

# October 2020 Academic Risk Summary

This report provides data from the 80 programmes that have been rated on 14 risk factors<sup>1</sup> based on updates submitted by APMs **at or before 9.30am on 9 October 2020**.

Its purpose is to provide Unitec Senior leadership and key governance committees with an overview of [Academic Risk areas](#) associated programme delivery. This overview assists the Quality Alignment Board to discuss themes across programmes and to provide assurance to Academic Committee that academic risks are being effectively managed. It's important to note that these risks are predictive 'future risks' based on evaluation by Academic Programme Managers (or their delegates) and overseen locally by each programme's Programme Academic Quality Committee (PAQC).

A summary of all programme risks is available on the [Academic Risk Dashboard](#). Neither of these reports provide risk mitigation plans; these are overseen by the relevant PAQC.

The Academic Risk management process is available [here](#):

<https://thenest.unitec.ac.nz/TheNestWP/teaching-and-research/te-korowai-kahurangi/governance-2/academic-risk/programme-level-risk-areas-2/>

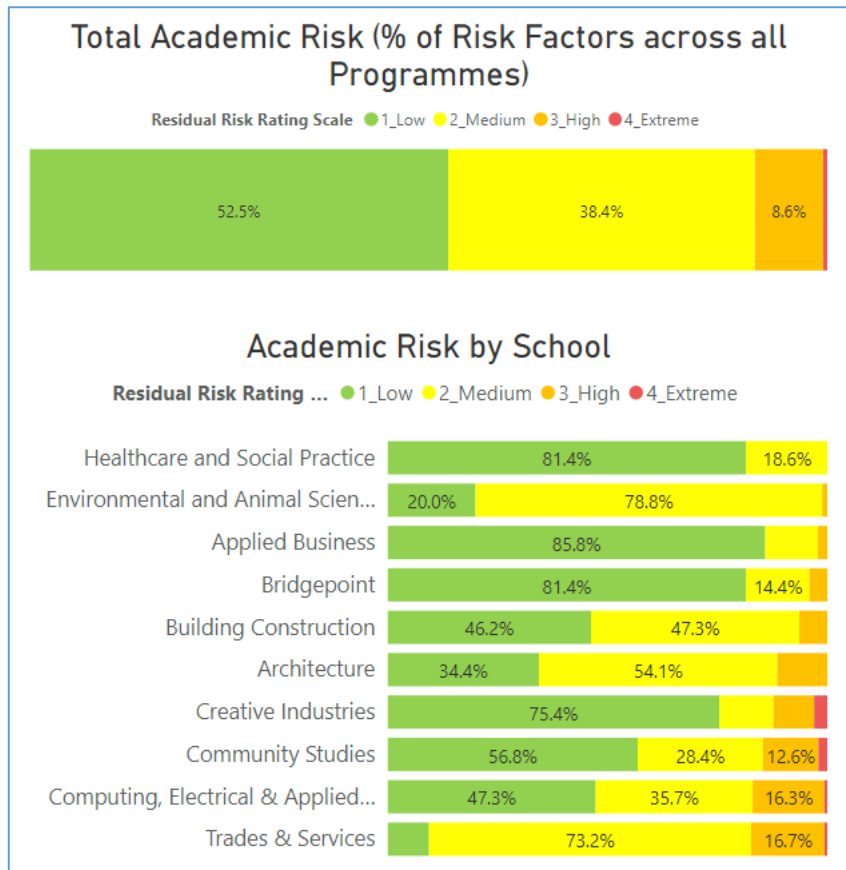
to identify key risk areas derived from the evaluation of programme level risks and to provide a mechanism for gaining assurance that those high and extreme level risks are being effectively managed

## Institutional Risk Summary

The distribution of risk factors across all 80 programmes shows that 52.5% are rated low, an increase of 0.5% over the last update, while 9.2% are rated either high or extreme which is also 0.5% lower than last month. At the school level, as in the previous updates, risk is low for Creative Industries, Healthcare & Social Practice, Applied Business and Bridgepoint while Trades & Services, instead of Community Studies, now shows the highest level of risk at 17.4%.

