



Industry Advisory Committee (IAC) Guidelines

Guidelines to be adhered to by Industry Advisory Committees (IAC) when advising on Unitec Programmes

With supporting documents:

Appendix 1: Terms of Reference

Appendix 2: IAC discussion guide

Appendix 3: Minutes proforma guide

Appendix 4: Sample invitation letter

Industry Advisory Committees (IAC) Guidelines

1. Purpose of Industry Advisory Committees

- 1.1. To ensure ongoing and continuous review of its programmes of study, and as part of its self-assessment monitoring of the quality of a programme, Unitec receives valuable input from external stakeholders through Industry Advisory Committees (**IACs**).
- 1.2. The purpose of each IAC is to engage industry who have an interest in a particular aspect of Unitec's education portfolio. The main role of each IAC is to provide advice on the quality, relevance, scope and currency of the relevant Unitec programmes and to advise on training and education priorities and gaps.

2. Purpose of these Guidelines

- 2.1. The key distinguishing feature of IACs is that they are made up industry stakeholders not employed by Unitec¹.
- 2.2. The purpose of these Guidelines is to set out the general function and responsibilities of the IACs convened by Unitec together with the membership and operating procedures.

3. Te Noho Kotahitanga

- 3.1. At the heart of Unitec's values is Te Noho Kotahitanga. This embodies the principles that Unitec adheres to when engaging with its community of staff and students, and the values it respectfully asks all external parties to adhere to when dealing with Unitec. The principles include Rangatiratanga (*Authority and Responsibility*); Wakaritenga (*Legitimacy*); Kaitiakitanga (*Guardianship*); Mahi Kotahitanga (*Co-operation*); Ngākau Māhaki (*Respect*)
- 3.2. Unitec's Code of Conduct is led by the principles of Te Noho Kotahitanga and sets out guidance and examples that enable all to be clear about expectations of behavior. All members are required to familiarise themselves with the Code of Conduct and adhere to it in all activity carried out by them as an IAC member – refer <https://www.unitec.ac.nz/sites/default/files/public/documents/unitec-code-of-conduct.pdf>.

4. National Guidelines on IACs

- 4.1. NZQA The New Zealand Qualifications Framework, May 2016
<http://www.nzqa.govt.nz/assets/Studying-in-NZ/New-Zealand-Qualification-Framework/requirements-nzqf.pdf>
- 4.2. NZQA Programme Approval and Accreditation Rules 2018

¹ Note: IAC members can be invited to be guest speakers, or casual appointments as expert lecturers.

- 4.3. <http://www.nzqa.govt.nz/assets/About-us/Our-role/Rules/prog-app-accred-rules-2018.pdf>
- 4.4. NZQA Guidelines for applying for approval of programmes leading to New Zealand qualifications at levels 1-6 on the NZQF and the accreditation of organisations to provide approved programmes, version 3.1, January 2019.
- 4.5. NZQA Guidelines for applying for approval of programmes for tertiary institutions other than Universities and the accreditation of organisations to provide approved programmes, version 1.0, 2014

5. Unitec Policy

- 5.1. Academic Statute, 19 March 2019
<https://thenest.unitec.ac.nz/TheNestWP/wp-content/uploads/2019/04/Academic-Statute.pdf>

IAC Guidelines

6. Management Responsibilities

- 6.1. The Head of School, or equivalent, is responsible for establishing IACs which will provide an interface between the programmes that fall within that Head of School's remit and appropriate external stakeholders.
- 6.2. The Head of School, or equivalent, is also responsible for establishing mechanisms which will assure IAC members that appropriate quality management policies and procedures are in place for programmes, and that IAC members are informed of programme activities. These mechanisms should assist the IAC in its role.
- 6.3. IACs are expected to bring an industry perspective to the delivery of Unitec programmes. The Head of School, or equivalent, will be a member who will ensure that the IAC is kept informed of current programme activities. This can generally be done through providing the IAC with information such as annual programme review reports, graduate and employer feedback, programme material to consider when programme changes are being made, or when major changes are planned to a programme.
- 6.4. IACs are expected to:
 - a) Support the currency and relevance of programmes and qualifications, based on current trends and new developments and their impacts within the sector.
 - b) Advise on current and future levels of demand for graduates, based on

current trends and new developments and their impacts within the sector.

