

## Strategic Priorities 2010 - 2012

Initiative	Outcome	Measures	Timeline	Resources	Accountability
1	Growing Careers				
1.1 Establish mentoring program for developing and middle managers and invite expressions of interest from the sector in being mentors.	Structured mentoring program with opportunities to connect emerging leaders with senior leaders in the sector.	Proposal approved by Council	June 2010 Council meeting	Costing to be identified as part of proposal	Councillors Two Regional Chairs Executive Director
		Pilot program launched	March 2011		
		20 mentor relationships established	November 2011		
1.2 Scope what resources are available to members and build a library of career development resources (clearinghouse approach)  Review existing career development support	ATEM is recognised in sector for quality of career development resources provided to the sector and for members.	Guidelines and briefing paper developed	October 2010 Council meeting	Costing to be identified as part of proposal	Project Group
		Collection strategy launched to regions and key contacts	November 2010		
		New web pages launched with at least 15 resources	April 2011	Changes to website to be costed	Project Group
1.3 Investigate possibility of running joint study tours with Centre for Higher Education Management and Policy (CHEMP) and the LH Martin Institute.	Increased awareness of the sector in an international context	Discussions held with CHEMP & LH Martin	2011	Not required	Executive Director Councillors
		Report of feasibility study to Council with detailed costing	2011	Costing to be identified if study tours go ahead from 2011-2012	Executive Director Councillors
1.4 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.	Proposal and communication plan approved by Council	June 2010 Council meeting	Costing for ongoing program to be identified during 2010	Executive Director Project working group
		Three institutions agree to offer at least one exchange in 2011	December 2010		PD Coordinator Project working group

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<b>2 Building Professionalism</b>					
2.1 Continue to build the Tertiary Education Management Conference as flagship event.	TEMC is recognised as flagship conference for tertiary education management practitioners and researchers	80% positive evaluations On budget	Agreed conference timelines with TEFMA	Conference Budget as agreed	Designated Vice-President Steering Committee
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	20% increase in Associate Fellow and Fellows per year	Annual	None required	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	Capability statement included in Regional programme launch	2012 programme	None required	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.	Criteria developed & agreed	2011	None required	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, 2.5.2 building the role of Institutional Coordinators to ensure appropriate support and information is available to them, and 2.5.3 seek feedback from members and institutions on a regular basis. 2.5.4 prepare a membership recruitment strategy	ATEM's operations are efficient and professional, measured by feedback from members and institutions	Satisfaction with induction All regions have IC's Regional reporting of use of IC's Survey & Report annually	2011          Report at December 2010 meeting	None required	Secretariat Councillors          RC Carl Rallings

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<b>3 Connecting People and Groups</b>					
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.	Jointly developed and offered programs.	One program to run in 2010	None required	President Executive Director
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.	Successful brand implementation/recognition  Communicating/marketing strategy to be developed to connect with key groups and people.	From 2010  Proposal for September 2010 Council.	Continued funding for brand development and implementation.	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.	Review current SIGs and update as needed.  SIGs are active online.	Relaunch of SIGS following launch of new ATEM website.	Coordinators of SIGS will need to be appointed.	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.	To be completed as part of ATEM website re-development.	By end 2010	Council funding for ATEM website re-developed and ongoing costs of e-newsletter	Secretariat

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<b>4 Understanding the Sector</b>					
4.1 Build the <i>Orientation to Tertiary Education</i> program as a flagship for ATEM.	High profile professional development that also raises the profile of ATEM to new staff within the sector.	New program offered in 2010	April 2010		Councillors Executive Director
4.2 By continually monitoring education trends and developments globally, develop a clearinghouse of resources about the tertiary education sector with some resources being publicly available via the ATEM website.	Resources are recognised in the sector for their quality and value.	Guidelines and briefing paper developed	October 2010 Council meeting	Costing to be identified as part of proposal	Project Group
		Collection strategy launched to regions and key contacts	November 2010		Project Group
		New web pages launched with at least 15 resources	April 2011	Changes to website to be costed	Project Group
4.3 Continue the <i>hot topics/leading thinkers'</i> 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.	At least three seminars each year in at least two regions	Annual	As part of professional development budget	President Executive Director
4.4 Review <i>Reading List of the Classics</i> for currency, and promote to membership and sector.	Key resource is recognised by the sector, and used in induction programs in institutions.	Report of review presented to Council	June 2010	None required	Secretariat Councillors
		Launch of revised list	August 2010	None required	Secretariat Regional chairs

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<b>5 Financial Security</b>					
5.1 Development and implementation of a rolling 3 year financial plan	More structured and embedded approach to medium/long term financial planning	3 year financial plan endorsed by Council	December 2010	None required	Treasurer Regional Chairs
5.2 Design and implementation of a revised budget process	Budget process/instructions document (including budget parameters and timeline)	Timely submissions of budgets  At least one revision of budget during the budget year	July 2010	None required	Treasurer Assistant Treasurer
5.3 Improve financial sustainability by diversifying income streams  5.3.1 Sponsorship outside of TEMC i.e. website, PD programs  5.3.2 Management fees from consultancies	Funding available to support strategic and operational objectives through increased sponsorship, and establishment of consultancy	Percent of income	Each year for the association beginning 31 December 2010	As determined in budget  As determined in budget	President Regional Chairs  Council Executive Director
5.4 Development and implementation of a membership recruitment plan	Increase in membership Explore potential alternative membership packages	10% per annum increase in membership subscriptions	September 2010	None required	Council Regional Chairs