

## Unitec New Zealand Limited

### Meeting of Academic Committee

2 November 2020

<b>Title</b>	Future Governance Committee Arrangements
<b>Provided by:</b>	Simon Nash
<b>Authored by:</b>	
<b>For:</b>	DISCUSSION

### Recommendation

That the Committee provides feedback on proposals for changes to the functioning of Te Komiti Mātauranga and Sub-Committees in three areas: (1) workplan items, (2) membership, and (3) meetings frequency.

### Purpose

The purpose of this paper is to propose changes to Academic Governance Committees' workplans, membership and meetings frequency, and to seek members' discussion and feedback. These changes do not affect research sub-committees.

### Information/Background

2020 has been an exceptional year in terms of the busy-ness of Academic Governance Committees, particularly with preparedness for EER and impact of COVID-19, and with many process improvements. Te Komiti Mātauranga and its sub-committees are well-placed and I expect that 2021 will be a period of consolidation and refinement of practices.

I would like to thank all committee members for your support and contributions over 2020, and particularly to acknowledge the EER panel representatives, and the extraordinary efforts of the members of the Academic Recovery Sub-Committee – Chris King, Glen McKay, Nick Sheppard, Sue Emerson, Trude Cameron, Annette Pitovao and Cathy Tyler who have met over 40 times in 2020.

As part of continuous improvement, I would like Te Komiti to consider the following for all regular committees (excluding research committees for purposes of this memo).

- Te Komiti Mātauranga and sub-committees now have workplans and systems that allow for effective oversight of Quality Management Systems. Some tweaks remain to be made, and continuous improvement is required.
- The work of Te Komiti in 2020 has been onerous (frequency and length of meetings, size of agendas) and this needs to be improved through more effective delegation to sub-committees and further efficiencies in meetings agendas and scheduling. A key principle

here is that Te Komiti needs oversight of Quality Management Systems, and needs to have confidence it will be alerted to issues. It needs assurance about all matters under its remit, but does not need to deliberate on the detail of most matters.

- Some further capability development is required for Academic Governance Committees' members to ensure members fully understand their roles and responsibilities, and for effective functioning and contributions.
- Membership attendance is greatly improved with regular monitoring, but some members' contributions are inconsistent and add little value, particularly in sub-committees. Committees are expensive to run and require large workloads. Memberships need reviewing for optimal size and composition for committee functioning.
- AGCs need more effective communication to Schools and higher quality feedback from them. This is particularly so where consultation and feedback is required.
- Memo quality is much better than in the past but still requires continuous improvement, particularly to ensure clarity of recommendations and background preparation and consultation.

## **Proposed Changes for 2021 onwards**

The Chairs of Academic Committee, Ako Ahimura and QAB have met and discussed changes to address the points above. Having reviewed our respective workplans, I would like feedback on the following, with the goal of making these changes for 2021.

The Chairs' view is that these changes will improve the operations and effectiveness of academic governance committees.

If adopted, these proposals will require changes by Te Komiti to the membership in the terms of reference for QAB and Ako Ahimura.

### ***Workplan item changes***

Following the 'stock-take' of the Quality Management System in late 2019, a workplan was set for 2020 for Te Komiti. After a full year's cycle a number of changes are proposed that will reduce the frequency and volume of items to Te Komiti by removing items that are duplicating work, and moving some items to Ako Ahimura and QAB Committees. Assuming their current workplans, each committee has proposed changes to the items it receives as follows:

Te Komiti has two additions/variations:

- Reporting and review of the academic portfolio and changes to that portfolio by the Portfolio Leadership Group (quarterly or bi-annual)
- The Academic Quality Action Plan is removed and remaining items subsumed into other reporting. New items arising from the 2020 EER outcomes will be included at appropriate committees as required.