- c) Advise on the currency of the skills and work readiness of graduates.
- d) Advise on opportunities to increase diversity in the workforce, in particular, Māori, Pacific and gender initiatives as appropriate.
- e) Advise on changes in the workforce and/or workplace that impact directly on the above groups
- f) Support ways of improving the quality of existing programmes.
- g) Recommend new programmes and courses to the Head of School or equivalent.
- h) Support academic staff and students to maintain contact with their particular industry or profession.
- i) Support the development of applied work-relevant research for staff and students.
- j) Support the development, implementation and assessment of work based learning initiatives for students.
- k) Support the review of the 'strategic value' of programmes through feedback on the contribution of programmes to the industry/sector.
- l) Report any matters of sufficient interest to warrant further discussion to the relevant programme's Programme Academic Quality Committee (**PAQC**) (a programme level Unitec governance committee).
- m) Apply and adhere to the principles of Te Noho Kotahitanga at all material times.

7. Reporting Procedures

- 7.1. IAC minutes are to be forwarded by the IAC meeting secretary to all members of that IAC and the secretary of the relevant PAQC within one month of each meeting. Appendix 3 includes a template which is a guide for the format of minutes.
- 7.2. Schools will prepare a report to the IAC providing material to support the advisory role to be developed (see 6.3).
- 7.3. Minutes of IAC meetings for each School are to be held within the programme administration files held by the School.

8. Membership

- 8.1. The IAC should consist of a minimum of six external members. Normally members serve a three year term unless the appointment is terminated early by mutual agreement or reference to the Terms of Reference.
- 8.2. In the initial stages, external members are invited onto the IAC by the Head of School, or equivalent. Established IACs will fill vacancies by invitation. Subject to paragraphs 8.4 and 8.6 below, Unitec staff members will not be members of IACs.

- 8.3. There should be a recent graduate representative for each group of programmes covered by the IAC.
- 8.4. The Head of School, or equivalent, or a delegate, shall be an ex officio member of the IAC, and is responsible for ensuring meetings are appropriately resourced and serviced. The Head of School can call on specific individuals from time to time if necessary to provide particular information to the IAC.
- 8.5. Other members of staff may be invited to attend IAC meetings at the request of the Head of School, or equivalent, but will not be members of the committee or have voting rights.
- 8.6. The Chief Executive or nominee is entitled to attend and speak at any IAC meeting.
- 8.7. All members of IACs are honorary appointments and so no payment is made by Unitec, except where payment for travel costs, accommodation, and loss of income is appropriate (and pre-agreed in writing). Any payments will be made only on the presentation of a GST invoice or appropriate receipts.
- 8.8. A central database of IAC members is to be maintained and is to record the name, contact details and employer/status of each member.
- 8.9. The Head of School, or equivalent, is responsible for ensuring the IAC membership details on the central database are current.

9. Chair

- 9.1. The Chairperson of each IAC shall be selected by its members and/or the role will be assumed by the Head of School.
- 9.2. Each Chairperson is elected for a term of two years or, where transition arrangements are being managed for an IAC or group of related programmes, Unitec may appoint a Unitec employee who is not directly connected with the programmes or other industry representative as Chair.

10. Meetings – Frequency and Quorum

- 10.1. IACs are to meet a minimum of at least twice a year. Cancelled meetings are to be rescheduled within one month of the cancelled meeting. Formal recommendations require there to be more than 50% of members with voting rights in attendance.
- 10.2. Meetings may be by means of face to face, audio, or audio and visual, communication by which all members participating (and constituting more than 50% of the members) can simultaneously hear each other throughout the meeting.

- 10.3. The meeting schedule for the year is to be confirmed by 31 March in any year. Ideally, meetings for the following year should be set at the last meeting of the year.
- 10.4. A schedule of all IAC meetings is to be maintained by Unitec's Te Korowai Kahurangi.
- 10.5. Heads of School, or equivalent, are required to ensure agendas and discussion documents are prepared for debate and circulated in advance.
- 10.6. Attendance at meetings is to be monitored and recorded in the minutes. This record is for internal purposes only, e.g. consultation, proactive public relations.
- 10.7. Where an IAC member has not attended two consecutive meetings, their membership is to be reviewed.
- 10.8. Unitec supports robust discussion during IAC meetings. However, this is to be conducted having regard to the Unitec's values as set out in paragraph 3 above. Unitec reserves the right to terminate a member's membership if that member engages in conduct that materially departs from Unitec's values. This will be determined by Unitec's Chief Executive having regard to all relevant facts.

11. Number of IACs

- 11.1. *Either:* An IAC shall be established for each major discipline or groups of disciplines offered by Unitec Institute of Technology. In this case, the programmes of study served by the IAC will be named in that IAC's Terms of Reference (**ToR**).
- 11.2. *Or:* There must be an IAC for every programme, but IACs can have oversight of more than one programme.
- 11.3. Within these parameters, it is a matter for the existing IACs to determine whether, due to scope of the matters being reviewed, further IACs should be formed or whether existing IACs should be disbanded or amalgamated.