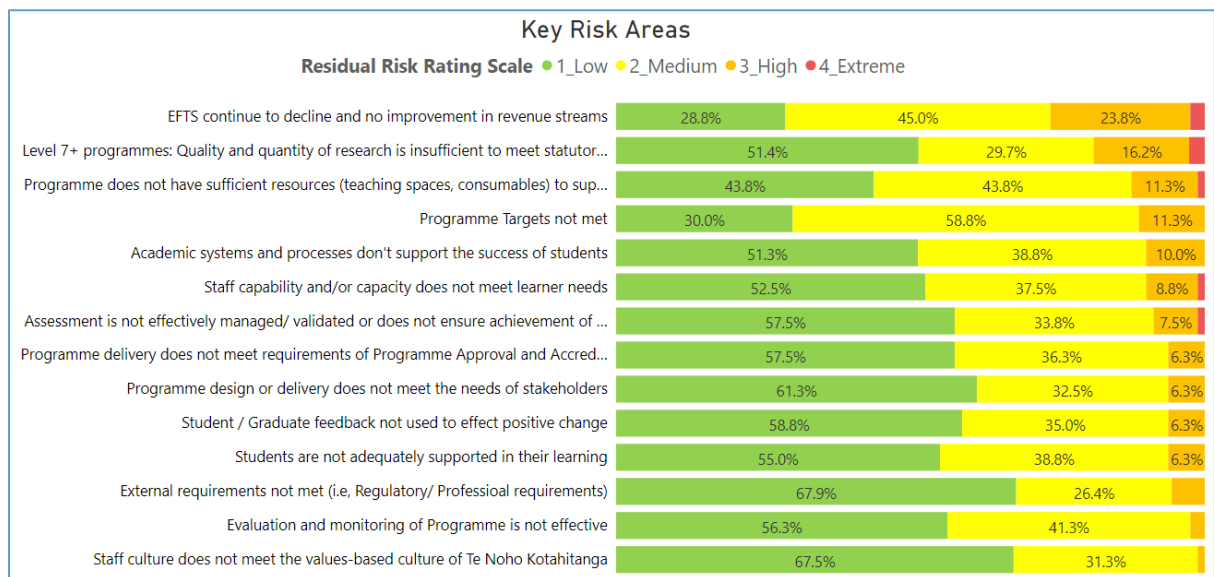
<sup>1</sup>Some programmes are not rated on the following two risk areas, so these two have been removed from their risk registers.

- *External requirements not met (i.e. Regulatory / Professional requirements)*
- *"Level 7+ programmes: Quality and quantity of research is insufficient to meet statutory requirements and contribute to student success"*



The areas that receive the highest risk ratings across all programmes include:

1. EFTS continue to decline and no improvement in revenue streams (26.3% rated either high or extreme risk).
2. Programme does not have sufficient resources (teaching spaces, consumables) to support delivery (12.6% rated either high or extreme risk).
3. Programme targets not met (11.3% rated high risk).
4. Staff capability and/or capacity does not meet learner needs / Academic systems and processes don't support the success of students (10% rated high risk).



*Level 7+ statement is currently under review so is not highlighted as a top risk for this report.*

## Key Risk Areas

### 1. EFTS continue to decline and no improvement in revenue streams (26.3%)

- 26.3% of all programmes are rated either high or extreme risk, same as the previous update and an improvement of 3.7% over a 2-month period.
- Similar to previous updates, schools with particularly high risk continue to have the same % of high and extreme ratings. These are Creative Industries (60%), Architecture (55.6%), Applied Business (30%) and Computing, Electrical and Applied Engineering (30%).

**Recommendations:** That the Quality Alignment Board note the additional information regarding EFTS target setting from Finance and action being undertaken from Marketing:

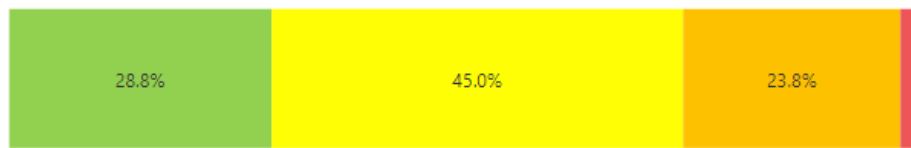
- EFTS funding is agreed via the Mix of Provision (MOP) with TEC
- EFTS budgets are set after completing an analysis in July based on past trends, new programmes, old programmes being exited and any other known factors. These are then ratified with the HoS
- These EFTS targets inform the approved annual budget (this year approved 24 Sept)
- Targets are then reviewed as part of the Semester 1 (April) and then Semester 2 (September) forecasts – which occurs two weeks after the start of each semester, based on a best predication, with input from Heads of School.
- In 2020 the Semester 2 forecast was not completed due in part to Covid and in part due to having to complete the budget for the next year at the same time.

