Te Whare Wānanga o Wairaka | Unitec Institute of Technology Limited

**Handbook
for
Academic Governance Committees**

In composing this Handbook, acknowledgement and thanks goes to the Manukau Institute of Technology for the kind provision of their equivalent Handbook, the content of which has formed the foundation of this Handbook, albeit with heavy editing to both content and structure.

Naku te rourou nau te rourou ka ora ai te iwi.

He waka eke noa.

VISION

Sustaining growth and success, fulfilling promise and potential.

PURPOSE

Led by Te Noho Kotahitanga we manaaki the success of our learners and communities.

VALUES

Academic Governance Committees operate according to the five core values of Te Whare Wānanga o Wairaka | Unitec Institute of Technology Limited.

Rangatiratanga | Authority and Responsibility

E whakarite ana te Whare Wānanga o Wairaka ki te uptake ake o te rangatiratanga o te Māori me ngā Mātauranga Māori.
Unitec accepts the principle that Māori have authority over and responsibility for all teaching and learning relating to the Māori dimensions of knowledge.

Whakaritenga | Legitimacy

E whakarite ana te Whare Wānanga o Wairaka ki te mana o tena, o tena, ki te noho kotahi, ki te puaki i tona ake reo, ki te whakamahi i ngā rawa mo ngā iwi katoa.
Unitec believes that each partner has a legitimate right to be here, to speak freely in either language, and to put its resources to use for the benefit of all.

Kaitiakitanga | Guardianship

E whakarite ana te Whare Wānanga o Wairaka ki te kaitiakitanga o ngā taonga mātauranga.
Unitec accepts responsibility as a critical guardian of knowledge.

Mahi Kotahitanga | Co-operation

E whakarite ana te Whare Wānanga o Wairaka kia tau he ngākau māhaki i roto i ngā mahi katoa.
Unitec affirms that a spirit of generosity and co-operation will guide all its actions.

Ngākau Māhaki | Respect

E whakarite ana te Whare Wānanga o Wairaka ki te whakanui i ngā taonga tuku iho o ngā ao e rua, a hikoi ki mua. Ko te Māori me te Pākehā e mahi tahi ana mo Te Whare Wānanga o Wairaka.
Unitec values each partner's heritage and customs, current needs and future aspirations. Māori and Pākehā working together within Unitec.

Unitec Institute of Technology Manaakitia te Rito 2019 – 2022

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1.   INTRODUCTION

This document has been prepared as a handbook for the Academic Governance Committees (AGCs) of Te Whare Wānanga o Wairaka | Unitec Institute of Technology Limited ("Unitec"). Its purpose is to articulate to new and existing AGC members the protocols and conventions by which the AGCs operate and provide members with guidance on the scope and nature of their responsibilities. It should be noted that some important points of reference for the responsibilities of AGCs and their members are:

- Te Tiriti o Waitangi
- Te Noho Kotahitanga
- Tertiary Education Strategy (Ministry of Education)
- TEC Good Governance Guide (2019)