12. Induction and Training of IAC members

- 12.1. Specific induction and training for IAC members will be the responsibility of the relevant IAC, supported by the Head of School, or equivalent. This must include an introduction to the relevant programmes, Unitec's Code of Conduct and the ToR.

13. Self Assessment/Internal Evaluation

- 13.1. Each IAC will participate annually in a self review (with reference to the NZQA's Key Evaluation Questions) of their effectiveness using an evaluation tool provided by the Head of School.

Supporting docs:

Appendix 1: Terms of Reference

Appendix 2: IAC discussion guide

Appendix 3: Minutes proforma guide

Appendix 4: Sample invitation letter

Appendix 1: Template Terms of Reference of Unitec IACs



Unitec Internal drafting and review notes before issuing to an IAC:

Please review to ensure (where appropriate):

- *That the preferred option for the relevant IAC is chosen from the options set out in this template Terms of Reference*
- *The Terms of Reference support each programmes' professional accreditation criteria, where required.*

Industry Advisory Committee

An Advisory Committee reporting to the Unitec **[insert School name]** School PAQC Committee.

Purpose

The purpose of each IAC is to engage industry who have an interest in a particular aspect of Unitec's education portfolio. The main role of the IAC is to provide advice on the quality, relevance, scope and currency of the Unitec programmes that fall within their remit and to advise on training and education priorities and gaps. This advice will contribute to ongoing self assessment and internal evaluations by Unitec in line with NZQA requirements.

These terms of reference must be read in conjunction with Unitec's IAC guidelines. To the extent there is any inconsistency between the terms of reference and the IAC guidelines, the IAC guidelines will prevail.

IAC Remit

The Unitec programmes that fall within the remit of this IAC are:

[insert each programme to be considered by this IAC]

- ***[]***
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Powers and function of IAC

1. Advise the Head of School on:

- a. the currency and relevance of programmes and qualifications, based on current trends and new developments and their impacts within the relevant sector;
- b. current and future levels of demand for graduates, based on current trends and new developments and their impacts within the sector;
- c. the currency of the skills and work readiness of graduates;
- d. advise on opportunities to increase diversity in the workforce, in particular, Māori, Pacific and gender initiatives as appropriate.

- e. advise on changes in the workforce and/or workplace that impact directly on the above groups
 - f. ways of improving the quality of existing programmes.
- 2. Recommend new programmes and courses to the relevant Head of School or equivalent.
- 3. Support Unitec academic staff and students in connecting with their particular industry or profession.
- 4. Support the development of applied work-relevant research for Unitec staff and students.
- 5. Support the development, implementation and assessment of work based learning initiatives for students.
- 6. Support the Head of School in his/her review of the 'strategic value' of programmes by giving timely feedback on the contribution of programmes to the industry/sector.
- 7. Report to the relevant Unitec PAQC any matters of sufficient interest to warrant further discussion by the PAQC Committee.
- 8. Apply to and adhere to the principles of Te Noho Kotahitanga. All members are required to familiarise themselves with the Code of Conduct and adhere to it in all activity they engage in as an IAC member (refer <https://www.unitec.ac.nz/sites/default/files/public/documents/unitec-code-of-conduct.pdf>).

Unitec's Obligations to the IAC

- 9. Unitec is not bound by any recommendations that are made by the IAC but must have regard to any advice or recommendations, having regard to the purpose for which the IAC is constituted.

Membership

- 10. The IAC should consist of a minimum of six external members. Normally members would serve a three year term unless the appointment is terminated by mutual agreement.
- 11. In the initial stages, external members are invited onto the IAC by the Head of School, or equivalent. Established IACs will fill vacancies by invitation, with the invite being issued by the Head of School.
- 12. The Chairperson of each IAC shall be selected by its members and/or the role will be assumed by the Head of School.
- 13. Where transition arrangements are being managed for an IAC or group of related programmes, Unitec may appoint a Chair who is either a Unitec employee not directly connected with the programmes or other industry representative.
- 14. There should, where possible, be a recent graduate representative for each group of programmes within the IAC's remit.
- 15. The Head of School, or equivalent, or a delegate, shall be an ex officio member of the IAC, and is responsible for ensuring meetings are appropriately resourced and serviced. The Head of School can call on specific individuals from time to time (if necessary) to provide particular information for the IAC.
- 16. Other members of staff may be invited to attend IAC meetings at the request of the Head of School, or equivalent, but will not be members of the IAC or have voting rights.
- 17. The Chief Executive or nominee is entitled to attend and speak at any IAC meeting.
- 18. Where an IAC member has not attended two consecutive meetings, their membership is to be reviewed.
- 19. Unitec supports robust discussion during IAC meetings. However, this is to be conducted having regard to the Unitec's values as set out at paragraph 8 above. Unitec reserves the right to terminate a member's membership if that member engages in conduct that materially departs from Unitec's values. This will be determined by Unitec's Chief Executive having regard to all relevant facts and whether it is in the best interests of Unitec, Unitec students and the underlying programmes for the IAC to be altered, discharged or reconstituted.

