

# Council Open Agenda



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**Meeting to be held: 12.30pm Friday 3 October 2014**  
**Puna Kawa, Otago Polytechnic,**  
**Forth Street, Dunedin**

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**1. APOLOGIES**

**2. CONFLICT OF INTEREST**

Council members should declare any potential conflict (pecuniary or non-pecuniary) they may have regarding any item on the agenda, or in relation to any discussion during the meeting. These declarations will be recorded on a separate register as well as in the minutes.

Attached is a register of Council members' interests. Any changes must be advised to the Secretary to Council.

A handwritten signature in black ink, appearing to read 'Jeanette Corson', written over a large, stylized, teardrop-shaped mark.

Jeanette Corson  
Secretary to Council

OTAGO POLYTECHNIC COUNCIL INTERESTS REGISTER			
Council Member	Updated	Interest Disclosed	Nature of Potential Interest with the Otago Polytechnic
<b>Paul ALLISON</b>	07-03-14	<ol style="list-style-type: none"> <li>1. Chief Executive – Central Lakes Trust</li> <li>2. Board Member – Sport NZ</li> <li>3. Regional Chair – Halberg Trust</li> <li>4. Trustee – Winter Games NZ</li> <li>5. Sports Commentator – The Radio Network</li> </ol>	<ol style="list-style-type: none"> <li>1. CLT is a community funder, with the Polytechnic's Cromwell Campus within its beneficiary region. OP may well be an applicant for CLT funding in Central Otago</li> <li>2 – 5 Nil</li> </ol>
<b>Gillian BREMNER</b>	21-06-10	<ol style="list-style-type: none"> <li>1. Chief Executive Presbyterian Support Otago</li> <li>2. Director Well Dunedin PHO</li> </ol>	<ol style="list-style-type: none"> <li>1. Student placements for Nursing, Occupational Therapy and CAPS within PSO Residential facilities</li> <li>2. Nil</li> </ol>
<b>John CHRISTIE</b>	03-08-12	<ol style="list-style-type: none"> <li>1. Chief Executive Otago Chamber of Commerce</li> <li>2. Trustee 4 Trades Apprenticeship Trust</li> <li>3. Chairman and Director BIZ Otago Ltd</li> <li>4. Director New Zealand Chambers of Commerce</li> <li>5. Director Biz Networks Ltd</li> <li>6. Manager – Otago/Southland Manufacturers Trust</li> <li>7. Deputy Chair Southern Health Services</li> <li>8. Director Warbirds Over Wanaka Limited</li> </ol>	<ol style="list-style-type: none"> <li>1. Joint partnerships between OP and OCC.</li> <li>2. Contractor to OP for apprenticeship services.</li> <li>3. Joint provider of delivery of training initiatives.</li> <li>4. Nil</li> <li>5. Nil</li> <li>6. Nil</li> <li>7. Nil</li> <li>8. Nil</li> </ol>
<b>Kathy GRANT</b>	03-08-12	<ol style="list-style-type: none"> <li>1. Dunedin International Airport Limited (Director)</li> <li>2. Dunedin City Holdings Ltd (Director)</li> <li>3. Sport Otago (Trustee)</li> <li>4. Trustee of numerous private trusts</li> <li>5. Gallaway Cook Allan (Associate)</li> <li>6. Dunedin Sinfonia Board</li> <li>7. Dunedin City Treasury Limited (Director)</li> </ol>	

Council Member	Updated	Interest Disclosed	Nature of Potential Interest with the Otago Polytechnic
<b>Kathy GRANT</b>		<b>Spouse</b> <ol style="list-style-type: none"> <li>1. Gallaway Cook Allan (Partner)</li> <li>2. Hazlett &amp; Sons Limited (Chair)</li> <li>3. South Link Health Services Limited (Director)</li> <li>4. Warbirds Over Wanaka Community Trust (Board Member)</li> <li>5. Warbirds Over Wanaka Limited (Director)</li> <li>6. Warbirds Over Wanaka (2008) Limited (Director)</li> <li>7. Warbirds Over Wanaka (2010) Limited (Director)</li> <li>8. Leslie Groves Home &amp; Hospital (Board Member)</li> <li>9. Dunedin Diocesan Trust Board (Board Member)</li> <li>10. Nominee Companies associated with Gallaway Cook Allan (Director)</li> </ol> Trustee of numerous private trusts	
<b>David HIGGINS</b>	07/03/14	<ol style="list-style-type: none"> <li>1. Te Runanga o Ngai Tahu (Moeraki Representative)</li> <li>2. Te Aparangi Committee (Executive Committee of TRoNT) (Member)</li> <li>3. Ngai Tahu Fund Committee (Member)</li> <li>4. Otakaroro Investments Ltd (Director and Shareholder)</li> <li>5. Kaiapoi Pa Trustees (Chair)</li> <li>6. Moeraki Marae Trustees (Chair)</li> </ol>	
<b>Susan JOHNSTONE</b>	07-03-14	<ol style="list-style-type: none"> <li>1. Shand Thomson Ltd (Principal)</li> <li>2. Shand Thomson Nominees Ltd; Shand Thomson Nominees (2005) Ltd; Abacus ST01 Ltd; Abacus ST02 Ltd; Abacus ST03 Ltd; Abacus ST04 Ltd; Abacus ST05 Ltd; Abacus ST06 Ltd; Abacus ST 99 Ltd</li> <li>3. Johnstone Afforestation Ltd (Director and Shareholder)</li> <li>4. Member of the Research Education Advanced Network NZ Board</li> <li>5. Chair, Dunedin City Council Audit and Risk Committee</li> <li>6. Trustee, Otago Community Trust</li> </ol>	1 – 3 Nil 4. REANNZ owns/runs the KAREN network, to which Otago Polytechnic subscribes 6. The Polytechnic may make applications to the Trust for funding