**In response to EFTS concerns, Marketing is/has:**

- Reporting to identify at risk programmes.
- Increasing capacity for high-demand programmes
- Wait-list nurturing process for popular programme to minimise drop-outs
- Focussed digital marketing to achieve best return on investment
- Greater onshore international recruitment and developing joint partnerships for offshore opportunities e.g. online delivery

## Total Academic Risk (% of Risk Factors across all Programmes)

Residual Risk Rating Scale ● 1\_Low ● 2\_Medium ● 3\_High ● 4\_Extreme



## Academic Risk by School

Residual Risk Rating ... ● 1\_Low ● 2\_Medium ● 3\_High ● 4\_Extreme

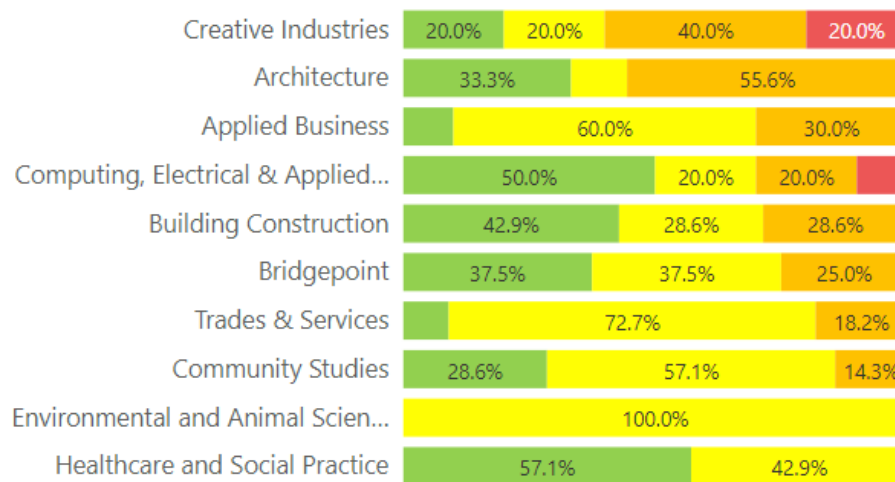
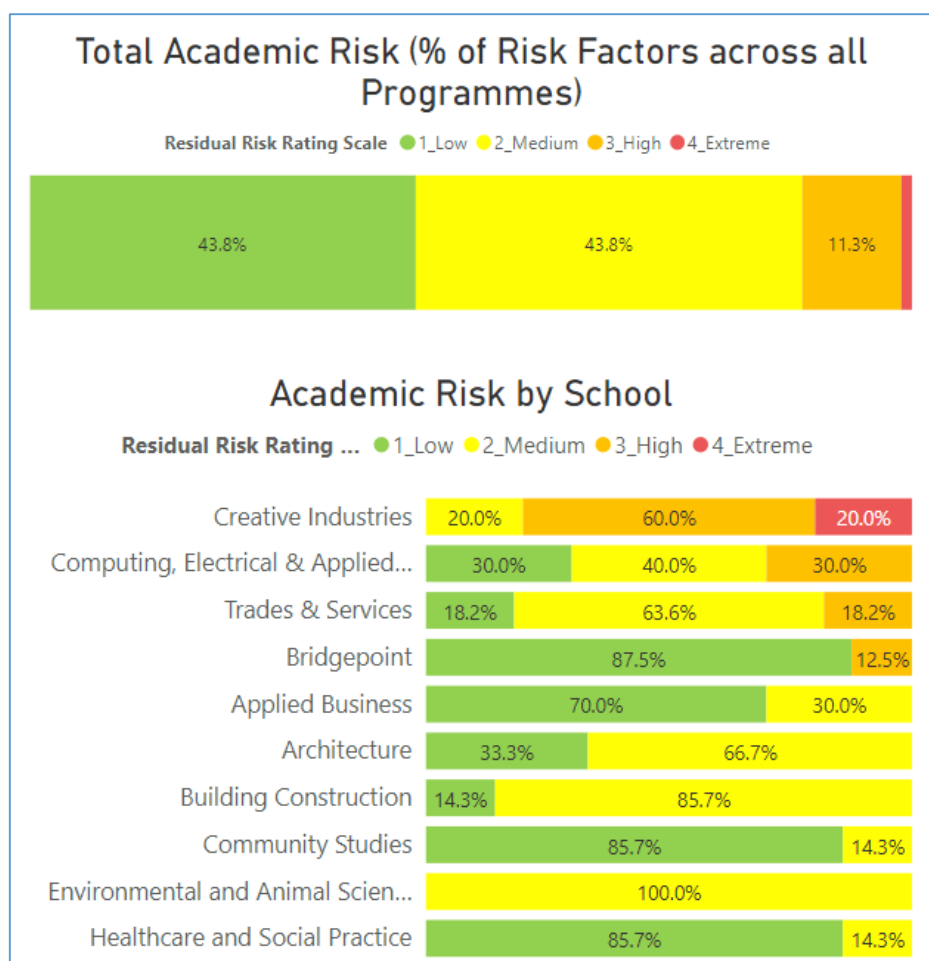


