

Association for Tertiary Education Management Inc

Executive Committee Teleconference

There will be a Teleconference of the Executive Committee on Wednesday 19 February 2003 at the following times:

3.00 pm to 4.30 pm New Zealand Summer Time
1.00 pm to 2.30 pm Eastern Australian Summer Time
10.00 am to 11.30 am Western Australian Time

1 Apologies

2 Minutes and Starred Items

The minutes of the Executive Teleconference held on Wednesday 11 December 2002 are on the web. For confirmation.

The President will move the adoption of starred items.

3 Business Arising from Council Minutes

3.1 ATEM's Future

3.1.1 Items referred by Council to the Executive Committee include:

- 4.1.1 Use of the term 'Professional';
- 4.1.2 A need to address the perceived low level of support from Senior Officers
- 4.1.3 The need to target HR directors about the low level of advertising in the 'Job Vacancies' page
- 4.1.4 The need to review the role of VP in charge of Conferences.
- 4.1.5 Consider definitions, the structure of ATEM and resource models which would include reviewing the existing budget principles.

The Committee discussed the last of these items for some time and the President agreed to prepare a paper for discussion at the February Meeting in 2003.

A first draft was discussed at the January Working Party. A final draft from the President is attached. [Pages 6 - 12](#)

3.1.2 Items referred to the Membership Group include:

- 4.1.2.1 The need to define the role of Institutional Coordinators.
- 4.1.2.2 The need to be flexible in how Institutional Coordinators are appointed (eg. they might be regional coordinators in New Zealand).
- 4.1.2.3 The need to target certain organisational groups such as Dean and Directors
- 4.1.2.4 A review of the Job Vacancies Page.

The Membership Group Minutes and an Executive Summary were noted. The Committee discussed the report in detail. It noted that the Membership Group would hold a teleconference on implementation strategies in February and that a final report would be

ready for the May Council meeting. Members were asked to send any comments or suggestions directly to Chris Jeffery.

VP Chris Jeffery to report.

3.2 Finances

At the last meeting it was agreed that issues associated with corporate membership would be fully developed in a paper to be prepared by the Treasurer and President for the February 2003 teleconference, including Association and Branch responsibilities associated with corporate membership.

It was also resolved that the re-drafted budget be sent out to Branch Treasurers so that feedback can be presented to the February Teleconference.

A report from the Treasurer on the Corporate Members issue is attached. Other pages will be faxed to members on Monday. **Pages 13 - 14**

3.3 PDF Committee Terms of Reference

Council has referred to the Executive Committee the further development of the PDF including Terms of Reference.

A discussion about the PDF was held at the January Working Party. It was agreed that the President should ask Linda McLain of Edith Cowan University to draft the terms of reference of the PDF Committee.

President to report.

4.4 Marketing Campaign

3.4.1 Web Site Development – Stage 2

The January Working Party discussed many aspects of the further development of the web site and the President subsequently authorised the web site administrator to proceed. The Secretariat has requested grants of \$2,000 each from Branches for the funding of Stage 2, which was not in the budget.

President and Treasurer to report.

3.4.2 Stationery, and Other Collateral

C@L Jan McAdam to report on the development of stationery templates for Branches and Council consistent with the new ATEM Brand.

3.4.3 Institutional Coordinators

In December the Secretariat requested Branches to nominate Institutional Coordinators to carry the marketing campaign down to the institutional level. There were no responses.

The January Working Party resolved to request C@L Jan McAdam to draw up terms of reference for these people and recommend a way of recruiting them. The report is attached. **Pages 15 - 16**

***3.5 International and Other Affiliations - Policy**

The January Working Party agreed that a link with ACHEA in the Caribbean should be explored. This group will need support to develop professional standards for their managers. AUA is providing some such support and ATEM would do well to look at joining AUA as a partner in that process.

An MOU with ACHEA prepared by VP Tom Gregg has been sent to ACHEA but there is no response as yet. For noting.

3.6 ATEM Foundation

Council had referred the following matters to the Executive Committee:

- 4.6.1 There is a disparity between the 'Objectives' in Australia and New Zealand. (NOTE: The two 'Objectives' were attached to the Agenda and they appeared to be identical).
- 4.6.2 There is a need to develop protocols on issues such as exclusivity, conflicts of interest and privacy.
- 4.6.3 The Foundation needs a business plan
- 4.6.4 The Foundation needs a timeline and a program of activities
- 4.6.5 The Foundation needs to review its structure and also to set a term of office for its Directors.
- 4.6.6 The Foundation is to open two bank accounts

These matters were discussed by the January Working Party and it was agreed to recommend to the Executive Teleconference that further work on the Foundation be deferred for the time being, except for Board Membership issues which need to be resolved before the AGM in September. The relevant section of the Constitution is attached. **Pages 17 - 18.**

***3.7 ATEM Patron**

There was a general discussion about the timing and nature of the appointment of the 3rd Patron at the December Executive Teleconference. The matter was discussed further at the January Working Party. It was resolved to recommend that the 3rd Patron be Professor Ian Chubb. For noting

3.8 AVCC

It was noted by Council that a letter had been sent from the President to the President of the AVCC, seeking an opportunity to address the AVCC Board and the Senior Staff Conference.