Unitec has a system of AGCs which oversee all its programmes, effectively fulfilling the functions of Te Komiti Mātauranga | Academic Committee. The AGCs compose a structured system of rangatiratanga and kaitiakitanga which ensures good governance and oversight of matters related to academic quality and research at Unitec, especially in terms of overseeing the Quality Management System (QMS). The way they work together is shown in the Organisational Chart of Unitec Academic Governance Committees (Updated: 2020-12-08). All policies, strategies and major decisions related to academic matters are approved by the AGCs described on this page. That makes this system a very important part of decision-making at Unitec.
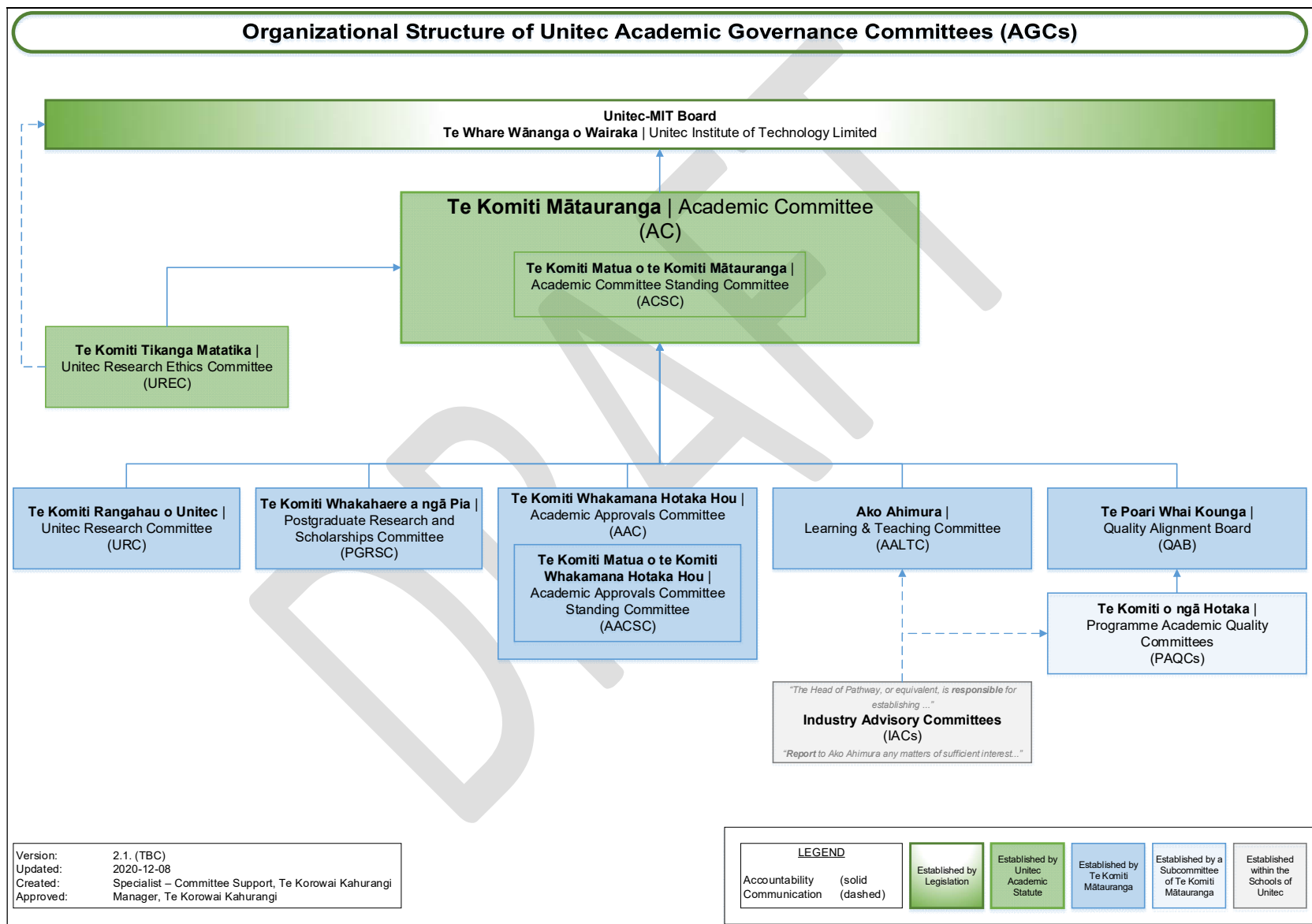
'Governance' is the responsibility of academic committees, while 'management' of the Unitec business is the responsibility of ELT. While this is generally a cooperative relationship between ELT and the AGCs, it also has important tensions because decisions about academic quality need to be achievable within the resources available to Unitec.

With effect from 1 April 2020, Te Whare Wānanga o Wairaka | Unitec Institute of Technology (Unitec) is a subsidiary company of Te Pūkenga – New Zealand Institute of Skills and Technology (Te Pūkenga). Under the governing legislation (Education and Training Act 2020 (Act)), Unitec will continue to exist as a company until 31 December 2022, or such later date as directed by Order in Council (Transition Phase). During the Transition Phase, certain references to a Council in the Act must be read as references to the Board of the relevant Te Pūkenga subsidiary. Accordingly, for the Transition Period, the Board of Unitec is entitled to appoint a Chief Executive and an Academic Committee and delegate a range of authorities and functions to them.

As of 2020-04-01, the (former) Academic Board of Unitec was replaced by Te Komiti Mātauranga | Academic Committee. Instead of reporting to the (former) Council / Commissioner, Te Komiti Mātauranga now reports up to the joint Board of Directors that oversees the Unitec and MIT subsidiaries of Te Pūkenga.