Figure 1 EFTS continue to decline and no improvement in revenue streams (26.3%)

## 2. Programme does not have sufficient resources (teaching spaces, consumables) to support delivery (12.6%)

- 12.6% of all programmes are rated either high or extreme risk, unchanged from the previous update and over a 2-month period.
- Creative Industries continues to have 80% of its programmes rated high or extreme in this area, followed by Computing, Electrical and Applied Technology with 30% of its programmes being rated high, both unchanged over a 2-month period.

**Note:** Actions relating to this risk area are underway. Refer to the QAG Risk Actions Tracker for current status.

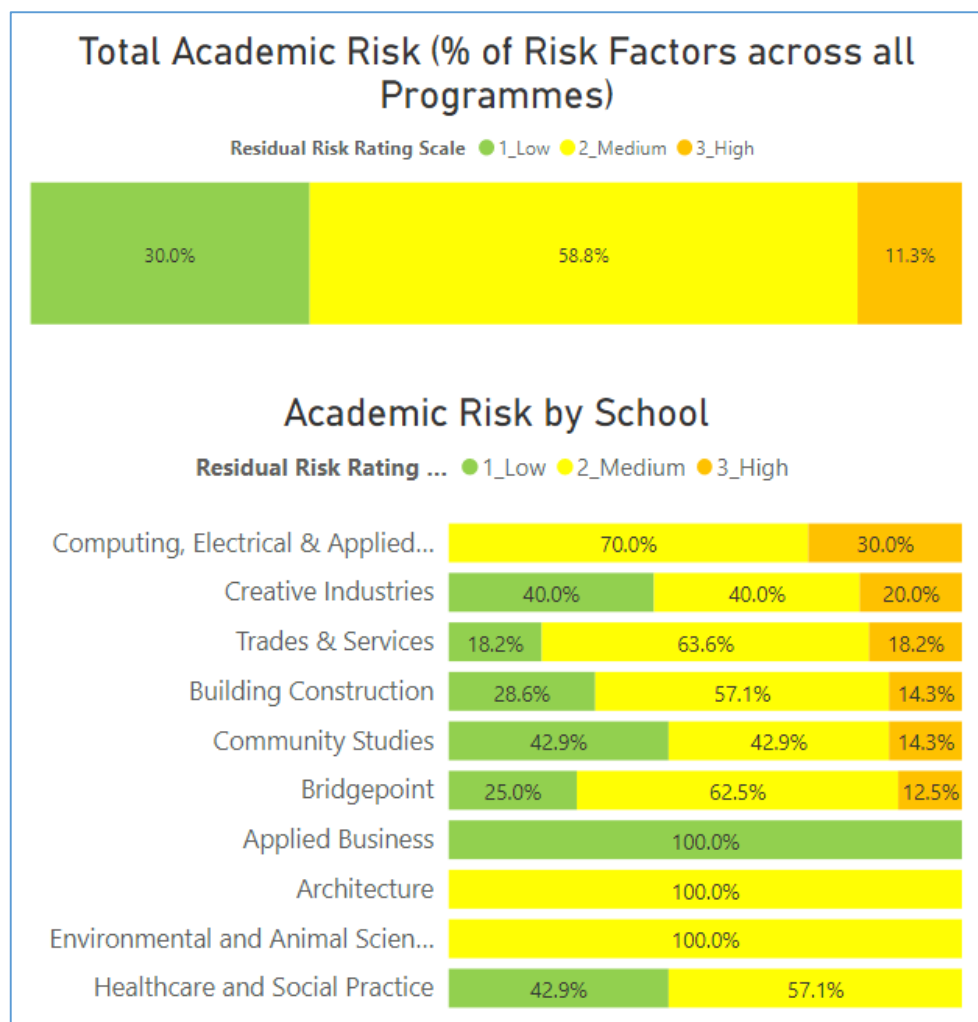


2 Programme does not have sufficient resources (teaching spaces, consumables) to support delivery (12.6%)

### 3. Programme targets not met (11.3%)

- 11.3% of all programmes are rated either high or extreme risk, an improvement of 2.5% over the last update and over a 2-month period. For the first time, there is no programme rated extreme risk for this risk factor.
- The improvement was mainly driven by a 28.6% reduction in high or extreme ratings for Community Studies.
- Given that improvement, Computing, Electrical and Applied Engineering (30%) and Creative Industries (20%) which see unchanged ratings over the previous update have become the schools with the highest risk.