President to report.

4 ATEM Conferences

***4.1 ATEM/aappa Memorandum of Understanding**

The final draft of the MOU has been approved by the Executives of ATEM and AAPP. A copy is attached. **Pages 19 - 20**

4.2 2003 Conference

VP Tom Gregg has consulted with the Conference Organisers about Conference Streams. VP Tom Gregg to report.

4.3 Future Conferences

The President will report on discussions with AAPPA about inviting other specialised groups to participate in future conferences.

***4.4 Conference Manual**

The Association Secretary has completed the revision of the Conference Manual in consultation with AAPPA. It is now on the web.

***4.5 AFR Higher Education Summit**

The Secretariat has produced a promotional insert for the AFR Education Summit in March.

***5 Business Referred by Branches**

Secretariat had circulated Branch Presidents seeking items, but there were no items to discuss.

***6 The Journal of Higher Education Policy and Management**

No issues have been raised.

7 International Affiliates

A summary of the delegates chosen to attend overseas affiliates' conferences follows:

AUA: Annual Conference 14-16 April at Derby: Margaret West, Dean of the Faculty of Business and Tourism, University of Otago.

AAUA: Annual Conference 18-22 June at San Francisco: Linda McLain, Manager of the Professional Development Centre, Edith Cowan University.

AACRAO: 6 to 9 April 2003 in Washington DC. Marilyn van Dyke, Manager, Organisational Development and Change, University of Central Queensland (subject to availability).

President to report on responses from the invitees.

8 Other Business

8.2 Review of Strategic Directions Statement

It was agreed at the December Teleconference to review the Association's Strategic Directions Statement and set 2003 targets for the Executive Committee at the February Teleconference. A copy of the Strategic Directions Statement is attached. **Pages 21 - 24**

***9 Schedule of Meetings in 2003**

19 February - Executive Teleconference

23 May, 4.00 pm – ATEM Foundation Board

24 May, 8.30 am – Executive Committee

24 May, 10.00 am – ATEM Council Meeting, Sydney

23 July – Executive Teleconference

27 September, 2.30 pm – ATEM Foundation

27 September, 4.00 pm – Executive Committee

28 September, 9.00 am – ATEM Council Meeting

Date to be set – ATEM Annual General Meeting

29 September, 7.00 pm – Ghosts' Annual Dinner

10 December – Executive Teleconference

GP 2/2/03

Distribution

Maree Conway, President

Tom Gregg, Vice-President

Chris Jeffery, Vice President

Neil Voyce, Association Treasurer

Margie Cole, Association Secretary

Carol Poulter, Councillor at Large

Jan McAdam, Councillor at Large

Giles Pickford and Peter Scardoni, Association Secretariat

Item 3.1 Structure and Financing of ATEM Beyond 2003

Background

In May 2002, Council made the following decision about the future of ATEM.

ATEM will develop as a full professional association, respected in the tertiary sectors of Australia and New Zealand as a legitimate voice for those who work in management and administration of tertiary institutions. A body of knowledge will be developed and recognised, which is based around the concept that management of tertiary institutions is a profession in its own right, with all that implies in terms of conduct and membership, and in terms of initial and on-going professional development. To head in that direction will require more investment from members themselves, ATEM as an organisation, and from partners in the leadership of ATEM, in professional development of members, communication methods and opportunities, and in the full-time support of Council and Branches through the Secretariat. If ATEM is to be a professional association such as is envisaged currently, then further investment and development must happen now, and branches must support that path of development and the investments of time and funds required.

This paper provides some recommendations to implement this decision.

Core Business

The 2002 decision creates an overarching goal for the Association:

- to be recognised as a professional association, respected in the tertiary sectors of Australia and New Zealand as a legitimate voice for those who work in management and administration of tertiary institutions.

It also creates two sub-goals:

- to develop and have recognised a body of knowledge, based around the concept that management of tertiary institutions is a profession in its own right, with all that implies in terms of conduct and membership and in terms of initial and ongoing professional development; so in particular:
 - a codified knowledge base;
 - membership requirements and gradings;
 - continuing professional education.
- to ensure appropriate investment and support for ATEM to allow it to develop as a professional association, including a professional Secretariat.

The 2002 decision essentially defines the profession of tertiary education administration and management. Our core business then becomes:

- Professional Education and Training; and
- Promoting the Profession.