<b>Council Member</b>	<b>Updated</b>	<b>Interest Disclosed</b>	<b>Nature of Potential Interest with the Otago Polytechnic</b>
<b>Thomas Kenneth PREBBLE</b>	13-08-12	<ol style="list-style-type: none"> <li>1. Member, UCOL Council</li> <li>2. Member, Ako Aotearoa Board</li> <li>3. Member, Teaching and Learning Research Initiative (TLRI) Advisory Board</li> <li>4. Honorary Auditor, Tertiary Education Quality and Standards Agency (TEQSA) Australia</li> <li>5. A contract with ACE Aotearoa to develop a set of professional standards for the Adult and Community Education sector</li> </ol>	<ol style="list-style-type: none"> <li>1. Competitive or collaborative relationships between the two institutions</li> <li>2. Policy and funding decisions affecting the other institution or organisation</li> <li>3. Funding decisions on research applications from across the education sector</li> <li>4. No known relationship to Otago Polytechnic</li> <li>5. Otago Polytechnic has some ACE engagement and funding</li> </ol>
<b>Christopher John STAYNES</b>	30-03-09	<ol style="list-style-type: none"> <li>1. Director and shareholder, Scott Technology Limited</li> <li>2. Chairperson, Cargill Enterprises</li> <li>3. Director, Otago Chamber of Commerce &amp; Industry</li> <li>4. Councillor, Dunedin City Council</li> <li>5. Trustee, Otago Southland Manufacturers Trust</li> <li>6. Director &amp; shareholder, George Street Wines Limited. (Trading as Munslovs Fine Wines)</li> <li>7. Trustee, Otago Museum</li> <li>8. Chairman, Digital Community Trust</li> <li>9. Chairman, Computers in Homes</li> <li>10. Director, Wine Freedom</li> </ol> <p><b>Spouse Cheryl Ann Staynes</b></p> <ol style="list-style-type: none"> <li>1. Deputy Principal Northeast Valley Normal School</li> </ol>	<ol style="list-style-type: none"> <li>1. Nil</li> <li>2. Potential supplier</li> <li>3. Potential customer and or supplier.</li> <li>4. Nil</li> <li>5. Nil</li> <li>6. Potential supplier</li> <li>7. Potential customer</li> <li>8. Potential supplier</li> <li>9. Nil</li> <li>10. Potential supplier</li> </ol> <ol style="list-style-type: none"> <li>1. Nil</li> </ol>

**3. MINUTES 5 SEPTEMBER 2014**

The minutes of the open section of the meeting held on 5 September 2014 are attached.

**RECOMMENDATION**

**That the minutes are approved as an accurate record of the open section of the meeting.**

A handwritten signature in black ink, appearing to read 'Jeanette Corson', written over a large, faint, circular stamp or watermark.

Jeanette Corson  
Secretary to Council

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# Minutes of the Open Section of a Meeting of the Otago Polytechnic Council



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held at 1.45pm on Friday 5 September 2014 in Puna Kawa, The Geoff Mason Administration Building, Otago Polytechnic, Forth Street, Dunedin.

<b>PRESENT:</b>	Mrs K Grant (Chair) Mr P Allison Mr J Christie Mr D Higgins
<b>IN ATTENDANCE:</b>	Mrs J Corson (Minute Secretary) Mr V Elder (Otago Daily Times) Mr J Hall (Student Council) Mrs L Homersham (Deputy Chief Operating Officer) Mr P Ker (Chief Executive) Mrs J O'Fee (Staff Subcommittee) Prof S Pairman (Director: Learning and Teaching) Ms S Thompson (Director: Quality)
<b>APOLOGIES:</b>	Mrs G Bremner Mrs S Johnstone Prof T Prebble Mr C Staynes

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## 1. APOLOGIES

Apologies had been received from Mrs Bremner, Mrs Johnstone and Prof Prebble, and from Mrs Johnstone and Mr Staynes for the Open Section of the meeting.

## RECOMMENDATION

**That the apologies be sustained.**

**AGREED.**

## 2. CONFLICT OF INTEREST

A register of Council members' interests was attached. No further interests were declared.

