



minutes

TE POARI IHO | QUALITY ALIGNMENT BOARD

Date:	2019-05-30
Scheduled Start:	0930h
Scheduled End:	1130h
Location:	Building 180-2043

MEETING OPENED: 0935h

SECTION 1 NGĀ KUPU ARATAKI | PRELIMINARIES

Item 1.01 Opening Karakia

Manawa mai te mauri nuku
 Manawa mai te mauri rangi
 Ko te mauri kai au
 he mauri tipua
 Ka pakaru mai te pō
 Tau mai te mauri
 Haumi e, hui e, taiki e!

Item 1.02 Welcome from the Chair

- Annemarie Meijnen – Departing; replacement TBA
- Melanie Ooi – Departing from company 7 June, 2019; replacement TBA
- Daniel Irving – Welcome to the Committee
- Maura Kempin - Welcome to Membership in Matters Arising
- Nikki Makamba – Condolences, context (by Sue Emerson) and a period of silence were observed by the Committee.
- New – Previous Minutes attached in Section 7
- New – Priority Group Director Reports
- Attendance Sheet – Please take care to sign.

Item 1.03 Terms of Reference (2019)

Noted.

Item 1.04 Membership Structure (2019)

Noted.

SECTION 2 STANDING ITEMS

Item 2.01 Ngā Whakapāha | Attendance, Apologies & Quorate Status

Mema Poāri Tae Ā-Tinana | Board Members (2019) Present

1. Andrea Thumath
2. Aroha Lewin
3. Daniel Irving
4. Debra Robertson-Welsh (Chair)
5. Dila Beisembayeva
6. Falaniko Tominiko
7. Linda Aumua
8. Liz Rainsbury
9. Lydia Kiroff
10. Maura Kempin – Brought into Membership under Matters Arising
11. Melanie Ooi
12. Paul Jeurissen
13. Rowena Fuluifaga
14. Simon Tries
15. Sue Emerson
16. Toni Rewiri – Arrived 1012h
17. Trude Cameron – Arrived 1000h

Total members present: 17 member/s

Apologies

1. Annemarie Meijnen
2. Arun Deo
3. Cris de Groot
4. Nikki Makamba
5. Simon Goodlud
6. Simon Nash
7. Tracy Chapman

Total apologies: 7 member/s

MOTION

That the Committee accept the apologies for the meeting.

Moved: Falaniko Tominiko

Seconded: Simon Tries

MOTION CARRIED

Absences

Total absences: 0 member/s

Quorate Status

The meeting was determined as being quorate.

Hunga Mahi | Staff in Attendance

1. Daniel Weinholz (Secretary)

Item 2.02 Mahia Atu | Matters Arising

2.02.1 Correction to Draft Minutes of 2019-05-02

Presenter: Debra Robertson-Welsh

The committee noted that the Draft Minutes, distributed earlier, were inaccurate regarding Item 3.06, and that the corrected Draft Minutes were attached in Section 7 of this meeting's Agenda. No motion was required or moved.

2.02.2 Co-opted Membership of Maura Kempin

Presenter: Debra Robertson-Welsh

Maura Kempin is a past member of the committee and contributes the voice of Te Puna Ako.

MOTION

That the Committee approve the co-opted membership of Maura Kempin until the next committee membership review in 2021.

Moved: Rowena Fuluifaga

Seconded: Liz Rainsbury

MOTION CARRIED

Item 2.03 Pitopito Kōrero o Ngā Hui | Minutes of Previous Meeting

Presenter: Debra Robertson-Welsh (Chair)

MOTION

That the Committee approve the Meeting Minutes of 2019-05-02, as per Item 7.01 of this Agenda.

