Membership to lapsing members
- (c) invitations to take out Corporate Membership to non-members.

The only role for Regions in this category of membership is:

- (a) to follow through with non-renewers after the ATEM Secretariat gives out lists of such members to Regional Secretaries.
- (b) welcome new members into the Branch at functions mentioned in 1.2 above.

The Corporate Members' web page is at http://www.atem.org.au/join_here_corporate.cfm

3. Emeritus Members (The ATEM Ghosts)

The Emeritus Members are members who have retired, or left the profession, but who want to continue their association with ATEM. The Emeritus Chapter is a Chapter of Council. But each Emeritus Member is enrolled in a Region so that they are aware of events that they can attend in their own town.

The Emeritus Members hold an Annual Lunch at the time of the Annual Conference, and they are available to assist Regions and the ATEM Secretariat with their work.

Recruiting these shy creatures can be done by Institutional Coordinators and Regional Secretaries when they become aware of an impending retirement. A prospective Emeritus Member is normally not required to enrol and give fees because they are already financial members. All that is needed is to advise the ATEM Secretariat that a certain member wishes to become an Emeritus Member and the apotheosis is then carried out centrally.

The Emeritus Members web page is at http://www.atem.org.au/join_here_emeritus.cfm

ORGANISATIONAL RESPONSIBILITIES

(Adopted by Council on 4 May 2002, modified in October 2003 and rewritten entirely in December 2007 and December 2008)

The document is to provide a working reference to the organisation of ATEM, with the intention of clarifying roles and responsibilities. It should be read with reference to the Policy Documents available on the web with particular reference to the following.

ATEM Constitution/ATEM NZ Constitution
ATEM Strategic Plan
ATEM Foundation
Conference Manual
ATEM Awards and Scholarships
Finance Manual
Institutional Coordinators

A. ATEM Regions

1. The Association is organised into Regions whose role is to provide Professional Development for members of ATEM,
2. Each region is coordinated by a Regional Professional Development Committee (Regional Committee) with some flexibility in the structure of the Committee. The Regional Committees will undertake the following roles and responsibilities.
 - 2.1 Plan and provide the relevant professional development opportunities for Region members, including programs that provide members in the region with an understanding of the tertiary education context in which they work. Liaise with the secretariat's PD Coordinator on all professional development activities and opportunities, and work with the PD Coordinator to introduce the approved suite of association-wide PD activities alongside all local PD offerings.
 - 2.2 Facilitate networking among members in the region through activities such as breakfast or lunch functions, a regional conference and mentoring opportunities. (New paragraph)
 - 2.3 Operate the region within the Association constitution, policies and strategic plan, and communicate ATEM policies, strategies and developments to region members.
 - 2.4 Promote ATEM Scholarships and Awards to regional members, and make timely recommendations or nominations to the association on behalf of applicants or candidates
 - 2.5 Maintain regional information on the ATEM website. The Regional Chair will provide timely advice to the association on local issues and opportunities for all members as appropriate, and provide the Council and Secretariat with the required reports, including all those requested by the Secretariat in preparation of their activities and reports on behalf of Council.
 - 2.6 The Chair of each region will arrange, via the secretariat, for the election of Regional Committee members, and arrange and chair meetings of the Regional Committee in accordance with the requirements of the constitution. Regional committee members are elected on staggered two year terms.
 - 2.7 The Regional Chair will be a member of the ATEM Council, and (as a member of Council) encourage region members to be available as candidates for wider roles with the governance of ATEM.
 - 2.8 The Regional Committees will actively promote ATEM as the key professional association throughout the region at all levels, and also liaise with local institutions to establish institutional liaison links to/for the region. In this regard the region will appoint Institutional Coordinators in as many institutions in the Region as possible.
 - 2.9 Actively encourage appropriate tertiary education staff in the Regions to become members of ATEM, and manage and support existing members. Maintain membership information for the Association membership database with the assistance of the association secretariat.
 - 2.10 Maintain contact with local ATEM Corporate Members to ensure their on-going involvement in ATEM activities, assist the Secretariat in approaches to additional potential corporate members locally to encourage membership, and advise the secretariat so that further action at Council level can be taken as appropriate.
 - 2.11 Responsibly manage any of the association's finances that are available to support regional activities, in line with the association budgets, and the policies and guidelines as published in the ATEM Finance Manual, and submit budgets in accordance with Council's timelines.
 - 2.12 If required by a decision of Council, accept responsibility for the ATEM proportion of the hosting and management of the annual TEM Conference in consultation with the Council and the Professional Conference Organiser (PCO), using the protocols and guidelines as laid out in the Conference Manual.