2. OVERVIEW

2.1. Governance Structure

3.   RESPONSIBILITIES – Individual

3.1.   Chair

3.1.1.   The Chair has the following generic responsibilities in relation to their respective AGC:

a)   Direct the development of and approve the meeting schedule for the coming year;
b)   Outline the workload commitments and obligations to new and current Members;
c)   Call extraordinary meetings as needed, in consultation with Members and other stakeholders;
d)   Approve the agenda and minutes prior to publication;
e)   (Te Komiti Mātauranga only) Sign the approved final Minutes prior to publication and archiving;
f)   Set and manage the business, activities and operation of the AGC and any of its subcommittees;
g)   Ensure the AGC meets its responsibilities, accountabilities and functions as set out in its Terms of Reference;
h)   Promote the AGC as a collegial body that encourages open exchange of ideas and views on matters of academic importance within its Terms of Reference;
i)   Ensure relevant staff are kept informed of major academic issues addressed by the AGC;
j)   Represent the views of the AGC to meetings of other committees, bodies and authorities.

3.1.2.   Additional responsibilities of the Chair which are specific to an AGC shall be described in the Terms of Reference for that AGC.

3.2.   Members

3.2.1.   Members have the following generic responsibilities in relation to their respective AGC:

a)   Act in the best interests of the AGC, its parent committee (if relevant) and the Institute;
b)   Actively contribute their unique talents, capabilities, insights and interests to business considered by the AGC;
c)   Be a point of contact between the AGC and other members of staff, meaning that they shall:
     a.   Promote the business of the AGC widely,
     b.   Seek feedback, and
     c.   Communicate decisions and outcomes of AGC meetings;
d)   Actively participate in the decision-making process, including contributing time and expertise for reviews commissioned and working groups appointed by the AGC;
e)   Maintain the confidentiality of any information noted as such.

3.3.   Secretary

3.2.1.   The Secretary has the following generic responsibilities in relation to their respective AGC:

a)   Collate, produce and manage the agenda and minutes documentation for each meeting;
b)   Develop and publish the meeting schedule for the coming year;
c)   Maintain the documentation for the Terms of Reference, Work Plan, Membership and specific AGC trackers (e.g. Attendance, Work Plan, Actions);
d)   Maintain documentation which describes the oversight that an AGC has over its subcommittees (e.g. diagram of organizational structure) and their Terms of Reference.
e)   Provide the AGC with high level governance and operational advice, and administrative support;
f)   Liaise with the Secretary/ies of any subcommittee or parent committee to facilitate inter-committee communications, align administrative practices and engage in continuous improvement;
g)   Undertake necessary logistical arrangements for the successful operation of the AGC in conjunction with the Chair;

h) Manage the publication and archiving locations, primarily being The Nest and E-Library;
i) Manage the communications channels of the AGC, primarily being the email account.

3.2.2. The Secretary may provide document proofreading, review and editing services. Services such as drafting memorandums, reports or letters may be negotiated according to the needs, capability and capacity of the Secretary, Chair and other stakeholders.

3.4. Committee Collective

a) An AGC may have delegated authority from its parent committee or body to establish such subcommittees as it deems necessary for efficient and effective operation. Where this authority exists it will be clearly stated in the Terms of Reference for that committee
b) Where an AGC establishes a sub-committee, the AGC must formally approve the terms of reference and membership of that subcommittee
c) An AGC, its subcommittees and working groups may undertake deeper work and analysis on behalf of their authoritative bodies and report their finding back up with recommendations on for next steps of action. In some cases, they may hold delegated authority to make decisions on particular matters.
d) The Terms of Reference and Membership of an AGC are to be reviewed and approved by its immediate parent body each year. Membership may be drawn from across the Institute, and include members of staff and students. Membership may be based on a model of capability or representation, or a hybrid of the two as needed to fulfill the Terms of Reference.
e) The Terms of Reference and Membership shall be published to The Nest and include contact details for the Secretary and links to past agendas and minutes.
f) The Work Plan of an AGC shall be reviewed annually and submitted for approval to the parent committee or body.
g) Meetings of an AGC are where the formal work (as set out in its Terms of Reference) and decisions are undertaken. Meetings are conducted in accordance with formal meeting protocols (refer to Section 4).

