

---

<b>To</b>	Poari Mātauranga Academic Board	<b>From</b>	Simon Nash, Chair Academic Board
<b>Title</b>	Capability Development for Academic Board members	<b>Date</b>	23 June 2020

---

### Purpose

To report to the Committee on the Chair's plans for capability development for Committee members and other improvements to the functioning of Academic Board, in support of effective governance, post-IER and in preparation for the October EER.

### Background

Academic Board is responsible for the governance and oversight of academic quality and processes. The 2018 EER report included a number of recommendations and comments relating to the importance of effective oversight, and identified areas of remedial work required to achieve this.

While significant improvements have certainly been made since 2018, the Chair's view, which is supported by the recent Internal Evaluation and Review, is that the Committee requires further development to be an effective governance committee and to be well-prepared for the October EER.

In particular:

- Committee members remain reliant on the Chair and a small number of key members for contributions, driving most discussion and decision-making.
- Some committee members lack adequate understanding of their role as a governance rather than operational or management function, i.e. too much time at Committee is taken on the detail of matters that should be delegated elsewhere.
- Discussion at Committee tends to take an overly 'local' perspective on matters (Schools, Support Teams) rather than an organization-wide view, i.e. members are at Academic Board to oversee Unitec's academic quality overall.
- Oversight of compliance and quality issues remains patchy among members.
- The Committee is not yet able to conduct all its business in a monthly 3-hour meeting, and better control of the agenda and quality of items is required.
- Members remain, to varying extents, under-prepared for meetings and lacking knowledge of agenda items.

IER feedback to ELT on Academic Board was as follows:

- *Academic Board is still an area to work on...*
- *Training as members of AB needed; members are too school-oriented, too much in their own patches. Not acting like representatives of the institution. Didn't put AB hat on.*
- *There is not enough analysis and interrogation of strategies and plans – members are not asking how they are going enough. AB should be providing assurance to the institution that things are on track*

- *Members' understanding of function and purpose is lacking – need to be guided on that. They need to understand the criticality of their membership and AB functions.*
- *Size of AB may not be optimal, may be too large.*
- *Members are comfortable reverting to talking about process rather than outcomes*
- *AB is measuring progress well against actions, but not against outcomes, i.e. is it where we want to be now?*
  - o *Can see lots of lag on the AQAP actions – are we on target or not? Are we where we want to be by x date?*
- *Board members need to be clear about compliance risks and managing them as a board – e.g. learning hours, monitors, moderation, H&S, NZQA compliance, etc. The Board needs to be “across that like a rash”. Members must know the risks, etc.*
- *Better understanding of overall performance and compliance.*
- *Ownership of grad survey and risk register is not clear. How are we confident that we are not missing things if we don't know who owns what?*

### **Next Steps**

The Chair will oversee the following:

1. Developing an Academic Governance Committee Handbook, to support the effective functioning of committees and committee members.
2. Capability development for all Committee members, focused on understanding their role and responsibilities and how to be an effective committee member.
3. Closer attention to ensuring the agenda for each meeting is covered in the allotted time.
4. Ensuring that items are received by deadlines and are of sufficient quality.
5. Regular self-assessment and discussion about Committee improvements continues at meetings.
6. EER preparation is factored into the Committee Work Plan to October 2020.

Prior to discussion of this memo at Academic Board on 1<sup>st</sup> July, the Chair requests that all Committee members review the attached IER feedback and view the Zoom recordings of IER for Academic Board.

### **Attachments**

---

IER Academic Board – Panel Feedback June 2020