Implications

To be recognised as a professional association which serves a profession, we need to clearly articulate the characteristics of the profession we represent, and what services we provide. This includes:

- defining the term profession;
- reaching agreement about what tasks are done locally and what tasks are done at the Association level;
- deciding how best to organise to ensure those tasks can be undertaken effectively; and
- deciding how to finance all activities across the Association.

Defining the Profession

For ATEM's purposes, profession should be defined as:

that group of staff who work in tertiary education institutions and related organisations, who work in management positions and who are tertiary qualified.

The profession ATEM is interested in developing is therefore industry bounded, not function specific, and is related to the management of institutions. Management positions should be defined as:

positions that are responsible for the management of functions, significant resources, units, or organisation wide processes.

We should probably spend some time considering how to either differentiate ourselves from the layer of executive 'academic' managers that has emerged over the past 15 years or so, or develop a more inclusive definition of "manager".

Membership

This definition of profession has two implications:

- full membership is available to a 'select' group, and is not open to everyone; and
- open membership can still be provided, but with a different membership classification.

This differentiation is important if we are serious about being recognised as a *profession*. We have to provide evidence that ATEM "members":

- have achieved a certain minimum standard of competence by having a tertiary qualification – a requirement of all professions, but particularly important in academic institutions in order to achieve some degree of 'parity of esteem' (the qualification does not have to be specified because of the wide range of functional specialisations of members);
- have a unique body of knowledge required to run institutions; and
- that they keep this body of knowledge up-to-date through continuing professional education and training.

Full ATEM membership needs to be seen as something to aspire to – not something available to anyone. Full membership of ATEM is therefore aimed at middle and senior managers in tertiary education.

Membership Categories

This means ATEM will need to move to membership categories, such as:

"associate" member – the open membership classification – anyone who works in tertiary education can join at this level with no membership pre-requisites; we can offer this category

internationally as well (in the same way that AUA does); it provides the member discount for professional development programs, and voting rights;

“member” – a manager who has a tertiary qualification and who has worked in tertiary education for five years – this represents a commitment to a career in tertiary education administration and management; this category is the threshold category – once a “member”, individuals agree to pursue a program of continuing professional education, and to be bound by the ATEM Code of Conduct;

“fellow” – a member of at least 10 years standing who has made an overt commitment to professional development (no change from current requirements);

“corporate members” – as now, but without conference subsidy. Corporate membership is a profile raising membership category, designed to have information about ATEM pass over the desks of CEOs and four executive managers in institutions.

Institutional Coordinators

Increasing ATEM’s membership is critical. Membership is best achieved through local contact.

The position of Institutional Coordinator therefore is a critical one to provide a known person in each institution/region who provides the local face of ATEM. The Institutional Coordinator would be responsible for:

- developing membership (eg contacting new staff, following up renewals etc);
- keeping in regular communication with members; and
- running appropriate programs at an institution/region.

To promote the concept that an individual joins ATEM and not a Branch, the activities of Institutional Coordinators should be coordinated by the Association (with any costs covered by the Association). Coordinators should meet at the annual conference to share information and experiences. A Information Sheet for Institutional Coordinators has been developed for this role and is attached.

Professional Education Framework

Framework

ATEM has already approved the development of a Professional Education Framework that would initially underpin the design of ATEM programs, but could eventually underpin all sector and institutional programs. The latter would only happen if the Framework was developed by a cross-sectoral working party. This has been the approach being pursued by ATEM until now, although only the AVCC had expressed any serious interest in being involved.

If ATEM is a professional association, then we should be able to develop the Framework ourselves. It would require a group of professional development staff – a committee – to take over the development of the Framework to ensure that it is developed by experts, not well-meaning amateurs.

Committee

ATEM has also in the past approved the establishment of a Professional Education Committee. This Committee should now be established. Expressions of interest have already been made in participating in the Committee, which should have the following terms of reference:

- to review the concept proposal for the Professional Education Framework;

- to consider the essential skills, knowledge and competencies required for an education and training framework for administrators and managers in tertiary education;
- to seek comment and feedback from government and industry groups about those knowledge, skills and competencies;
- to recommend to the ATEM Council a Professional Education Framework that will underpin all future ATEM professional education programs; and
- to consider how the Framework can be used to support a Continuing Professional Education Program.

ATEM will then need to decide if it wants to seek endorsement of the Framework from government and industry groups, or whether it will keep the Framework ‘in-house’.

Maintaining Membership

Once established, the Framework would not only underpin the design of ATEM programs, it would also provide a guide for ATEM members to build their knowledge and expertise to support their career development.

One of the conditions of becoming an ATEM member is to pursue a continuing professional education program. ATEM will need to consider how members will maintain their membership through attendance at a range of programs and activities. This is something the Professional Education Committee could do, and it is an essential element of belonging to a profession.

