

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.