B. –ATEM Council and its Committees

1. The ATEM Council and its Committees, including its elected officers will undertake, but are not restricted to these specific roles and responsibilities.

2. Council

- 2.1 Manage ATEM as a Professional Association for its members in accordance with the Constitution, and manage any required development of the ATEM Constitution.
- 2.2 Directly manage the operation of the finances of ATEM, including the following:
- receive all fees and subscriptions, and all other income for the Association.,
 - determine the fee structure of individual and corporate membership each year,
 - approve the budgets for ATEM, at all levels and for all purposes,
 - set the priorities for strategic and developmental spending by Council and the Secretariat,
 - oversee all direct ATEM investments (outside those of the Foundation),
 - receive such dividend payments as may be provided by the ATEM Foundation,
 - ensure that the proper accounting for and reporting on all ATEM funds in accordance with the Council-approved Finance Manual for the Association is in place, and
 - ensure compliance with all Australian and New Zealand statutory requirements for the operation of, and reporting on, the Association and its funds.
- 2.3 Ensure that sound communications exist between the Council and each Region, ensuring full and open consultation, timely and accurate dissemination of advice, and the provision of Regional member details.
- 2.4 Approve all Association policies and procedures, and ensure ATEM operates in accordance with the Strategic Plan and the agreed capital spending priorities.
- 2.5 Approve, and have and promulgated in an appropriate format, all ATEM codes and guidelines for the guidance of members and Regional Committees.
- 2.6 Develop and approve ways by which ATEM should be recognised by government policy-makers at various levels, as the key professional association for staff working in the management and administration of tertiary education institutions in Australia and New Zealand, and have appropriate contacts developed to facilitate that recognition.
- 2.7 Approve appropriate levels of consultation with governments on matters impacting on members, on behalf of ATEM members and Regions. In New Zealand, this role may be delegated by Council to an appropriate member of Council from the Aotearoa Region.
- 2.8 Provide the decision-making and leadership for the ongoing development of the ATEM's part in the annual TEM Conference, in partnership with the PCO and with TEFMA, and as determined from time-to-time by protocols and guidelines in the TEM Conference manual.
- 2.9 Work closely with the ATEM Foundation to select appropriate Directors for the Foundation, and to suggest developments with commercial partners in tertiary education.
- 2.10 Agree to and manage strong strategic alliances with like organisations, locally and internationally.
- 2.11 Regularly review the management of the key relationship with Corporate Members of ATEM, and ensure appropriate communication of ATEM policies, conferences and activities to Corporate Members.
- 2.12 Approve policy for the ATEM Website content and operation, and for all the publications of ATEM, particularly the *Journal of Higher Education Policy and Management*.
- 2.13 Approve policy with regard to ATEM awards, scholarships, and staff exchange opportunities, taking account of any recommendations of the ATEM Awards and Grants Committee. Formally receive the decisions of the Awards and Grants Committee on the recipients of the various awards.
- 2.14 Delegate to the President, the oversight of the operational arrangements of the ATEM Secretariat to ensure that appropriate support is being provided to members in the Regions, and to the Council and its Committees.

3. Executive Committee of Council

3.1 The Executive Committee is responsible, where appropriate, for ensuring that the policies adopted by the Association at its General and Council Meetings are being implemented. It acts on behalf of the Council between Council Meetings reporting to the Council upon any action taken.

3.2 Membership

The Association President (Chair)
The two Association Vice-Presidents
The Association Secretary
The Association Treasurer
The two appointed Councillors

3.3 The Executive Committee members have specific responsibilities which they undertake on behalf of Council, and which are delegated to them by the President, following consultation with Executive members.

4. The Financial Management Advisory Committee

4.1. The Council Financial Management Advisory Committee has an established membership and terms of reference.

4.2 Membership

One of the Vice Presidents of ATEM selected from time-to-time by the President who will chair the Committee.