Continuing Education – and the accreditation of such education (by whatever means) – provides a critical externally validated way of assuring the industry that ATEM members have reached a certain standard of expertise and accomplishment. ATEM will need to consider how its Continuing Education Program might be externally validated.

Organisational Review

For ATEM to develop as a professional association, some agreement on how tasks are allocated/undertaken needs to be reached. This requires the Association to start with a ‘blank sheet’ and take the opportunity to re-consider its structure and processes. It may be that existing structures and processes will suffice – the Association should, however, take this opportunity to review itself before the decision to retain or change structures and processes is made.

The following section of this paper relates to major programs and activities, and how the Association might be structured. These comments should not be viewed as definitive, but rather as thought triggers for discussion in Branches and at Council about the future structure and financing of ATEM.

Professional Education and Training Programs

Professional Education and Training

Professional education and training is best delivered locally, using the Professional Education Framework to ensure that appropriate development is being provided to members at all stages of career development – from ‘junior’ through to ‘executive managers’.

Professional Education Coordinators in each branch or region should meet at the annual conference to share program plans – to avoid duplication of effort and to identify those program which might be run by the Association in all branches. Sharing of particularly good programs, or particularly good papers presented at branch conferences should become routine.

Professional Education and Training Programs should be consolidated at the Association

level for marketing purposes. The second stage ATEM web site development will provide the functionality for a searchable database of programs across the Association, and provide the opportunity to publish an Association-wide program.

Tertiary Education and Management Conference

This conference has the potential to develop as the flagship professional development event for managers and administrators in tertiary education. The relationship with AAPPA to jointly organise this conference is continuing, and will need to be re-visited after each conference.

Affiliations with other 'specialist' professional associations should be pursued, so that mutual benefit is possible – members attend their specialist conference which is linked with TEMC which provides a big picture, integrating perspective. Members then would have the opportunity to network within their specialisation and across other specialisations.

Ongoing conference sponsorship will be coordinated by the Secretariat – the aim being to attract sponsors willing to commit to a three year conference sponsorship package. Local organising committees would still be able to attract sponsorship as long as it did not cause any conflicts with Association sponsors.

Promoting the Profession

A profession needs to be promoted with potential members, and with government, groups, associations and other professions with whom the profession interacts. A key driver is to have the profession recognised in some way by these groups. Most professions seek legal forms of recognition, but ATEM is seeking what can be termed "workplace" recognition.

Seeking recognition within the workplace – ie within the employing institutions and within the industry – requires a consistent, coherent and powerful message to be delivered. As a professional association, ATEM needs to be certain about why it is seeking recognition, and what it is that ATEM members have to offer.

Developing Links with Government and Associated Groups

Considerable work has already been undertaken to establish contact with governments in Australia and New Zealand. This contact should be continued, and would be enhanced by the appointment of an Executive Director (see below).

Developing Links with Institutions

The Institutional Coordinator role will have responsibility for becoming the local face of ATEM. A key part of this role is to raise the profile of ATEM within that organisation. Depending on the level of the Coordinator within the institution, however, it may be difficult to develop continuing links, particularly through ongoing corporate membership.

The Association needs to initiate these links, and then work closely with Branches and Institutional Coordinators to maintain the links.

Publicity and Marketing

ATEM's publicity and marketing needs to be professional and consistent. The ATEM brand that has been developed needs to be used by all areas within the organisation, without exception. There is no point having a brand if it is not used. Amendments to the brand, or variations on a theme likewise cannot be made. If current arrangements (ie in terms of letterhead, envelopes etc) need to be changed to meet the needs of branches, then that should be arranged, rather than ignoring the brand.

Association

This is an opportunity to re-think the current organisational arrangements for the governance

and operation of the Association.

Secretariat

There is unanimous agreement that ATEM needs to move to a full-time Secretariat, with an Executive Director, or similar position. This has significant funding implications which need to be further explored. Current negotiations with the Australian National University about office accommodation also need to be confirmed on an on-going basis.

It is recommended that ATEM establish a full-time Secretariat in May 2004.

Council

It may be better to have a Council that consists of an elected Executive, and elected functional office-bearers – who would deal with specific functions such as:

- conference arrangements;
- professional education coordination;
- international affiliations;
- marketing;
- institutional liaison coordination etc.

This sort of arrangement would shift the membership of Council away from branch representation and that may not be desirable. Changing the focus of Council membership in this way, however, would provide additional resources for the Association to be able to pursue its goals.

Foundation

The ATEM Foundation was established to raise an endowment to fund professional development activities and a range of other functions. It is an appropriate and far-sighted strategy for ATEM. Experience in setting up the Foundation has shown that, in the current economic environment, seeking appropriate partners is extremely difficult. Two years of working with one partner has not seen a final agreement signed, despite continuing enthusiasm on both sides.