Moved: Andrea Thumath

Seconded: Liz Rainsbury

MOTION CARRIED

Item 2.04 Ngā Tautapu Arotake | Actions For Review

Part A Finite Action Items

Date Created	Item Identifier	Description	Responsibility	Target Delivery Date	Status / Date Completed
2019-02-28	2019.QAB.Action-012	<p>Committee Work Plan 2019 Draft the TPI-QAB Work Plan 2019 and present it for approval at the next meeting. It should run from March 2019 to February 2020.</p> <p>2019-05-02, Item 5.02: Debra to upload draft Committee Workplan 2019. Committee Members to reply to Debra and Annemarie with feedback by 2019-05-16. Debra to present final version to Committee for approval on 2019-05-30.</p> <p>2019-05-30, Verbal update: The Work Plan is being revised to align with the Academic Quality Action Plan.</p>	Debra Robertson-Welsh Annemarie Meijnen Committee Members	2019-05-02 2019-05-30 TBC	IN PROGRESS
2019-02-28	2019.QAB.Action-013	<p>SAC Working Group</p> <p>2019-02-28: Investigate certain aspects of assessment at Unitec, as specified in Item 4.06 of the Minutes 20190228, including the added 4th section. Monthly verbal updates are to be reported. Memo to be submitted when investigations conclude.</p> <p>2019-05-02, Item 3.06 Assessment Working Party Update: QAB Members are to email questions and contributions to Trude Cameron.</p> <p>2019-05-30, Verbal update: Out for consideration and feedback from QAB members.</p>	Dila Beisembayeva Rowena Fuluifaga Sue Palfreyman Trude Cameron Debra Robertson-Welsh	2019-05-02 TBC	IN PROGRESS
2019-03-28	2018.QAB.Action-016	<p>Identification of Priority Group Students Te Korowai Kahurangi shall provide an update on how Academics can extract information which identifies students in the various Priority Groups.</p> <p>2019-05-30: Still in progress. Nothing further to report.</p>	Simon Tries	TBC	IN PROGRESS
2019-05-02	2019.QAB.Action-017	<p>Priority Group, IAC & PAQC Reporting System</p> <ul style="list-style-type: none"> Develop a single template for Priority Group, PAQC and IAC reporting to AB, QAB and AA. Coordinate this reporting with the HR Diamonds for Heads of School. (2019-05-30) <p>2019-05-02: WG to discuss the pros and cons of changing "Industry Advisory Committee" to "Industry Engagement Committee".</p>	Debra Robertson-Welsh Simon Nash Simon Tries Toni Rewiri Andrea Thumath Falaniko Tominiko Tracy Chapman Liz Rainsbury Rowena Fuluifaga	TBC	IN PROGRESS

		<p><i>(Continued from previous page.)</i></p> <p>2019-05-30, Items 3.01~3.03: New actions, below.</p> <p>1) Coordinate for Directors to view the Priority Group sections of HOS Diamonds.</p> <p>2) Clarify which actions in the Diamonds relate to which Priority Groups.</p> <p>3) Clarify the different layers of reporting against Priority Group targets, e.g. PAQC Reporting versus HOS Reporting.</p> <p>4) Debra shall talk to Simon Nash about evidence and measurement of implementation of Priority Group targets within the HOS Diamonds.</p>			
2019-05-02	2019.QAB.Action-018	<p>Committee Self-Assessment Survey 2019 Baseline</p> <p>2019-05-02, Item 5.01: Survey to be distributed to 2019 Members to establish a new baseline against the new 2019 Terms of Reference. Members to complete survey by 2019-05-16.</p> <p>2019-05-30, Verbal update: Survey analysis not yet ready to report on; 8 responses to date. Members reminded to complete the survey.</p>	Debra Robertson-Welsh Committee Members	2019-05-30 TBC	IN PROGRESS
2019-05-02	2019.QAB.Action-019	<p>Processing of VOEs</p> <p>2019-05-02, Item 5.03: Send request to Aroha Lewin to present a Status Report on changes / improvements to the VOE system / process to QAB on 2019-05-30. Report to be submitted to QAB@unitec.ac.nz by 2019-05-16.</p> <p>2019-05-30, Item 3.05: Tabled Submission presented by Aroha. Discussion captured in Item 3.05 VOE Improvement Initiative – Update for QAB.</p>	Debra Robertson-Welsh Aroha Lewin	2019-05-30	COMPLETED 2019-05-30
2019-05-02	2019-QAB.Action-020	<p>Academic Quality Action Plan Feedback</p> <p>2019-05-02, Item 5.05: Email feedback to Simon Nash by COB, 2019-05-17.</p> <p>2019-05-30, Verbal update: The AQAP is being tidied up ready for release.</p>	Committee Members Simon Nash	2019-05-30 TBC	IN PROGRESS
2019-05-30	2019.QAB.Action-021	<p>Investigation of BCONS Enrolment Problems</p> <p>Refer to: Item 3.05</p> <p>Investigate the root causes and impacts of enrolment errors in BCONS related to the 'disappearance' of pre-requisite courses and entry restrictions which resulted in many students needing to be dropped mid-way through the semester.</p>	Lydia Kiroff Simon Tries	TBC	NEW
2019-05-30	2019.QAB.Action-022	<p>Dissemination of ADL Services Report</p> <p>Refer to: Item 5.01</p> <p>Request Bob Stewardson to share the ADL Services Report inside the Institutional Reports.</p>	Rowena Fuluifaga	TBC	NEW