**Recommendations:** It is recommended that an explanation as to the low risk rating for the School of Applied Business be sought, given current EPI outcomes for some programmes within the School of Applied Business appear inconsistent with such a rating.

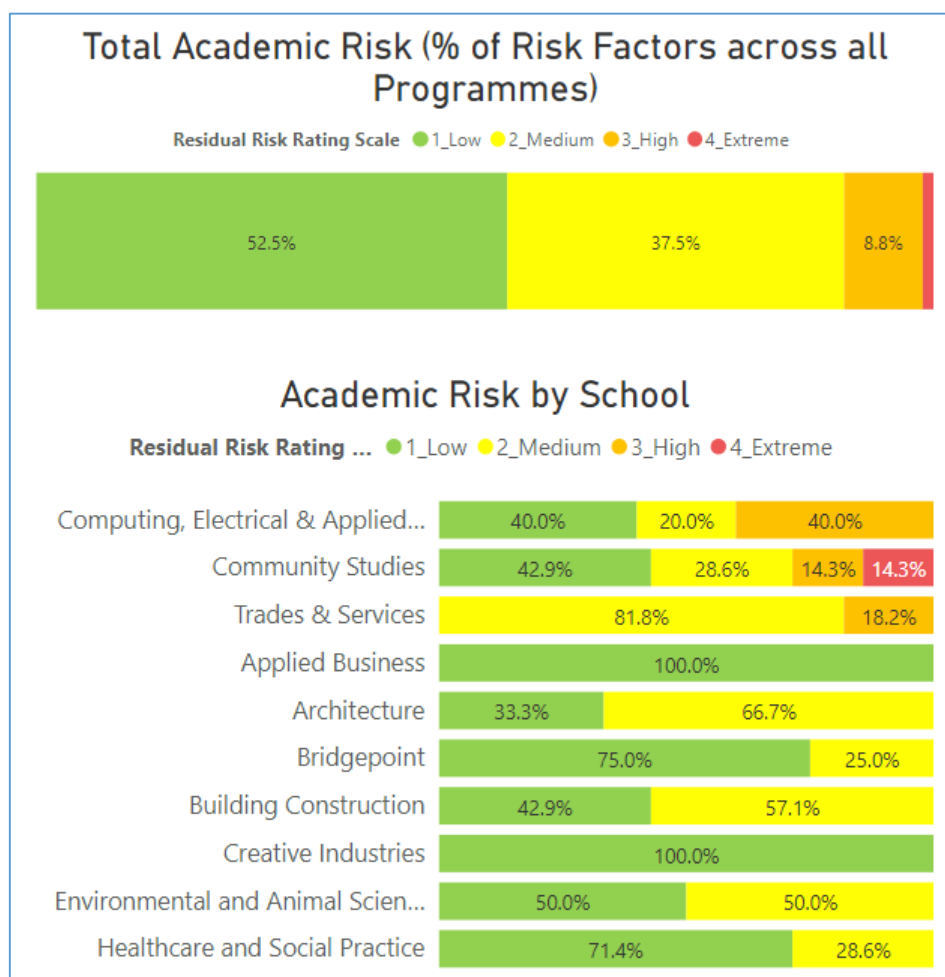


3 Programme targets not met (11.3%)

#### 4. Staff capability and/or capacity does not meet learner needs (10%)

- 10% of all programmes are rated either high or extreme risk, a 1.3% and 2.6% improvement respectively over the last update and a 2-month period.
- The improvement was mainly driven by a 14.3% reduction in high ratings for Community Studies over the last month.
- Given the improvement, the school with the highest risk are now Computing, Electrical & Applied Technology with 40% of its programmes rated high risk, unchanged from the previous update, followed by Community Studies (28.6% rated high or extreme risk).