It is recommended that the legal structure of the Foundation be maintained, but that no further work be undertaken at the present time. The Council should review this decision in two years.

Financing

The financing of ATEM currently reflects its federated structure. If ATEM is to develop as a professional association in the ways discussed in this paper, it is necessary to re-think these financial arrangements, based on the premise that ATEM is a single organisation rather than a number of autonomous branches.

Such a re-thinking of our financial arrangements must be achieved on a consensus basis, rather than being 'imposed'.

What Now?

It is recommended that branches and the Council, in collaboration, consider how Association and Branch tasks and functions are best organised before considering how those tasks and functions should be financed. We need to consider how best to address the issues and concerns we have now, and come to an agreement about expectations, standards and services in everything that we do.

Consideration may include how to allocate funds across the organisation, including:

- funding of professional development programs;
- membership fees;
- conference funds;
- sponsorship funds, etc.

The Association will need to come to agreement about the range of issues highlighted in this paper, and to make decisions as required.

Consultation and discussion should take place in the period between the May and September 2003 Council meetings, with final decisions made in September to allow any new structural and financial arrangements to be put in place in 2004.

**Some
Concluding
Comments**

ATEM's 2002 decision is a brave one. It will require significant cooperation, evidence of which has already been seen in the work done across the Association in the past few years. We need to continue that work, strengthen our collaboration and communication, and move ATEM to the next stage of its development.

We have a real opportunity here to change both ATEM and our role in the sector. We cannot achieve this change half-heartedly though – we have for too many years suffered from being a volunteer association, well-intentioned but poorly resourced, and too dependent on the goodwill of our members and our employing institutions. What we have achieved in 27 years is, in that light, extraordinary, and we should not lose sight of that.

The founding 'fathers' of ATEM envisaged an association that would improve the professionalism of its members, and promote the role of the professional administrator and manager in the sector. The 2002 decision confirms that vision. We need to spend some time now working out just how to implement the vision so that by the time ATEM's 30th birthday comes around in April 2006, we will have a strong professional association, serving the needs of our members and the industry in which we work.

Maree Conway
President
February 2003

Item 3.2 Corporate Members

With regard to the Corporate Membership fees there is not a great deal more from a financial perspective that I can add at this stage to the information provided at the last teleconference.

What we do need now is to prepare a paper for circulation prior to the May Council meeting. This would need to go out by early April at the latest so branches have the opportunity to consider the document and brief their President.

My suggested format for this paper is as follows:

At the September 2002 meeting of the ATEM Council a resolution was passed that all subscriptions from Corporate Memberships would be retained by Council. Prior to this decision, Branches were able to retain \$200 from each subscription. The Council decision was later endorsed at the ATEM Annual General Meeting.

The discussions at the Council meeting were held without any prior information being available to Branch Presidents and it has since been accepted that that some were unaware of the implications on their Branch finances when they voted on the resolution.

As it is Council that has the authority to set fees it was beyond the power of the Executive Committee to make any changes and the matter is now on the agenda for the May 2003 Council Meeting. This paper will enable Branches to discuss the matter and brief their Presidents prior to the matter being reviewed in May by Council.

Present Position

Based on December 2002 figures, the spread of Corporate Memberships by branch (including the impact of the loss of the \$200 branch share) is as follows:

ACT	7	\$1,400
NSW	10	\$2,000
NT	2	\$ 400
NZ	19	\$3,800
Qld	4	\$ 800
SA	2	\$ 400
Tas	1	\$ 200
Vic	4	\$ 800
WA	4	\$ 800

The total based on these statistics is \$10,600 although it is likely to be higher as additional Corporate Members pay up. The Association budget projects 65 Corporate Members in 2002/3, which would raise the \$200 portion to a total of \$13,000.

The significant financial implications are therefore with Council and the New Zealand, New South Wales and ACT branches.

If the Council decision from last September is reversed with regard to Corporate fees then Council will receive only \$650 per member. From this, Council is liable for 50% of the registration fee for one attendee at the ATEM Annual Conference, to supply 5 copies of the Journal, provide free staff vacancy advertisements on the ATEM web site, manage the subscription collection and other associated membership functions. In addition, the

Secretariat has a promotional function to perform in trying to attract additional Corporate Members and retain existing ones.

At Branch level the costs associated with Corporate members can range from nil upwards. There is no information available to Council at this stage on the actual costs to Branches. No doubt the high Corporate membership numbers in some Branches is a result of efforts made at Branch level and this needs to be recognised.