2019-05-30	2019.QAB.Action-023	ADL Services Student Sign-in Process Consult with Anna Wheeler to clarify if, when and where students should sign-in when accessing ADL Services.	Rowena Fuluifaga	TBC	NEW
2019-05-30	2019.QAB.Action-024	ADL Services Report – General versus Other Clarify the difference between the “General” and “Other” categories on Slide 3 of the report presentation, and report back to QAB.	Rowena Fuluifaga	TBC	NEW

Part B Standing Action Items

(None)

Date Added	Item Identifier	Description	Responsibility	Status / Date Removed
	Next: 2019.QAB.Standing-003			

SECTION 3 ITEMS TO RECEIVE

Item 3.01 Priority Group Updates

Presenter/s:

All Priority Group Directors ('Directors') are in the process of developing operational action plans containing outcomes, measures and responsibilities. Debra Robertson-Welsh (Chair, QAB) and Simon Nash (Chair, AB) are overseeing the plan for future information flow of PAQC Chair Reporting and Priority Group Director Reporting. PAQCs would need to change their operations and proceedings to accommodate Director Reporting.

The Committee noted the following.

1. Visibility of the Priority Group Target sections of the Head of School (HOS) HR Diamonds would be useful for the purpose of Director Reporting.
2. The HOS Diamonds need clarity regarding exactly which Priority Group is being targeted by which action.
3. Different layers of reporting against Priority Group targets need to be made clear, e.g. PAQC Reporting versus HOS Reporting.

ACTION – Debra Robertson-Welsh; Simon Nash

Priority Group, IAC & PAQC Reporting System

New actions for the Working Group:

- 1) Coordinate for Directors to view the Priority Group sections of HOS Diamonds.
- 2) Clarify which actions in the Diamonds relate to which Priority Groups.
- 3) Clarify the different layers of reporting against Priority Group targets, e.g. PAQC Reporting versus HOS Reporting.
- 4) Debra shall talk to Simon Nash about evidence and measurement of implementation of Priority Group targets within the HOS Diamonds.

(Updated) 2019.QAB.Action-017

Māori – Toni Rewiri

Written report noted.

Under-25s – Andrea Thumath

A draft strategy will go out soon, for launch in late July.

Pacific – Falaniko Tominiko

The Committee noted that these Reports are about a month old, as these were written for submission to Academic Board.

When Pacific Champions are in place, they shall feed up to QAB ... somehow ... being developed through the AQAP.

International – Tracy Chapman (Away)

Written report noted.

MOTION**That the Committee receive the Priority Group Updates.**

Moved: Falaniko Tominiko
 Seconded: Dila Beisembayeva

MOTION CARRIED**Item 3.02 PAQC Chair Reports**

(None)

Refer to: 2019.QAB.Action-017

Item 3.03 Industry Advisory Committees

(None)

Refer to: 2019.QAB.Action-017

Item 3.04 Degree Monitoring Status

Presenter: Simon Tries

The Committee noted the verbal update of nothing further to report.

Item 3.05 VOE Improvement Initiative – Update for QAB

(Tabled submission)

Presenter: Aroha Lewin

Refer to: 2019.QAB.Action-019 // Processing of VOEs

Last year, Unitec brought in the Online Variation of Enrolment (VOE) system. Previously, all VOEs had been paper-based. The new VOE System only has a single VOE type. Segmenting VOEs into their different types constitutes a key deliverable for Operations 2019 (Continuous Improvement). Over 200 staff operate and use the new VOE system. VOE approvals can be complex and often require multiple levels of approval, e.g. academic, finance, timetabling.

Key points of improvement include:

- Segmentation of VOEs.
 - Targeted for delivery in August 2019
 - Shall allow many VOEs to skip unnecessary stages of processing
 - Shall deliver VOEs to the best point of contact faster
 - Shall enable clearer identification of problem and concern areas
- Improved system reporting
 - To enable better root cause problem analysis
 - To improve visibility of VOEs alternating between different processing stages

- Review and improvement of 12 other high level processes to be “fit for purpose”

Unitec Operations is rebuilding the knowledge and human capital that was massively lost through outsourcing services to Concentrix and then bringing it back in-house again. Part of effort involves the roles of 13 Continuous Improvement Champions.

Discussion:

Programme Structure / Study Plan Complexity

One-third of the VOEs are from the Construction or Engineering Schools. A trend has appeared that after completing their first semester, students are lodging VOEs to shorten their programme of study. The complex Programme Structure of Construction and Engineering programmes could be a root cause enabling this pattern of student behaviour. These are complex programmes with equivalent enrolments, Study Plans, etc. Once a student begins to not succeed, the entire Study Plan becomes unfit for purpose and generates many VOEs.