**Note:** Actions relating to this risk area are underway. Refer to the QAG Risk Actions Tracker for current status.



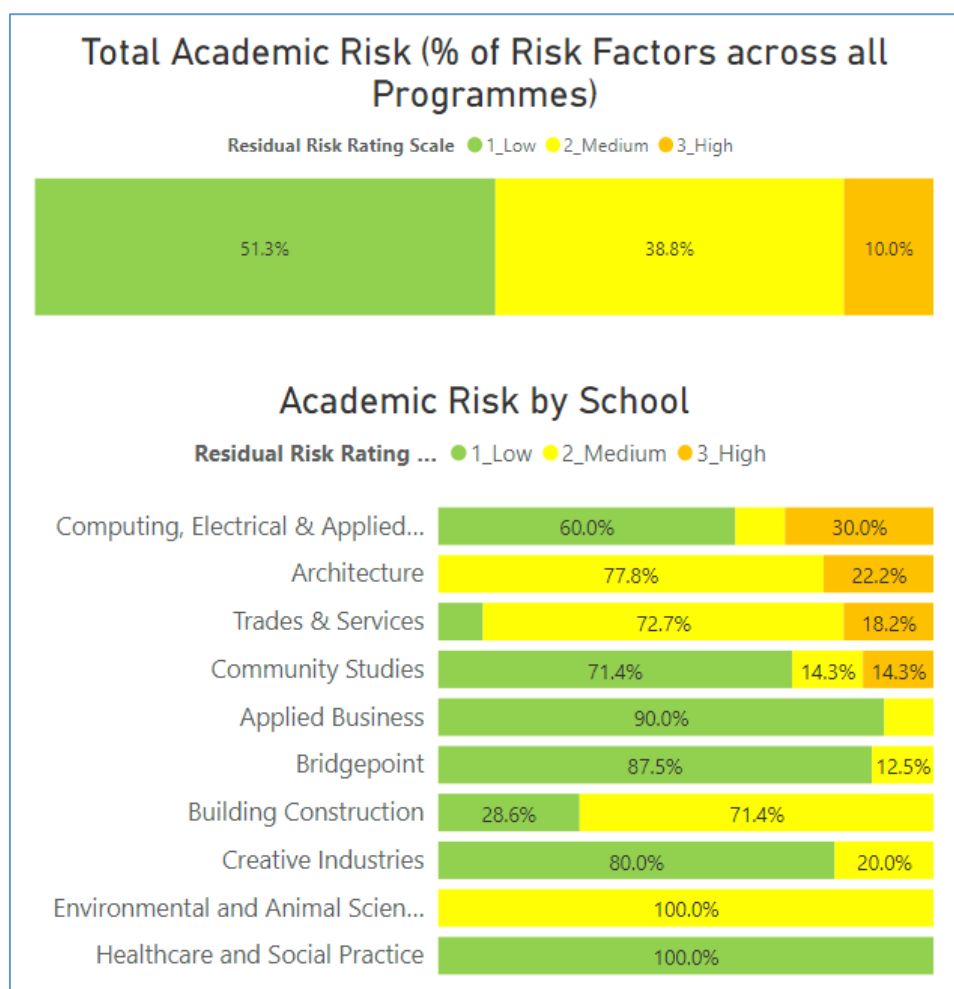
4 Staff capability and/or capacity does not meet learner needs (10%)



#### 4. Academic systems and processes don't support the success of students (10%).

- 10% of all programmes are rated either high or extreme risk, unchanged over the previous update.
- This is the first time it is ranked the fourth highest risk factor due mainly to an improvement in other risk factors rather than any deterioration in its own risk ratings.
- Computing, Electrical & Applied Technology is the school with the highest risk, with 30% of its programmes rated high in this risk factor.

**Recommendation:** That further detail be obtained from programmes rating this risk High or Extreme to determine the key contributing factors for this risk rating.



5 Academic systems and processes don't support the success of students (10%)

**Summary table – total number of programmes last updated or worksheets last opened by month**

|                    | <b>Date data last changed</b> | <b>Date worksheet last opened</b> |
|--------------------|-------------------------------|-----------------------------------|
| May                | 2                             | 0                                 |
| August             | 4                             | 0                                 |
| September          | 56                            | 61                                |
| October            | 18                            | 19                                |
| <b>Grand Total</b> | <b>80</b>                     | <b>80</b>                         |

