To	Academic Board	**From**	Steve Marshall Lead, Quality Partnering Te Korowai Kahurangi
Title	Review of PAQC and Recommendations for improvement	**Date**	2019 / 09 / 04

Recommendation

That the Academic Board receive the final report for the review of Programme Academic Quality Committees and approve the recommendations below that have arisen from the review process.

Background

Academic Board initiated a review of Programme Academic Quality Committees [PAQC] in July 2019 as part of its approach to continuous improvement which seeks to review, reform and improve academic governance practices at Unitec. The review collected data from a range of sources. A total of 36 participants provided direct verbal feedback by engaging in focus groups, these included PAQC Chairs, PAQC secretaries and PAQC members (excluding Chairs). Commentary was also provided by some participants who could not attend the focus groups via direct email. The STAR group also participated in a feedback session.

Information was also gathered from other sources and included a document analysis of agendas and minutes from the Academic e-Library, commentary gathered from the recent PAQC Chair reports to QAB, results from the recent Statutory Declaration survey and the review of Programme Evaluation and Planning [PEP] Reports has also contributed to this review.

The final report included a range of suggestions for improvement.

The report was tabled at the Te Poari Iho Quality Alignment Board on 29th August 2019 and a working party was established to create definitive recommendations for approval by Academic Board from the suggestions included in the report. This memo presents those recommendations for approval.

Recommendations from Review

Recommendation 1: That the Programme Academic Quality Committee [PAQC] Terms of Reference statements be modified to better reflect the authority and accountability of the PAQC in terms of its governance of programmes and courses as follows:

   Programme Academic Quality Committee Terms of Reference

   Student support and achievement

- To monitor and safeguard the fair treatment and wellbeing of students, including their progress through their programmes;

Academic quality outcomes

- To ensure quality assurance for all academic provision is undertaken in accordance with relevant institute policies and procedures;
- To evaluate outcomes of academic provision and promote and monitor actions to improve teaching, assessment and the outcomes for students;

Programme design, delivery and review

- To engage in the ongoing evaluation and review of academic provision;
- To ensure that the curriculum continues to meet the needs of internal and external stakeholders, including students

Recommendation 2: *That the statement referring to the Ako Ahimura committee and other statements which refer to operation and function be removed from the TOR and reframed as operational functions:*

The committee employs the following to achieve its TOR:

- Maintains relationships and interactions with other committees at Unitec to ensure information is shared and accountabilities are maintained;
- Employs evidence-based action planning and execution to deliver continuous improvement;
- Maintains records of Programme Academic Quality Committee level academic decision making.

Recommendation 3: *That the membership of the Programme Academic Quality Committee be modified to align with revised Institutional Roles and other Committee structures as follows:*

MEMBERSHIP AND APPOINTMENTS

1. Appointment *ex officio* shall comprise:
   - The Head of School for each programme for which the committee is responsible;
   - The Academic Programme Manager for each programme for which the committee is responsible;
2. Appointment *via nomination* shall comprise:
   - Up to four Senior Academic Staff representing programmes for which the committee is responsible;
   - Up to two Students representing programmes for which the committee is responsible;
   - One Senior Academic Staff member from another School.
3. Non-voting members appointed *ex officio* who will be in attendance for specific purpose:
   - School priority group champions;
   - A representative from Student Support;
   - A representative of Te Korowai Kahurangi;
   - A representative of Te Puna Ako.
4. Additional members may be co-opted as necessary for a defined period and specific purpose.

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5. Members will be appointed with consideration for ensuring appropriate knowledge informs and adds value to decision-making.

6. Appointments shall be made to Committees on or before February each year. Membership and a list of programmes for which the committee is responsible shall be reported to Quality Alignment Board no later than February of each year.

7. A Chair and Deputy Chair shall be approved by the Executive Dean from among the Membership of the Committee. In appointing the Chair and Deputy Chair the Executive Dean will consider the potential implications of the Chair and Deputy Chair holding a position of authority within the School.

8. The term of office of appointed members shall be two years.

REVIEW GUIDELINES

1. Programme Academic Quality Committee shall review its Terms of Reference annually.

MEETING QUOROM AND CONDUCT

1. Quorum shall be defined as a majority of the members currently appointed to the committee.

2. Appointed members may nominate a staff member proxy to represent them with full voting rights.

DELEGATED AUTHORITY

1. Programme Academic Quality Committee may delegate authority to formally established management sub-committees or working groups.

2. Establishment of management sub-committees or working groups will include appointment of a Convener, Terms of Reference, membership requirements, reporting responsibilities to the Committee, extent of decision-making powers and period for which delegated authority is granted.

Recommendation 4: That workload allocations be developed within Schools to support members of Programme Academic Quality Committee to participate in all aspects of the work of the Committee.

Recommendation 5: That capability development for Committee Members be developed and delivered by the end of 2019 to include:

- *Leadership and committee management capability for Chairs and Secretaries*
- *Committee citizenship (function, responsibility and participation) capability for committee members*
- *Committee citizenship (function, responsibility and participation) capability for student representatives*
- *Committee secretarial support capability for Secretaries*

Capability development will be developed and delivered collaboratively by Te Korowai Kahurangi and Te Puna Ako.

Recommendation 6: *That the current operational processes and practices of Programme Academic Quality Committee be reviewed by Te Korowai Kahurangi with improvements deployed as soon as practical. Improvements will include:*

- *An overarching standardised academic quality work plan to guide the work of PAQC to be created and tailored into individual work plans in collaboration with PAQC Chairs and programme APMs that support the work of each committee;*
- *A revised frequency of meetings for each committee based on the requirements of their agreed workplan. Frequency for each committee to be approved by QAB;*
- *Re-designed agenda and minute templates for PAQC that simplify and standardise committee operations and record keeping;*
- *Centralised management for distribution of agenda items and other key communications between committees;*
- *A streamlined reporting process of key action points from PAQC to QAB and other committees and stakeholders;*
- *A formal process for escalation of matters from PAQC to other committees or other Institutional Agencies, including a process for feedback of any actions taken as a result. These will include:*
  - o *Academic risk/issues of concern*
  - o *Issues relating to resources*
  - o *Issues related to Learning and Teaching*
- *Ongoing support with advice on policies, procedures and regulations in each Committee provided by Te Korowai Kahurangi.*

Attachments

Review of Programme Academic Quality Committees – Final report and suggestions for improvement

Contributors

The working party that was established by QAB to create the recommendations included in this memo were:

Dila Beisembayeva, Academic Programme Manager, School of Computing

Liz Rainsbury, Academic Programme Manager, School of Applied Business

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