To enable informed debate at the May Council meeting on the matter of how the Corporate Membership subscription should be split, Branches are asked to consider the following alternatives:

- (a) That the status quo continues with Council receiving the full \$850 in subscriptions and meeting all costs (including pre approved Branch costs) related to Corporate Membership.
- (b) That the subscription be split \$650 to Council and \$200 to Branches with Branches required to provide Council with an annual report on their costs and effort in relation to the retention and expansion of Corporate Membership in their Branch area.
- (c) That Council receives the full \$850 in subscriptions from Corporate Members for the first 4 members for each Branch, Branches receive \$200 for each Corporate Member between 5 and 8 and for every Corporate Member in excess of 8 the Branches receive \$250.

I trust the above will be sufficient to enable some discussion at the February Executive teleconference.

Neil Voyce
Association Treasurer

12 February 2003

Item 3.4.3 Institutional Coordinators

The Institutional or Regional Coordinator is a new role, based on similar roles that have existed in some Branches in the past. In the review of ATEM's future, the role of Institutional or Regional Coordinator (Coordinator) has been established as a pivotal strategy in developing and maintaining ATEM's membership and profile at the local level.

While members join the Association, the focus of their work, and the focus of professional education and training is at the local level. ATEM needs to have a strong presence at each institution to strengthen the link between the local, the Branch, and the Association.

The Coordinator would have a number of responsibilities in the following areas:

Membership

- Ensuring that the annual membership target is reached (the target figure is derived from the number of potential members at the institution).
- Following-up non-financial members (names supplied by the Secretariat).
- Ensuring that members leaving the institution are surveyed, to find out the quality of their ATEM experience.
- Keeping in contact with old members at the institution and inviting them to rejoin ATEM.
- Contacting new staff and providing them with the Membership Kit, and issuing an invitation to join.
- Providing members with a list of members at the institution.

ATEM Profile and Marketing

- Maintaining a stock of ATEM brochures for circulation within the institution.
- Distributing professional education and training information within the institution.
- Organising two or three institution specific gatherings each year to promote networking – this might include guest speakers from the institution to speak on institution-specific 'hot topics'.

Liaison

- Liaising with the local Human Resources Department:
 - (a) to obtain details of new administrative staff members who are potential ATEM members;
 - (b) to seek approval to include ATEM brochures in new staff information packs; and
 - (c) 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 Department to provide copy for stories about ATEM in local newsletters etc.

Reporting

- Preparing an annual report on institutional activities and submitting it to Secretariat for dissemination to other ATEM Inc member institutions. Part of the rationale for doing this is to identify best practice that other institutions could adopt.

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

In exchange for being the Institutional Coordinator, ATEM Inc will:

- waive the annual membership for that person;
- acknowledge each Institutional Coordinator on the ATEM Inc website (with a link to their email address);
- Hold a special function at the Association Conference to give them the opportunity to share best practice and for ATEM Inc to formally acknowledge their contribution and efforts.

The Foundation Constitution contains the following section on Directors. Numbering is not the same as it is in the Constitution as the Constitution has 'Smart Numbering' which cannot be copied across. For Discussion in relation to the current Board Membership.

PART 4 - DIRECTORS

- 1 Number of directors
 - 1.1 There must be at least 3 directors and no more than 9 directors.
 - 1.2 The Company in general meeting may increase or reduce the number of directors.
- 2 Qualification of directors
A director need not be a member of the Company.
- 3 Appointment of directors
Subject to relevant consents to act as a director being tendered in accordance with the Corporations Law:
- 4 **ATEM may appoint, remove or replace up to 5 of its officers to be directors of the Company**; and the director(s) appointed under clause 30.1.1 may appoint up to 4 additional directors of the Company for such term as the appointing directors may determine. For the purpose of clause 30.1:
- 5 **ATEM may appoint a person as a director of the Company for the term for which they are an officer of ATEM and replace the appointee at the end of that term with the appointee's replacement as an officer of ATEM**; and the first directors of the Company are the persons specified in the application for registration of the Company as directors (being officers of ATEM).
- 6 If the office of a director of the Company appointed under clause 30.1 is vacated by law or clause 32: if the person to be replaced is an ATEM appointee, ATEM may replace the director; and otherwise, the Board may replace the director, with a person who consents to act as a director and for the balance of the term of the director who is replaced.
- 7 A person who has attained the age of 72 years is eligible to act as a director subject to compliance with the Corporations Law.
- 8 Term of office
A director automatically retires at the end of the term of their appointment. A retiring director may, subject to the Corporations Law, be re-appointed as a director in accordance with clause 30.
- 9 Vacation of office
A director ceases to be a director if:

the Corporations Law so provides;
the director resigns as a director by notice to the Company;
the Company in general meeting removes the person as a director;
the director is absent, without the consent of the Board, from 3 Board meetings over any 6 month period; or
the director automatically retires under the previous clause.

For discussion.