Meeting arrangements

20. IACs are to meet a minimum of at least twice a year. Cancelled meetings are to be rescheduled within one month of the cancelled meeting. Formal recommendations require there to be more than 50% of members with voting rights in attendance.
21. Meetings may be by means of audio, or audio and visual, communication by which all members participating (and constituting more than 50% of the members) can simultaneously hear each other throughout the meeting.
22. The meeting schedule for the year is to be confirmed by 31 March at the latest in any year. Ideally, meetings for the following year should be set at the last meeting of the year.
23. A schedule of all IAC meetings is to be maintained by Unitec's Te Korowai Kahurangi.
24. Heads of School, or equivalent, are required to ensure agendas and discussion documents are prepared for debate and circulated in advance.
25. Attendance at meetings is to be monitored and recorded in the minutes. This record is for internal purposes only, e.g. consultation, proactive public relations.
26. Where a IAC member has not attended two consecutive meetings, their membership is to be reviewed.

Appendix 2: Guidelines for IAC Discussions

1. There is to be full discussion at least once a year of the following:
 - 1.1. Training and education needs, gaps and priorities
 - 1.2. The portfolio of programmes.
 - 1.3. Any skills or competencies not currently be delivered within current programmes.
2. Programme development
 - 2.1. IACS advice and guidance can be used to support programme development. The minutes of meeting are to record IAC advice and guidance and subsequent School feedback on how this advice guidance has been used to inform programme changes and/or delivery.
 - 2.2. It may be appropriate to involve IAC in discussion of some Type 2 changes.
3. Portfolio review
 - 3.1. Consider whether the set of programmes being offered by the School is complete, current and relevant.
4. Qualification review
 - 4.1. Consider whether the graduate profiles in the set of programmes being offered by the School is current, relevant and appropriate.
5. Evaluation
 - 5.1. Self review.

Appendix 3: Minutes Proforma

Date / Time: day, month, year

Venue: venue

Present: name (Chair)
members' names

In attendance: names

Apologies: names

Absent: names

Minuted by: name

1. CONFIRMATION OF PREVIOUS MINUTES

Recommendation: That the minutes of date, including year be confirmed as a true and correct record.

Moved by name / Seconded by name
Agreed

Matters arising from previous

meeting Item
Record of discussion

2. ACTION POINTS FROM PREVIOUS MEETING Item and report on progress**3. AGENDA**

ITEMS Item
Record of discussion
Recommendation: That this IAC [approves]
Moved by name / Seconded by name
Agreed

4. GENERAL BUSINESS

Item and record of
discussion

5. Meeting closed at time**6. Next meeting date****7. ACTION POINTS**

| <i>Action</i> | <i>Who</i> | <i>Date for completion</i> |
|---------------|------------|----------------------------|
| | | |

Appendix 4: sample invitation letter

Dear

Unitec values the input of our industry partners in the ongoing development of our programmes so our graduates meet the needs of our industries and employers. Industry Advisory Committees are the key formal mechanism for our partnerships with industry and each committee is constituted with between 6 and 8 industry, business and/or community honorary representatives.

We would like to invite you to join our Industry Advisory Committee for the following programmes in the xyz School:

List programmes

As a member you would provide:

- advice and information on trends and issues in your sector,
- feedback on employers' needs, changing skills and skills shortages required in the sector and how well Unitec graduates are being prepared for the workplace.
- connection across our industries supporting Unitec students and staff to secure work based learning and/or research opportunities

There are generally around two to four meetings per year taking 1.5 hrs each. An agenda, minutes and report from the School will be sent out before the meeting. Membership is normally for 3 years.

As an experienced practitioner in we would welcome your contribution in our Industry Advisory Committee and hope you will accept this invitation.

Please refer to the attached IAC guidelines and Terms of Reference for further information on what it means to be a member of a Unitec IAC and the expectations of you.

Yours sincerely

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