4. PROTOCOLS AND PROCEDURES

4.1. Agenda Items ('Papers')

a) Ahead of each meeting, the Secretary shall remind Members and routine submission authors of the due date for submissions to the next meeting agenda. These dates shall also be published on The Nest.
b) To submit an agenda item, the item must be emailed to the email account of the AGC, and if necessary, to the individual email accounts of the Secretary and the Chair.
c) In general, agenda items are to be submitted, in full, at least **ten working days** prior to the meeting. This requirement may be adjusted for the needs of a specific AGC at the discretion of the Chair. **Late submissions** should be accompanied by written reasons for lateness and rationale for disruption to regular flow of operations; responsibility for this decision and its impact on the ability of AGC Members and the Institute to meet obligations lies with the Chair.
d) In general, agenda items are to include a **cover memo** written using the templates for memos provided on The Nest. Some special items (e.g. trackers) may not be required to have an accompanying memo; responsibility for this decision and its impact on the ability of AGC Members and the Institute to meet obligations lies with the Chair.
e) The agenda shall be compiled by the Secretary, reviewed and approved for release by the Chair and released to Members **five working days** or one week (generally) prior to the meeting through publication to The Nest (or other electronic methods) with an accompanying notice of release sent to Members and invitees. These requirements may be adjusted for the needs of a specific AGC at the discretion of the Chair in consultation with the Secretary.

f) In general, agendas (and minutes) shall be arranged under the following headings. These requirements may be adjusted for the needs of a specific AGC at the discretion of the Chair.
1. **Whatakatuwheratanga | Opening**
(E.g. Karakia Timatanga | Opening Prayer; Mihi Whakatau | Opening Remarks (by the Chair); Apologies; Minutes of the Previous Meeting/s; Matters Arising; Attendance tracking; Work Plan tracking; Actions tracking)
2. **Mea Hei Whakaae | Items to Approve**
3. **Mea Hei Kōrero | Items to Discuss**
4. **Ngā Tukunga | Items to Receive**
(E.g. Strategic reporting; Subcommittee reporting; System reporting; Other reports)
5. **Kupu Whakamutunga | Closing**
(E.g. Ētahi Kaupapa Anō | Any Other Business (AOB); Committee Self-Assessment; Karakia Whakamutunga | Closing Prayer)

4.2. Access and Availability of Information

a) Meetings are able to be attended by any member of staff at Unitec, or non-staff guests invited at the discretion of the Chair.
b) The meeting schedule is published to The Nest for the information of Unitec staff, but not necessarily made public on the Unitec website.
c) All agendas, papers, reports and minutes are available through the E-Library or by request to the email account of the AGC.

4.3. Attendance, Quorum, Motions and Voting

a) Records of attendance are kept for every formal meeting of the AGC and recorded in the minutes of the meeting.
b) Members should advise the Secretary at least 24 hours in advance of the meeting if they are unable to attend. Apologies and absences will be recorded in the minutes.
c) Members who cannot attend a meeting are expected to send a proxy in their place and notify the Secretary of the name of the proxy. The nominated proxy shall have full speaking and voting rights at meetings, just as the Member would if they were present. One person cannot act as proxy for two or more members simultaneously.
d) The quorum for meetings is a majority (i.e. greater than 50%) of members holding office at that time. No official business, i.e. Motion, may be carried unless quorum is present during the entirety of the time the business is being transacted.
e) Every Motion put to the meeting must have a mover and seconder present at the meeting. The names of the mover and seconder shall be recorded in the minutes.
f) In general, a voting motion is carried by voice. Where the outcome of a vote is not conclusive, a division may be called and each member will be asked to vote either yes or no, and their vote will be recorded in the minutes.
g) All questions before the Board are decided at the meeting by the majority of votes cast by members present. The Chair has a deliberative vote and, where the votes are equal, also holds a casting vote. Members may abstain from voting.
h) No question may be voted on or decided in the "Any Other Business" section of the meeting.