**List of programmes with last update dates (sorted by *Date data last changed*)**

| <b>School</b>                              | <b>Acad Prog Code</b> | <b>APM</b>              | <b>Date data last changed</b> | <b>Date worksheet last opened</b> |
|--|-----------------------|-------------------------|-------------------------------|-----------------------------------|
| Community Studies                          | NZCEX                 | Verhoeff, Wesley        | 9/10/2020                     | 9/10/2020                         |
| Community Studies                          | NZDSR                 | Verhoeff, Wesley        | 9/10/2020                     | 9/10/2020                         |
| Community Studies                          | BSPT                  | Verhoeff, Wesley        | 9/10/2020                     | 9/10/2020                         |
| Community Studies                          | BHSD                  | Stamp, Daniel           | 7/10/2020                     | 9/10/2020                         |
| Bridgepoint                                | NZCE4                 | Sally Conway            | 6/10/2020                     | 6/10/2020                         |
| Trades & Services                          | NZCPG                 | Curran, Jake            | 6/10/2020                     | 6/10/2020                         |
| Trades & Services                          | NZCP4                 | Curran, Jake            | 6/10/2020                     | 6/10/2020                         |
| Trades & Services                          | NZCG4                 | Curran, Jake            | 6/10/2020                     | 6/10/2020                         |
| Trades & Services                          | NZCD4                 | Curran, Jake            | 6/10/2020                     | 6/10/2020                         |
| Trades & Services                          | NZCCT                 | Curran, Jake            | 6/10/2020                     | 6/10/2020                         |
| Trades & Services                          | NZCC                  | Curran, Jake            | 6/10/2020                     | 6/10/2020                         |
| Bridgepoint                                | NCEA3                 | Sally Conway            | 5/10/2020                     | 5/10/2020                         |
| Bridgepoint                                | NZCE3                 | Sally Conway            | 5/10/2020                     | 5/10/2020                         |
| Bridgepoint                                | NZCE5                 | Sally Conway            | 5/10/2020                     | 5/10/2020                         |
| Bridgepoint                                | CLI                   | Sally Conway            | 5/10/2020                     | 5/10/2020                         |
| Healthcare and Social Practice             | BNURS                 | Barry,Kate<br>Elizabeth | 2/10/2020                     | 2/10/2020                         |
| Healthcare and Social Practice             | BN                    | Barry,Kate<br>Elizabeth | 2/10/2020                     | 2/10/2020                         |
| Community Studies                          | BASHB                 | Palfreyman, Sue         | 1/10/2020                     | 9/10/2020                         |
| Community Studies                          | BTECE                 | Heta- Lensen, Yo        | 28/09/2020                    | 9/10/2020                         |
| Computing, Electrical & Applied Technology | GDCMP                 | Bennett, Susan          | 28/09/2020                    | 28/09/2020                        |
| Creative Industries                        | BCE                   | Holloway, Samuel        | 28/09/2020                    | 28/09/2020                        |
| Creative Industries                        | PGDCP                 | Holloway, Samuel        | 28/09/2020                    | 28/09/2020                        |
| Creative Industries                        | MDESN                 | Holloway, Samuel        | 28/09/2020                    | 28/09/2020                        |
| Creative Industries                        | MCP                   | Holloway, Samuel        | 28/09/2020                    | 28/09/2020                        |
| Building Construction                      | BCONS                 | Becker, Kathe           | 22/09/2020                    | 22/09/2020                        |

|  |       |                                      |            |            |
|--|-------|--------------------------------------|------------|------------|
| Bridgepoint                                | NZCSL | Dave Hicks                           | 18/09/2020 | 17/09/2020 |
| Bridgepoint                                | NZCSP | Sue Tulett                           | 10/09/2020 | 14/09/2020 |
| Environmental and Animal Sciences          | NZCAC | Roberts, Lorne                       | 8/09/2020  | 8/09/2020  |
| Environmental and Animal Sciences          | BVN   | Harvey, Laura                        | 8/09/2020  | 8/09/2020  |
| Environmental and Animal Sciences          | BASCI | Roberts, Lorne                       | 8/09/2020  | 8/09/2020  |
| Trades & Services                          | NZCLA | Bryan, Davis                         | 7/09/2020  | 7/09/2020  |
| Trades & Services                          | NZCAU | Bryan, Davis                         | 7/09/2020  | 7/09/2020  |
| Trades & Services                          | NZCME | Bryan, Davis                         | 7/09/2020  | 6/10/2020  |
| Trades & Services                          | NCAEE | Bryan, Davis                         | 7/09/2020  | 7/09/2020  |
| Trades & Services                          | NZCAE | Bryan, Davis                         | 7/09/2020  | 7/09/2020  |
| Environmental and Animal Sciences          | NZCAM | Harvey, Laura                        | 7/09/2020  | 7/09/2020  |
| Environmental and Animal Sciences          | NZDVN | Harvey, Laura                        | 7/09/2020  | 8/09/2020  |
| Environmental and Animal Sciences          | NZCAT | Harvey, Laura                        | 7/09/2020  | 8/09/2020  |
| Applied Business                           | GDPA  | Saifoloi, Malama                     | 7/09/2020  | 7/09/2020  |
| Applied Business                           | GDBUS | Saifoloi, Malama                     | 7/09/2020  | 7/09/2020  |
| Computing, Electrical & Applied Technology | PGDCG | Bennett, Susan                       | 7/09/2020  | 7/09/2020  |
| Computing, Electrical & Applied Technology | MCOMP | Bennett, Susan                       | 7/09/2020  | 7/09/2020  |
| Computing, Electrical & Applied Technology | DCOMP | Bennett, Susan                       | 7/09/2020  | 7/09/2020  |
| Applied Business                           | BBS   | Saifoloi, Malama                     | 7/09/2020  | 7/09/2020  |
| Computing, Electrical & Applied Technology | BCS   | Bennett, Susan                       | 7/09/2020  | 28/09/2020 |
| Applied Business                           | MBUS  | Rainsbury, Liz                       | 7/09/2020  | 14/09/2020 |
| Applied Business                           | NZCRE | Crotty, Mary                         | 7/09/2020  | 7/09/2020  |
| Applied Business                           | NZDB5 | Wessels, Antoinette                  | 7/09/2020  | 7/09/2020  |
| Applied Business                           | MAP   | Rainsbury, Liz                       | 7/09/2020  | 7/09/2020  |
| Applied Business                           | PGDBS | Rainsbury, Liz                       | 7/09/2020  | 14/09/2020 |
| Applied Business                           | NZCBT | Wessels, Antoinette                  | 7/09/2020  | 7/09/2020  |
| Applied Business                           | NZCBA | Wessels, Antoinette                  | 7/09/2020  | 7/09/2020  |
| Building Construction                      | GDCPM | Becker, Kathe                        | 7/09/2020  | 22/09/2020 |
| Building Construction                      | BETMG | Wilson, Hugh & Bogosanovic, Mirijana | 7/09/2020  | 14/09/2020 |
| Building Construction                      | NZDS  | Wilson, Hugh                         | 7/09/2020  | 14/09/2020 |
| Building Construction                      | NZDE  | Wilson, Hugh & Bogosanovic, Mirijana | 7/09/2020  | 14/09/2020 |