The Association Treasurer

One Regional Chairperson selected by Council

One Regional Treasurer selected by Council.

The appropriate representative of the Secretariat

The Association President (ex officio).

4.3 Role and Outcomes

4.3.1 To advise the President and Council on the establishment of strategies and policies for ATEM for the immediate, medium-term and long-term financial direction and sustained financial health of the Association. The advice will be received by the President of ATEM, and the decisions will be made by the ATEM Council either as part of a Council meeting or through agreed electronic decision-making processes.

4.3.2 To advise on the mechanisms for the establishment of a Reserve Fund (or contingency fund) for the Association Council, sufficient to manage cash-flow issues and income streams. This fund can be to be established and maintained either from normal income, from ATEM investments, or from funds provided by the Foundation.

4.3.3 To advise Council on recommendations from the ATEM Foundation to maximise all investment returns to ATEM.

4.3.4 To recommend an appropriate Auditor for the Association and review audit reports prior to submission to Council and the AGM.

4.3.5 To develop methodologies which can be used to fund all capital projects which have been agreed by Council, and in the priority order established by Council

4.3.6 To advise on other finance issues that may arise during FMAC deliberations.

5. Awards and Grants Committee

This Committee is made up of the following members:

- One ATEM Vice-President who will be Chair of the Committee, nominated by the President, and who will have the casting vote.
- Two Councillors.
- One Regional Chair
- An ATEM member holding a senior management position in the tertiary education sector, nominated by the Chair of the Committee.

6. President

6.1 Lead the review and on-going development of the Association's strategic plan.

6.2 Chair Executive and Council meetings and ensure the efficient operation of all committees and officers of the Association.

6.3 Represent the Association externally, with relevant government bodies and other professional associations; and organisations such as Universities Australia and the L H Martin Institute. Make public statements to the media on behalf of ATEM, and work with the appropriate Council member from the Aotearoa Region to undertake these representations in New Zealand.

6.4 Represent the professional interests of members, including drafting ATEM responses to government initiatives, as appropriate to ATEM. Work with appropriate Council member from the Aotearoa Region to undertake these representations in New Zealand.

6.5 Obtain any legal advice for the Association as required.

6.6 Maintain contact with the Association Patron and liaise with the Patron on behalf of the Association.

6.7 Lead the consultation with governments on matters impacting on members, on behalf of ATEM members and branches. In New Zealand, this role may be delegated by Council to the Aotearoa Regional Executive.

7. Vice Presidents

The two Vice-Presidents may be each delegated responsibilities which they oversee on behalf of the President and the Council, Their roles will be delegated by the President according to the skills and expertise of the two incumbents. Both Vice-Presidents are expected to take an active role in promoting ATEM externally and to members, and to assist the President with other duties as required. The Vice President roles can include:

- 7.1 assist the President to develop and maintain international links on behalf of the Association, in particular those links with like professional associations in the USA, UK/Ireland, the Caribbean, and in the Asia/Pacific area,
- 7.2 assist ATEM in developing strategic alliances with other relevant external organisations,
- 7.3 liaise, as required, with ATEM's key Corporate Members, to develop appropriate activities for the Corporate Members of the Association,
- 7.4 advise on developing the branding and marketing of the Association, including the development and maintenance of the ATEM web site,
- 7.5 chair the ATEM Awards and Grants Committee, and review the operation of scholarships, grants and ATEM Awards,
- 7.6 work with the contracted PCO to have oversight of and to and monitor arrangements for the TEM Conference from year to year, to ensure continuity and compliance with the Conference Manual. Liaise closely with the PCO and with the local Conference Committee to ensure that any necessary actions are taken both before and after each conference, and
- 7.7 chair the Financial Management Advisory Committee.

8 Association Secretary

The Association Secretary will be the ATEM Officer responsible for the administrative and secretarial operation of the Association. The ATEM Secretariat will undertake the specific day to day secretarial responsibilities of ATEM.

The Association Secretary will:

- 8.1 Co-ordinate the preparation of agendas and minutes for Executive and Council meetings by the ATEM Secretariat, and ensure that follow-up action is completed.
- 8.2 Draft the Association Annual Report for submission to the Annual General Meeting.
- 8.3 Ensure there is appropriate editing of the Association Newsletter ("ATEM Matters"), and edit the Conference Manual.
- 8.4 In association with the Returning Officer oversee the Conduct of ATEM elections. Advise Council on the appropriate format for elections.