Item 4.1 Memorandum of Understanding: AAPPA and ATEM

Introduction and Background:

1. AAPPA and ATEM have had a close working relationship for several years, which was usually given substance only during the preparation and running of the annual joint conference.
2. That conference began as the annual conference of AITEA initially and then ATEM, and with AAPPA invited to have their annual conference in association with the ATEM conference. This relationship was seen always by ATEM as AAPPA joining with ATEM in their conference, and having separate streams which were really the AAPPA conference with the combined organisation.
3. In 2001, discussions began, focussed on the continuing relationship, and several issues were raised from both organisations. For ATEM, it was seen that AAPPA wanted to have a greater share of the surplus from any conference, and that was opposed as such because there was already an agreed formula in place for distributing the surplus to ATEM (and to the host branch) and to AAPPA. Because of the disagreement on this point (from ATEM's point of view), it had been agreed that the two organisations would hold separate conferences in 2003 and 2004, and then consider the future relationship in the light of that experience.
4. At the conference in Brisbane in October 2002, there were many from both organisations who felt that such a split was a backward step, and it was resolved to have a further discussion. The result of that was the discovery by the ATEM delegates that the real issue was one of the relationship as a whole, and the sense that it was time to make the partnership one between two equal organisations moving forward.

Points of Agreement

5. As a result, AAPPA and ATEM agree that the overriding principle future relationship is to be as equal partners in tertiary education in Australasia, and in presenting an annual Conference on Higher Education Management.
6. In terms of the conference, the following are the specific points of agreement:
 - 6.1. All future conference advertising and promotions will recognise and underline the equal partnership between AAPPA and ATEM, and the role of the conference in higher education management in Australia and New Zealand.
 - 6.2. The annual Conference on Higher Education Management is a joint venture arrangement between AAPPA and ATEM. In practice this must mean:
 - 6.2.1. Equal risk for both partners
 - 6.2.2. Equal effort from both partners in the organisation and mounting of the conference
 - 6.2.3. Equal membership from both partners, of the organising committee each year
 - 6.2.4. Rotating the chairing of the committee on an annual basis (with ATEM in 2003, and AAPPA in 2004)
 - 6.2.5. Equal sharing by the partners of any surplus or loss for each conference.

- 6.3. The 2003 conference in Adelaide would be the first based on these principles, and those principles will continue to apply for future conferences.
- 6.4. The conference manual will be jointly developed and agreed by AAPPa and ATEM, by the end of 2002.
- 6.5. If in the future, any decision is to be made to extend the number of organisations that may be involved in the Conference, those decisions will be made jointly by AAPPa and ATEM, as the original joint venture partners.
- 6.6. AAPPa and ATEM will liaise closely at Executive level, to agree on the locations for future Conferences and on any other opportunities for closer collaboration.

Communication

- 7. The Executives of AAPPa and ATEM will advise all members of their respective organisations of the terms of this Memorandum of Understanding. They will also be responsible for communicating any amendments to this Memorandum of understanding that may be made in the future.

Termination

- 8. This Memorandum of Understanding can be terminated with 15 months notice by either party.

President
ATEM

President
AAPPa

Date

Vision

1.1.1 What we want to be...

To be a significant resource for education and knowledge about tertiary education administration and management in Australasia, with members recognised for their excellence in professional practice.

Mission

1.1.2 What we do...

ATEM works to advance the profession of tertiary education administration and management in order to support and develop excellence in professional and institutional practice. We do this by identifying, creating, disseminating and applying knowledge about tertiary education administration and management.

Guiding Principles

1.1.3 What drives us...

Tertiary education administration and management is an emerging area of knowledge. As leading practitioners, we want to drive the identification, creation, dissemination and application of knowledge relating to our work. Sharing that knowledge will be the underpinning principle for all our activities.

Tertiary education administration and management is a professional occupation, requiring of its members a commitment to lifelong learning and continuous professional development, and the highest standards of professional practice.

Tertiary education administration and management is a specialised and developing area of work in institutions. As a professional association, we will work towards achieving recognition of the critical role our members now have in their institutions.

Operational Guidelines

How we will work to achieve our vision...

ATEM's Branches provide our core professional development services. They will continue to be the focus of professional development programs and other activities targeted at local membership.

The ATEM Council is the governing body of the Association. It will drive the strategic development of the Association by ensuring alignment of Branch activities with the strategic themes. It will do this collaboratively by communicating the strategic themes and their intent effectively to Branches and members and by seeking regular feedback on the implementation of, and progress towards, achievement of those themes.

The ATEM Executive will ensure that the organisation as a whole operates efficiently. It will take the lead in implementing our strategic themes and will deal with day-to-day implementation issues. It will consult with Branches about new policy directions and make recommendations to Council. It will report on its activities and actions to each Council meeting. It will respond to government and other enquiries and behalf of the Association. The Executive will also make contact with appropriate groups, organisations and government departments to ensure the Association is able to position itself as a key information resource about tertiary education administration and management.