One approach involves limiting student study options. This would be a relatively easy and simple first step. Flexible study plans use many resources, but Unitec has very limited resources. Study Plan flexibility creates a pattern iterative looping in the VOE system. A simpler Study Plan would make it more efficient and generate less VOEs.

Operations is applying a Lean 6-Sigma methodology process to solve this. Major pipelines that flow into the VOE process are under investigation, and collaboration is happening with TKK to identify and fix key areas.

Communications

Feedback sessions underway so the Operations staff can better understand the needs of the various Schools. This understanding will inform reviews of various policies and processes, such as the Admissions Policy which is still dated from the 90s.

Operations needs a single distribution group / list through which to distribute information to all relevant Academic staff, i.e. the key people on each programme and who does what.

Pre-requisite Errors

With reference to the Bachelor of Computing Systems (BCS), it often happened that students would meet all pre-requisites, but the AL would still be asked to approve entry. This was unnecessary and frustrating.

However, Operations does not manage pre-requisites. These are maintained by TKK, and it is up to TKK to release a pre-requisite block. Operations take the Programme Regulations and converts them into Study Plans, with detailed notes on what the system can and can't do and how to solve common enrolment problems.

Study Plans

2016 enrolment processing had chaotic overrides and massive loss of knowledge. Now, the Study Plans are capturing detailed knowledge which was previously only known by specialists. Concentrix still have no clear guidelines for the triage of Step 1 VOEs. These guidelines are under development by Operations.

ACTION – Simon Tries; Lydia Kiroff**Investigation of BCONS Enrolment Problems**

Investigate the root causes and impacts of enrolment errors in BCONS related to the 'disappearance' of pre-requisite courses and entry restrictions which resulted in many students needing to be dropped mid-way through the semester.

2019.QAB.Action-021*Risks due to Academic Restructure*

The removal of Academic Leaders and setup of Academic Programme Managers creates a big risk. 106 AL positions are reducing down to about 25 APM positions. Based on the previous 4880 VOEs, this would mean that an average APM could need to process over 180 VOEs. It is believed that another level of authority shall be set up, e.g. Course Coordinators, but is yet to be formalized or announced. The interim period has high risks of negative impacts. One mitigating factor is that the improved VOE system is being designed around the APM positions rather than the AL positions.

Commendation

The Committee commended Aroha Lewin and the Operations team for their work on improving the Online VOE system and for her presentation.

MOTION

That the Committee receive the VOE Improvement Initiative – Update for QAB.

Moved: Sue Emerson

Seconded: Linda Aumua

MOTION CARRIED**SECTION 4 ITEMS TO APPROVE**

(None)

SECTION 5 WHAKAWHITI KŌRERO | ITEMS TO DISCUSS**Item 5.01 ADL Services Report**

The Chair noted that this report:

- Was received by the committee at the last meeting
- Is now presented here for deeper discussion
- Has also become an item for discussion in the Ako Ahimura committee

Presenter: Rowena Fuluifaga

A new dashboard has been developed in PowerBI.

Key findings include:

- 11% of students have utilised ADL services

- 27% more users are 27% return to Unitec than non-users, i.e. 79% versus 52%
- Most session types are either one to one or on-demand workshop
- Semester 1176 showed a large increase over 1166 (Summer Schools of 2017 and 2016 respectively). The increase was most likely due to ADL Services being relocated and centralized into Te Puna in 2017.
- The Student NPS Survey results show that two-thirds of students feel positively about Unitec's range of Student Services.

Discussion:

General versus Other

On Slide 3 of the presentation, the distinction between "SS General" and "Other" needs more clarity.

ACTION – Rowena Fuluifaga

ADL Services Report – General versus Other

Clarify the difference between the "General" and "Other" categories on Slide 3 of the report presentation, and report back to QAB.

2019.QAB.Action-024

Recording of Users

If staff don't record a student as a user, then they will appear as a non-user. Different ADLs have different ways of working, so data capture is difficult. The 11% "users" are recorded as student IDs; they are only counted once. Different views of the dashboard will show numbers on programme, course, residency, etc. The Report should be read together with the Dashboard.

Diagnosis of Learning Difficulties

The NPS results show that Unitec needs to put more effort into diagnosis of learning difficulties in Māori and Pacific students. These are students who may tend to come into Unitec with learning difficulties which were undiagnosed at low-decile schools.

ACTION – Rowena Fuluifaga

Dissemination of ADL Services Report

Request Bob Stewardson to share the ADL Services Report inside the Institutional Reports.

2019.QAB.Action-022

Connecting to ADL Services

Engineering students are much more likely to use ADL Services if their lecturer introduces them personally to an ADL Lecturer, rather than simply being directed there or relying on a student's self-initiative.