9 Association Treasurer

The Treasurer will work closely with the ATEM Secretariat on the interpretation and implementation of Finance Policy for ATEM, and the required reporting. The Secretariat team will undertake the day-to-day financial transactions for all of ATEM.

- 9.1 The Treasurer will be part of the Financial Management Advisory Committee (FMAC), and will assist FMAC to advise on the financial affairs of the Association.
- 9.2 The Treasurer will ensure that budget arrangements for the TEM conferences are in accordance with the Conference Manual.
- 9.3 The Treasurer will recommend and implement financial delegations on behalf of Council.
- 9.4 The Treasurer will edit and maintain the Finance Manual in consultation with the ATEM Secretariat.

10 ATEM Councillors

The roles of the ATEM Councillors are all focused around membership issues and membership needs. While it is not possible for these positions to have any specific representational role for all members, Councillors will take a particular interest in interpreting the feedback from the ATEM membership. Specific roles can be allocated between the two Councillors depending upon the skills and expertise of the incumbents. They would include:

- 10.1 communicate with ATEM members (including ATEM Emeritus Chapter) and raise any issues with the President through the Executive and the Council,
- 10.2 ensure that the ATEM website is maintained and updated as an effective communication tool for members, an effective tool for presenting ATEM to the community, and a significant operational tool for ATEM,
- 10.3 prepare and run the Members Forum at TEM Conferences, and ensure that the outcomes of the Forum are considered by the Executive and Council,
- 10.4 review the Membership Brochure (Information Kit for New and Potential Members) on a regular basis to ensure it is serving the needs of Regions,

- 10.5 in consultation with the ATEM Secretariat, monitor the ATEM membership renewal process each year and report as necessary to Council,
- 10.6 in consultation with the Executive, advise on the operation of membership benefits and services,
- 10.7 work closely with the Institutional Coordinators who are ATEM's representatives closest to the membership,
- 10.7 recommend to Council on the need for, and the timing and content of a survey of members if the need so arises. Co-ordinate these surveys and report on findings to the Executive and Council, and
- 10.8 produce the Electronic Newsletter "ATEM Matters".
- 10.9 Assist in the work of the Professional Development Coordinator.

11 ATEM Secretariat

The ATEM Secretariat is contracted to the Association and reports to the President. It works closely with all members of the Executive, the Editor of the Journal and all Regional Officers. The ATEM Secretariat must develop an effective working relationship with the Association Secretary who is responsible for ensuring that the administration of the Association's affairs is effective and with the Association Treasurer who is responsible for its financial management.

Duties include but are not limited to:

- 11.1 acting as a central point of contact for all members of the Association, including the ATEM Emeritus Chapter and for external enquiries. Provide advice and information as necessary and report matters to the Executive Council or Regions if appropriate,
- 11.2 taking responsibility for Policy implementation and for the development of procedures as approved by the Council,
- 11.3 ensuring that Regions are kept informed of developments at the Association level,
- 11.4 assisting with branding and marketing of the Association, by developing copy for brochures and other publicity material, and making arrangements for printing and publication, either in hard copy or on the Association web site,
- 11.5 Acting as Minute secretary for meetings of Council and its Committees and working with the Association Secretary to produce agendas and background papers.
- 11.6 Assisting the Association Treasurer by undertaking the day-to-day financial matters for ATEM, including invoicing new and existing members, and in the preparation of financial reports. Ensuring that all follow up action is completed as appropriate,
- 11.7 Maintaining an up-to-date record of all Council delegations,
- 11.8 Liaising with the providers of the ATEM web support and monitoring their ongoing effectiveness in Web site maintenance and development,
- 11.9 Maintaining an accurate and effective membership database and ensuring that it is being used consistently by the Regions of ATEM. Liaising as needed with the Regions to ensure the database meets the needs of the Association,
- 11.10 Providing support for the Association Secretary in the running of elections and referenda, in the preparation and operation of all ATEM meetings, and to ensuring compliance with all statutory obligations,
- 11.11 Assisting Council to establish links with similar positions in other professional associations and in consultation with the President and the nominated Vice President, assisting in developing and nurturing strong relationships with affiliated organizations approved by Council,
- 11.12 As a service function, acting as Company Secretary and providing support and advice to the ATEM Foundation, and
- 11.13 Coordinate the ATEM Professional Development Program, ensure appropriate support is provided to regions, and in consultation with the President and the nominated Vice-President, maintain effective relationships with relevant external groups.