The ATEM Secretariat provides support to the Association by providing a range of services including coordinating publication of the Journal of Higher Education Policy and Management, management of the ATEM interactive web site, financial records and GST coordination for the Association.

ATEM will use all means possible to contain costs and increase resources in order to relieve the pressure on members' subscriptions. We will make decisions about the use of our limited resources using our strategic themes as a reference point. All our activities must contribute to the achievement of one or more of the strategic themes.

The ATEM Foundation will create an endowment that will be able to fund training activities, personal development projects such as travelling fellowships, study scholarship and research grants; and support some Council projects such as the web site, the Journal of Higher Education Policy and Management and others.

ATEM will endeavour to grow the organisation out into new regions. It will seek to expand its membership and Branch structure into Asia and the Pacific at the appropriate time.

The ATEM Ghosts (our retired members) will support ATEM, at Branch and Council level, by sponsoring smaller projects, and volunteering their time and expertise to assist in the smooth running of the organisation at all levels.

ATEM values and encourages the voluntary participation of its members in its operations. As a volunteer organisation, ATEM will promote involvement by members as an effective and rewarding professional development activity.

Strategic Themes

Our strategic themes will drive our activities at Association and Branch level. We will assess progress towards achievement of our vision each year by reviewing Association and Branch activities in each thematic area. We will report on that review in our Annual Report to members and other stakeholders.

Theme		Priorities 2002-2004
<u>Knowledge Identification</u>	<p>We will identify knowledge relevant to tertiary education administration and management (TEAM). We will identify the intellectual framework and knowledge base required for our members to be successful members of their chosen profession.</p>	<ul style="list-style-type: none"> • Continue to develop the ATEM web-site so that by 2004, it incorporates an electronic clearing house of academic and practitioner knowledge about TEAM. • Develop a process so that members can routinely help identify knowledge important to their professional practice. • Begin discussion with appropriate groups to define standards and core competencies for TEAM.
<u>Knowledge Creation</u>	<p>We will contribute to the creation of knowledge about TEAM, including definitions and standards, through research projects, collaboration with other organisations and by using the resources of our members.</p> <p>We will support our members to contribute to knowledge creation through ATEM Scholarships and Grants.</p> <p>Through the ATEM Foundation, we will provide funding to appropriate groups and institutions to pursue research designed to increase knowledge about TEAM.</p>	<ul style="list-style-type: none"> • By the end of 2003, have in place an ATEM Scholarships and Grants program that is focused around creation of knowledge about TEAM. • Work collaboratively with AVCC, NZVCC and like organisations to establish a cross sectoral working party on definitions and standards in TEAM. • Establish links with universities and other organisations teaching and researching in TEAM and provide funding for projects designated by ATEM as requiring development (through the ATEM Foundation).
<u>Knowledge Dissemination</u>	<p>We will provide opportunities for knowledge dissemination including conferences, professional development programs, and by publishing the Journal of Higher Education Policy and Management. We will collaborate with like associations locally and internationally to share best practice.</p> <p>We will make representations on behalf of our members to appropriate inquiries and groups, and work to ensure that ATEM plays an appropriate and significant role in the tertiary education sectors in which it operates.</p> <p>Our Branches and the Secretariat drive the dissemination of knowledge to our members. Their activities are our core services.</p>	<ul style="list-style-type: none"> • Continue to publish ATEM Matters as a primary means of communication to members. • Establish more consistent coordination of Annual Conferences, including sponsorship, so that learnings from one conference inform the next. • Establish and develop links with like organisations internationally. • Focus the Journal of Higher Education Policy and Management on the intellectual context for TEAM, combined with practical application of that knowledge. • Make Good Practice Guides available to members as a benefit of membership. • By 2004, have in place a web-based information resource on professional development activities across the organisation • Review the usage of email chat rooms and obtain feedback from members about their usefulness. • Make submissions to relevant inquiries as appropriate.
<u>Knowledge Application</u>	<p>We will support our members work and their professional development. Via our</p>	<ul style="list-style-type: none"> • Code of Conduct to be reviewed in 2002 and relaunched in 2003.

	<p>Continuing Professional Education Program we will encourage and support members to continually update their knowledge about their work and their profession.</p> <p>We will reward examples of excellence in professional practice through ATEM Awards.</p>	<ul style="list-style-type: none"> • Continuing Professional Education Program (incorporating staff exchanges) operational in 2004. • Closer linking of corporate membership and professional development. • Review ATEM Awards by the end of 2002 to reflect contributions by members to the development of the profession and improvements in professional practice.
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