Ako Ahimura receives these items and reports to Te Komiti on points of interest/importance:

- All its current business plus the following items
- Learning & Teaching Strategy annual report/review and actions tracking
- Graduate Survey summary (once or twice yearly)
- Student NPS summary (twice yearly)

- Student Evaluations summary (twice yearly)
- New Teacher Induction annual report
- Teacher Capability Development (and possibly a BI dashboard)
- Academic Integrity annual report (new item)

QAB receives these items and reports to Te Komiti on points of interest/importance:

- All its current business, plus the following items
- CEPs summary and oversight, with referral to Ako Ahimura as required
- Industry engagement reporting (new item tba)
- Moderation reports and outcomes (new item)
- Manawa Tina (as required)

### ***Priority Group reporting***

The status of Priority Group regular RAG reports requires further discussion at Te Komiti and with Priority Group Directors. RAG reports are currently on agendas for Te Komiti, QAB and Ako Ahimura, to ensure full coverage of these high priority activities. As it stands however, discussion at QAB and Ako Ahimura is often minimal, and often duplicates that at Te Komiti, so that there is not much additional oversight and accountability achieved for the effort required.

My view is that neither QAB nor Ako Ahimura is providing effective oversight of priority group matters at present, but continuing with current arrangements won't fix that.

Discussion is needed with Te Komiti and Priority Group Directors about how to make efficient use of committee time. This could be to reduce frequency of these RAG items at QAB and Ako Ahimura, or remove or rejig them.

Twice-yearly Report/Reviews should be retained at Ako Ahimura. Alongside this, agenda items can be presented by Priority Group Directors to these committees and their attendance requested by the committees at any time.

### ***Meetings frequency***

With changes to workplans and associated efficiencies, the following is proposed for meetings:

- Te Komiti, QAB and Ako Ahimura all move to a 6-weekly meeting cycle to ensure
  - Members have sufficient time to be prepared for meetings
  - There is more time to act on actions arising from meetings
- Extraordinary meetings can be scheduled if required
- Te Komiti will schedule two extraordinary meetings per year to consider (1) end of Semester 1 'Interim' Reporting and Review (around October), and (2) end of Year Reporting and Review (around March), both meetings comprising:
  - Student Performance Summary Report
  - PEPs Summary Report
  - Priority Group Success Strategy Reports/Reviews
  - Student Success Strategy Report/Review
  - Head of School Evaluative Commentaries
- The Academic Approvals Committee will stay on a monthly meeting cycle.

### ***Committee membership***

The proposed changes to workplans and meetings frequency will support committee members to be fully and actively engaged in the work of these committees. In addition, the following membership changes are proposed:

- No changes proposed to Te Komiti Mātauranga membership
- Ako Ahimura proposes changes to membership which will reduce committee size from 21 to approximately 12 -15 as follows:
  - One representative of Priority Group Directors replaces all four Directors (Student Success representative is retained)
  - 6-8 Academic Staff by nomination replaces one Senior Academic from each School appointed by their HoS.
  - Removal of the Director Research and Enterprise
- QAB proposes changes to membership which will reduce committee size from as follows:
  - One representative of Priority Group Directors replaces all four Directors (Student Success representative is retained)
  - Review requirement for Operations and Research representatives
  - One member per School, from a range of roles (Academics, APMs, PAQC Chairs, etc)
- No changes proposed to Academic Approvals Committee membership

### **Next Steps**

Following feedback from Te Komiti Mātauranga and adjustments to proposals, the Chairs will consult with Heads of Schools, Priority Group Directors, Student Success and Student Council, and the Chair of Academic Committee at MIT.

Once the proposal is finalized, Te Komiti will have to approve any changes to the Terms of Reference for its sub-committees.

Any changes are proposed to be in place for the first committee meetings of 2021.

Additionally, as part of continuous improvement to the management of committee business, work will be undertaken in 2021 on quality of memos, capability development of committee members, and an improved system for two-way communication with Schools.

### **Contributors**

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The Chairs of Ako Ahimura and QAB have contributed to these proposals.