Staff Exchanges and Study Tours

(Adopted by Council in September 1999 and modified December 2007)

1 Background

The Association for Tertiary Education Management (ATEM) supports and assists managers and administrators working in tertiary education in Australia and New Zealand to develop their professional careers. As a professional association, ATEM assists its members to broaden their experiences and perspectives by facilitating staff exchanges and study tours within Australia and New Zealand, and through its relationship with professional associations in other countries.

2 Rationale

ATEM recognises that staff exchanges and study tours have advantages and benefits for ATEM members and their institutions, including:

- enhanced professional skills and knowledge and career development for individuals,
- potential for enhanced relationships between institutions involved, and
- personal benefits for participants, including increasing confidence and broadening horizons.

3 Types of Programs

While exact arrangements and details for staff exchanges and study tours will need to be negotiated between individuals and institutions, the following broad types or programs are possible.

3.1 Staff Exchange

This program involves two individuals swapping jobs for a specified period of time. This type of arrangement takes some time to develop, since the two positions involved need to be similar enough in scope and responsibility to facilitate the exchange, and the people involved need to have similar backgrounds, skills and knowledge. It may be necessary to make arrangements in the institutions to reallocate particular duties, and usually requires full support from those institutions as a result.

This type of program is most beneficial if it runs for at least 12 months.

ATEM will circulate details of staff wishing to develop a staff exchange to its members, and facilitate communication between staff negotiating exchanges.

3.2 Institutional Exchange

This program involves two participants swapping institutions but not specific positions or roles. This type of exchange requires agreement about formal reallocation of duties and responsibilities in both the local and host institutions.

ATEM is able to facilitate initial contact with institutions.

3.3 Study Visit

Individual study visits are usually designed to investigate specific projects or areas or work in depth. The visit can be conducted within a single country or involve international institutions. Visits can be based in one institution or involve visits to a number of institutions.

ATEM offers the Peter Karmel International Travel Fellowship to support international study visits. The Maurie Blank Study Scholarship can support visits within Australasia.

3.4 Study Tour

A study tour is designed to include visits to several institutions and organisations in a specific country, and is usually developed around a specific theme.

Many organisations and institutions organise study tours which ATEM members can join, but the cost may be prohibitive. There is nothing to prevent an ATEM member from designing their own study tour, and applying for an ATEM International Travel Grant to partially fund costs.

From time to time, ATEM may also organise its own study tours for members. This may be done in collaboration with our International Affiliate Organisations – see http://www.atem.edu.au/activities_professional_links.cfm

4 ATEM Support for Members

ATEM is able to provide members seeking to develop a staff exchange or study tour assistance with initial contacts in institutions through its corporate members (note that one institution in Australia and two in New Zealand are not corporate members).

A fact sheet is available for members wishing to organise a staff exchange or study tour.

ATEM members who are considering a staff exchange or study tour should make initial contact with the ATEM Professional Development Coordinator in the ATEM Secretariat (email: atem1@bigpond.com).

Members of international associations who wish to arrange a staff exchange or study tour in Australia and New Zealand can also make contact with ATEM to facilitate initial contact with members and institutions.

5 Review

This policy will be reviewed two years from its date of approval by the ATEM Council.

6. Policy Procedures

6.1 Each year, ATEM will write to Chief Executive Officers (CEOs) of all tertiary institutions in Australia and New Zealand reminding them of the facility provided by ATEM to promote and support staff exchanges and study tours, including the availability of funding support for ATEM members.

6.2 In particular, CEOs or corporate member institutions will be asked to support any applications for staff exchange or study tours, and to publicise the ATEM policy in their institutions.

6.3 ATEM will publicise the staff exchange and study tour policy, and provide advice and appropriate support to interested members. Non-members of ATEM will be advised that they will need to join the Association before being able to avail themselves of this support.