With a show of hands, over three-quarters of QAB members didn't where ADL Lecturers are located. Māori Services are located in the Te Puna room opening out onto the courtyard, and is yet to receive a name. Pacific Services are in located just inside Te Puna, opposite Māori Services. At WTKR, there are 4 ADLs at all times who go into classrooms.

Sending student to the AskMe desk to book a session is more effective than getting them to use the online service.

ACTION – Rowena Fuluifaga**ADL Services Student Sign-in Process**

Consult with Anna Wheeler to clarify if, when and where students should sign-in when accessing ADL Services.

2019.QAB.Action-023

Engagement with the Schools

Student Support has a number of targeted approaches for Schools with low engagement of ADL Services, including an emphasis of the lecturer as a key point of contact.

Māori ADL Reporting

At present, the Report doesn't capture Māori ADL work. This is a work in progress with Toni Rewiri.

Pastoral Care

At present, the Report doesn't capture Pastoral Care data. Pastoral Care captures data differently. Pastoral Care also has privacy / confidentiality aspects that ADL Services doesn't deal with.

The School of Engineering needs guidance regarding how to engage with Pastoral Care.

MOTION

That the Committee receive the ADL Services Report.

Moved: Toni Rewiri
Seconded: Melanie Ooi

MOTION CARRIED

5.02 Interim PEPs

(Tabled submission)

Presenter: Simon Tries

2019 Interim PEPs shall be conducted. Only a short time remains before the next EER. Unitec needs to demonstrate evidence against its plans for improvement. Interim PEPs shall focus on key areas, not all 6 KEQs, e.g. compliance against the Statutory Declarations; development and implementation of the Action Plans. A revised Interim PEP template is to be released and will address the poor practice of copy-and-pasting, and focus the reporting on the most valuable points. Focused reporting is being guided through in-depth conversations.

This submission has also been discussed by the HOS team. They have responded with many positive points and also many points for consideration.

Discussion:

PEP Timeframe, Facilitation and Drafting

Points raised include:

- PEP Reports should be written as soon as possible after the events of the semester in order to capture quality data and implement positive and effective feedback.
- The PEP Facilitator to be from the School rather than a Support department.
- Whoever drafts the Reports needs to be capable and knowledgeable of the programme.
- The drafting person should not be an AAQ.
- The drafting person should be chosen by the Head of School.
- Multiple other parties, e.g. kaihautu or Student Success, should have input to the PEP development.
- PEPs need to be written by the people who work on the programme.
- Only two-thirds of Unitec programmes run according to a standard semester.

Risks

Points raised include:

- PEPs are best written by the academic leadership of a programme; but Unitec is right now in the middle of restructuring academic leadership. Academic leadership knowledge is exiting from Unitec and unfamiliar new leadership are entering.
- Unitec's ability to identify a problem, solve it and report on the outcome constitutes a major weakness. For example, QAB just today identifying that a HOS can lead a School to contribute majorly to a solution of the VOE problem which is usually attributed to Operations.
- The workload of academics in this time period is very high. This compromises their ability to confidently complete the PEP report along with other critical tasks such as grade approvals, pastoral care, academic conferences, etc. HOS have raised this concern, and the outcome was that the setting of timeframes was the responsibility of TKK.
- Some programmes have streams of study with significant differences, e.g. civil engineering versus electrical engineering, but only a single PEP to cover both. This is a problem.

Chair's Remarks

Unitec, i.e. each of us, needs to act as a single body with a focus on student success and wellbeing. To rise up from our Category 3 rating, we must find the best way forward. The proposal for 2019 Interim PEPs has gone out. HOS have fed back and agreed to it in principle. The main challenge to overcome is a determination of *who* will be willing and capable to write / facilitate the Interim PEP. The HOS want more staff involved.

MOTION

That the Committee endorse the proposed approach to the 2019 Interim Programme Evaluation and Planning process, except for the timeline.

Moved: Aroha Lewin
Seconded: Paul Jeurissen

MOTION CARRIED

SECTION 6 ĒTAHI KAUPAPA ANŌ | OTHER BUSINESS

Item 6.01 Details of Next Meeting

Time: 0930h – 1130h
Date: 2019-06-27
Location: 180-2043
Chair: Debra Robertson-Welsh
Submissions by: COB, 2019-06-13
To: QAB@unitec.ac.nz

Item 6.02 Closing Karakia

Ka wehe atu tātou
I raro i te rangimārie,
te harikoa, me te manawanui
Haumi ē! Hui ē! Taiki ē!

MEETING CLOSED: 1134h