|  |        |                       |            |            |
|--|--------|-----------------------|------------|------------|
| Computing, Electrical & Applied Technology | NZDIS  | Barmada, Bashar       | 7/09/2020  | 7/09/2020  |
| Computing, Electrical & Applied Technology | NZCIT  | Barmada, Bashar       | 7/09/2020  | 7/09/2020  |
| Computing, Electrical & Applied Technology | NZDCS  | Barmada, Bashar       | 7/09/2020  | 7/09/2020  |
| Creative Industries                        | BPSA   | Griggs, Charene       | 4/09/2020  | 4/09/2020  |
| Healthcare and Social Practice             | NZCHW  | Lino, Aulola          | 3/09/2020  | 3/09/2020  |
| Healthcare and Social Practice             | MAP_SP | Lino, Aulola          | 3/09/2020  | 3/09/2020  |
| Healthcare and Social Practice             | BSOCP  | Lino, Aulola          | 3/09/2020  | 3/09/2020  |
| Healthcare and Social Practice             | BSP    | Lino, Aulola          | 3/09/2020  | 3/09/2020  |
| Healthcare and Social Practice             | BHSMI  | Thorngood, Joanna     | 3/09/2020  | 3/09/2020  |
| Architecture                               | NZDI6  | Arnet, Sandra         | 2/09/2020  | 14/09/2020 |
| Architecture                               | NZDI5  | Arnet, Sandra         | 2/09/2020  | 14/09/2020 |
| Architecture                               | NZDL   | Arnet, Sandra         | 2/09/2020  | 14/09/2020 |
| Architecture                               | MLA    | Arnet, Sandra         | 2/09/2020  | 14/09/2020 |
| Architecture                               | MARCH  | Arnet, Sandra         | 2/09/2020  | 14/09/2020 |
| Architecture                               | BLA    | Arnet, Sandra         | 2/09/2020  | 14/09/2020 |
| Architecture                               | MARCP  | Patel, Yusef          | 2/09/2020  | 14/09/2020 |
| Architecture                               | BAS    | Patel, Yusef          | 2/09/2020  | 14/09/2020 |
| Community Studies                          | MOST   | Palfreyman, Sue       | 1/09/2020  | 9/10/2020  |
| Bridgepoint                                | NZCSC  | Sue Tulett            | 6/08/2020  | 21/09/2020 |
| Building Construction                      | NZDC   | Pati, Kamuka          | 6/08/2020  | 14/09/2020 |
| Building Construction                      | NZDAT  | Pati, Kamuta          | 6/08/2020  | 14/09/2020 |
| Architecture                               | NZCLD  | Arnet, Sandra         | 5/08/2020  | 14/09/2020 |
| Computing, Electrical & Applied Technology | NZCEE  | Bogosanovic, Mirijana | 29/05/2020 | 16/09/2020 |
| Computing, Electrical & Applied Technology | BAT    | Bogosanovic, Mirijana | 29/05/2020 | 16/09/2020 |