6.4 Members interested in staff exchanges or study tours will be encouraged to post their details and preferred destinations in the Staff Exchange and Study Tour group on the ATEM Network (<http://atempd.ning.com>). An email will be sent to all Network members advising them of the posting, and the ATEM Secretariat will advise relevant corporate members and international affiliates of the posting for their appropriate action.

6.5 The ATEM Secretariat will publish in the Staff Exchange and Study Tour group on the ATEM Network details of members of any international affiliate associations who wish to undertake a study tour or staff exchange to Australia or New Zealand.

6.6 A package of information about ATEM and its activities will be provided to all ATEM members going on a staff exchange or study tour (or international conference). This information can be used by the member to promote the activities of ATEM as is appropriate.

6.7 The ATEM Secretariat will develop a register of members who have undertaken a staff exchange program or study tour. These people will be available to advise members about to undertake a similar activity

Strategic Plan

(Adopted by Council on 28 September 2008)

What ATEM Does

ATEM connects, supports and challenges individuals and institutions to recognise and advance the professionalism of tertiary education management in Australia and New Zealand.

How We Do It

ATEM connects managers across institutions and disciplines, supports individuals to develop their management skills and knowledge, and challenges the sector to recognise the professional nature of tertiary education management.. We do this by:

- growing the careers of professional administrators and managers to enable them to have rewarding careers and contribute to the sector,
- building professionalism through relevant education and training, and recognising outstanding achievements in the sector,
- connecting people and groups across the sector to promote sharing of programs, knowledge and practice, and
- providing programs and resources for individuals and groups to better understand the tertiary education sector.

Our Stakeholders

Our key stakeholders are our Members, tertiary education institutions, and the Public.

We provide a range of professional education and training programs, career development and other resources and services that are available to anyone with an interest in tertiary education management.

We work collaboratively across the sector, with governments, other professional associations and with institutions in pursuit of our aims. ATEM's remit crosses functional, specialist and professional boundaries and, as the only professional association dedicated to the tertiary education management sector in Australia and New Zealand, we are in a unique position to connect people and groups who might not otherwise interact with each other, and to bring together like minds to strengthen the sector.

ATEM membership brings with it an additional set of benefits and expectations, and requires a commitment on the behalf of individuals to further develop their knowledge, skills and careers in tertiary education management in a structured and focused way. Our members are professionals, and we support them to challenge themselves to develop their professionalism, both in their approach to their work, and in their conduct in the workplace. Our expectations of our members are high, and we regard them as current and future leaders in tertiary education management.

ATEM Policy Documents

Strategic Priorities 2009-2011

Actions	Outcome	Accountability	Timeline	Budget
1 Growing Careers				
1.1 Explore ways to further develop and formalise and promote the job exchange program that currently exists.	Job exchange program supported by institutions, measured by increasing number of exchanges each year.	PD Coordinator Councillors Regions		
1.2 Establish mentoring program for developing and middle managers and invite expressions of interest from membership in being mentors.	Structured mentoring program with opportunities to connect emerging leaders with senior leaders in the sector.	PD Coordinator Councillors		
1.3 Revise the Maurie Blank Study Scholarship to create a new Career Development Award designed to assist members to develop and implement career plans.	The development of more structured career development across the sector.	Awards and Grants Committee	March 2009 Council Meeting	Current Study Scholarship budget
1.4 Scope and build a library of career development resources (clearinghouse approach)	ATEM is recognised in sector for quality of career development resources provided to the sector and for members.	PD Coordinator Councillors Regions		
1.5 Investigate possibility of running joint study tours with CHEMP and the LH Martin Institute..	Increased awareness of the sector in an international context	PD Coordinator		

Actions	Outcome	Accountability	Timeline	Budget
2 Building Professionalism				
2.1 Continue to build the Tertiary Education Management Conference as flagship training and networking event for ATEM.	TEMC is recognised as flagship conference for tertiary education management practitioners and researchers	Designated Vice-President		
2.2 Clarify benefits for and of Associate Fellow and Fellow and promote to existing and potential new fellows.	Number of Associate Fellows and Fellows increases each year	Vice-Presidents		
2.3 Publish the ATEM Capabilities Framework and promote within the sector, and provide to new members as part of induction package.	Capabilities Statement recognised in the sector for career development purposes	President Secretariat		
2.4 Re-develop the ATEM Honorary Fellowship to create a sector-wide award for outstanding contributions to advancing the professionalism of tertiary education management.	ATEM Award is regarded as prestigious in the sector.	Awards and Grants Committee		
2.5 Strengthen ATEM operations by: 2.5.1 improving induction for new members and office bearers, and continuing to professionalise services to Council, members and the sector, and	ATEM's operations are efficient and professional, measured by feedback from members and institutions	Secretariat Councillors		