4.4. Disclosure of Interest

a) Where a member has an interest in any matter under consideration, they should declare that interest as soon as possible after the relevant facts have come to the member's knowledge.
b) A disclosure of an interest will be recorded in the minutes of the meeting.

c) Members must not participate in discussion or voting on any matter in which they have a direct or indirect pecuniary interest and should consider leaving the meeting for the full duration of the discussion on such matters.

d) A person has an interest in a matter if it relates to the conditions of service of the person as the Chief Executive or a member of the staff of the Institute or the person has any direct or indirect pecuniary interest in the matter. For the avoidance of doubt, an interest does not include any matter related to a group, Manager or Head of School of which the member is appointed to represent on the Board.

4.5.   Participation

a) Members are expected to prepare for meetings by reading the agenda and papers, and preparing relevant questions and should offer their full attention during all proceedings. Members are encouraged to contact either the Chair or Secretary if they have any questions or wish to seek clarification regarding items on the agenda.

b) All members have an equal right to participate and to be heard at meetings.

c) Meetings are a formal function of the Institute. Members are expected to display good manners and respect at all times.

d) Members are requested to direct all questions and remarks at meetings through the Chair. This ensures meetings are kept within a reasonable timeframe and that all members have a chance to participate.

e) Members should speak only to the matter at hand to ensure there is sufficient time at the formal meeting to deal with all items on the agenda. Members who have a topic they wish to have discussed should ensure the item is placed on the agenda for a future meeting or raised under the "Any Other Business" section.

4.6.   Minutes

a) The Secretary shall record the minutes of the meeting which contain:
   1. The names of the members (or their representative proxy) attending each meeting;
   2. The names of any members absent;
   3. Arrival and departure times of any members not present at the beginning or ending of the meeting, or during the course of the meeting;
   4. The proceedings of the meeting; and
   5. Every resolution.

b) The Secretary will draft the minutes following the meeting and check them with the Chair. Draft minutes will then be:
   1. Circulated as a draft version to members and regular contributors to the Board papers; and
   2. Made available as a final version to all staff through The Nest following approval at the next meeting.

c) Any member who identifies an issue in the draft minutes should notify the Secretary so that they can be amended as appropriate.

d) A memo that reports the main points of business at the meeting shall be written by the Chair and submitted for inclusion in the agenda to be received at the next meeting of the parent committee or body. In general, this is referred to as the Chair Report.

e) The minutes from the previous meeting are confirmed by resolution of the AGC at the following meeting and filed by the Secretary as the definitive record of AGC proceedings and retained by the Institute in accordance with legislative requirements.

4.7.   Induction of New Members

All new members will be provided with access to the following by way of induction:

a) A briefing with the Chair and Secretary during the month before attendance at their first meeting which shall include discussions regarding institutional academic and quality assurance systems and processes.

b) An opportunity to be mentored by an experienced Board member. The mentor will provide advice, guidance and feedback on membership responsibilities with a focus on:
   1. Sharing personal experiences
   2. Identifying the needs of the new member
   3. Debriefing on the agenda items
   4. Clarification of aspects of the agenda items or committee protocol
   5. Sharing views and concerns
   6. Post-meeting feedback sessions
   7. Offering any assistance in the context of professional support for the less experienced colleague.
c) Provision of an Induction Pack that includes a cross section of core Institute documents and information as well as contextual information about the institutional environment including:
   1. (This) AGC Handbook
   2. List of AGC Members
   3. Meeting schedule for the year
   4. Information on the Institute Quality Assurance process including where to find Institute Statutes, Policies and Regulations
   5. Institute Investment Plan
   6. Institute Strategic Plan
   7. Institute Academic Plan
   8. Tertiary Education Strategy

4.8.   Annual Review and Self-Assessment

a) As part of its commitment to good governance, each AGC shall conduct an annual self-review of its performance against its Terms of Reference and any other criteria it deems relevant and useful. The primary reason for this review is to ensure quality academic leadership, functional effectiveness and continuous improvement.
b) The outcomes of the annual self-review shall be reported by the Chair up to the parent committee or body.

5.   OTHER RESOURCES

- **Unitec**
  https://www.unitec.ac.nz/
- **Te Pūkenga**
  https://tepukenga.ac.nz
- **Tertiary Education Commission**
  www.tec.govt.nz/
- **Tertiary Education Strategy (Tertiary Education Commission)**
  https://tec.govt.nz/focus/our-focus/tes/
- **New Zealand Qualifications Authority**
  www.nzqa.govt.nz

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