ATEM Policy Documents

2.5.3 building the role of Institutional Coordinators to ensure appropriate support and information is available to them.				
---	--	--	--	--

Actions	Outcome	Accountability	Timeline	Budget
3 Connecting People and Groups				
3.1 Further develop ATEM's relationship with the LH Martin Institute.	Strengthened reputation in relation to professional development and awareness of the sector. Opportunity to collaborate with senior leaders and Corporate Members.	President		
3.2 Build recognition of ATEM's mission in the sector, including marketing and branding campaign.	Establishment of a clearer and more defined profile for ATEM that builds upon past reputation.	President Vice-Presidents		
3.3 Review current special interest group designations by members when they join, to identify ways in which those groupings can provide the basis for member networks, either face-to-face or online via social networking sites (eg ning and facebook).	Structured 'sub-membership' opportunities within ATEM that recognise broad focus of ATEM yet allows for specialist connections.	Councillors		
3.4 Re-develop Weekend Update to be an email newsletter to which the public can subscribe, within the context of improving recognition of ATEM in the sector.	Increased profile of ATEM and increased awareness amongst members.	Secretariat		
3.5 Lead the development of cross-sector professional associations established at first meeting in 2007.	Collaboration with related professional development organisations and opening of dialogue for further collaboration.	President Vice-Presidents		
4 Understanding the Sector				
4.1 Build the Orientation to Tertiary Education Program as a flagship for ATEM.	High profile professional development that also raises the profile of ATEM to new staff within the sector.	Councillors PD Coordinator		
4.2 By continually monitoring education trends and developments globally, develop a clearinghouse of resources to support the career development of members, with some resources being publicly available via the ATEM website.	Resources are recognised in the sector for their quality and value.	Councillors Secretariat		
4.3 Develop a 'hot topics/leading thinkers' seminar series that is widely promoted to the sector, to build ATEM's reputation as a source of authoritative information on current and future policy. Target corporate members to lead/speak at these sessions.	Increased profile for ATEM in the sector as well as delivery of relevant professional development.	President PD Coordinator		
4.4 Review Reading List of the Classics for currency, and promote to membership and sector.	Key resource is recognised by the sector, and used in induction programs in institutions.	Secretariat		

ATEM Policy Documents

The ATEM Patron

(adopted by Council in 24 May 2005)

Patrons of ATEM from 1999 to the Present

Emeritus Professor Peter Karmel AC 1976, CBE 1967, BA (Melb), PhD (Cantab) , Hon LLD (UPNG, Qld, Melb, ANU), Hon D Litt (Flinders, Murdoch, and Macquarie), DUniv (Newcastle), FASSA, FACE.
Patron of ATEM from 1999-2001

Emeritus Professor Fay Gale AO 1989, BA (Hons) PhD, DUniv (Adel), Hon D Litt (W.Aust), FASSA, FAIM.
Patron of ATEM 2001-2003

Professor Ian Chubb AC 2006, MSc, DPhil, (Oxon), Hon DSc (ANU).
Patron of ATEM from 2003 to the present

ROLE

The Patron is a senior and respected member of the tertiary education sector in Australasia, who has consented to be identified with ATEM, and to assist in the development and promotion of ATEM. The Patron will have links and contacts which are of immense benefit to ATEM in Australasia.

The Patron understands and publicly supports the role of ATEM in the sector as the professional association for all those who manage and administer tertiary institutions in Australasia.

One specific public role which the Patron has agreed to fill is to preside at ceremonial events such as official openings, awards presentations and similar events.

In addition, the Patron has also agreed to attend the Annual Tertiary Education Management Conference each year, and provision for this is made in the ATEM Council budget.

Given the standing and position of the Patron, the Patron may be asked by the President to assist in facilitating contact for the President and ATEM to ensure that ATEM's voice is heard in political and tertiary education circles throughout Australasia.