## 3. MINUTES – 1 AUGUST 2014

The minutes of the open section of the meeting held on 1 August 2014 were attached.

## RECOMMENDATION

That the minutes be approved as a true and correct record of the open section of the meeting held on 1 August 2014.

AGREED.

### 4. MATTERS ARISING

All of the Action List items were included as agenda items.

### 5. CHAIR'S REPORT (Verbal)

Mrs Grant congratulated Mr Christie on his appointment as a Director of Enterprise Dunedin.

### 6. CHIEF EXECUTIVE'S REPORT

#### Study Tour

A report was attached in relation to the recent staff study tour to Vancouver, Seattle and San Francisco.

#### Educational Performance Indicators (EPIs)

EPIS published by TEC for 2013 were attached with the 2012 published results for comparison. The 2013 EPIs maintained the Polytechnic's place in the top quartile in the ITP sector for successful course and qualification completions and for the first time a top quartile placing for student progression to higher level study.

Mrs Grant congratulated the Polytechnic on achieving these results, including its rankings of second equal in the sector for course completion and first equal for qualification completion.

#### Do Better

Peter Harris attended the meeting and presented an overview of DoBetter, a new online training brokerage venture, modeled on a very successful Australian business.

#### Learning Link Naming

A consultative process had been undertaken to generate possible names for the new learning link building. A number of names had been suggested and these were subject to ranking by staff and students. A report on the results was attached, with the top three for staff and students as follows:

##### *Staff*

1. The Learning Link
2. Wharenuī
3. Ngakau

##### *Students*

1. Nexus
2. The Learning Link
3. Logan Centre

Following discussion, it was agreed that the Chair and the Chief Executive would discuss the matter further.

#### Otago Polytechnic Professional Practice Expectations

This document, formerly referred to as the Code of Conduct, had been reviewed and



commended by the Finance and Audit Committee. This commendation was endorsed by the Council.

#### **Youth Guarantee Educational Performance 2013**

A report on Youth Guarantee Educational Performance for 2013 was discussed.

#### **Summarised Finance Report for the period ended 31 July 2014**

A table provided an overview of the Polytechnic's 2014 financial performance to date, compared against the budget with variances.

Key points:

- Net operating surplus variance \$1,100k favourable
- EFTS enrolments at 4,188 remain ahead of forecast
- Capex \$810k favourable for forecast YTD
- Current Monetary Assets \$805k higher than forecast YTD and \$3.4m ahead of the same time last year.

#### **Collaborations Report**

A report on the Polytechnic's significant collaborations was provided for information.

#### **Letter from the Office of the Auditor General**

A very supportive letter from the Auditor General to the Minister for Tertiary Education had been copied to the Polytechnic, commenting on the Polytechnic's informative and engaging annual report.

#### **Media Clippings**

A media report for August was attached.

#### **RECOMMENDATION**

**K Grant/J Christie**

**That the Council receives this report.**

**AGREED.**

### **7. LEADERSHIP TEAM REPORTS**

Quarterly reports were provided by Matt Carter and Jean Tilleyshort.

### **8. SUBMISSIONS ON 2015 FEES**

Submissions on the proposed 2015 domestic fees had been received from the Otago Polytechnic Students' Association and the Student Council.

### **9. 2015 DOMESTIC FEES**

The Council had regard to the sentiments expressed by OPISA and the Student Council but was also conscious of the need to be fiscally responsible when setting the fees for 2015, taking into consideration the budget challenges for 2015 and the absence of any CPI adjustment in SAC funding.

## **RECOMMENDATION**

**K Grant/P Allison**

**That the Council approves an increase of domestic fees for 2015 up to the maximum of 4% as per the attached schedule.**

**AGREED.**

## **10. GRADUATE DESTINATION SURVEY**

A graduate destination survey had been distributed in August 2013 approximately 10 months after students had completed their 2012 qualifications. The Polytechnic also administered the graduate destination survey for five Tertiary Accord of New Zealand (TANZ) partners. A benchmarking report had been prepared for the six participating institutions, with an overall response rate of 28%.

Further details of comparisons between institutions will be brought to the next meeting.

Mr Hall and Mr Elder left the meeting at 2.30pm.

## **11. POLICY FOR APPROVAL**

CP0003.02 Management Reporting of Contracts to Council had been reviewed by the Finance and Audit Committee and was recommended to Council for approval with one minor change:

### **Policy and Procedures**

The words "*or greater*" to be deleted from the first sentence.

## **RECOMMENDATION**

**P Allison/P Higgins**

**That, subject to the minor amendment as noted above, the Council policy CP0003.02 Management Reporting of Contracts to Council.**

**AGREED.**

## **12. MATTERS FOR NOTING**

The following items were noted:

- Council Calendar
  - As the meeting scheduled on 6 February 2015 clashes with Waitangi Day, it was agreed that the meeting be rescheduled for 13 February.
- Minutes
  - Komiti Kawanataka, 19 June 2014
  - Staff Subcommittee, 6 August 2014
  - Student Council, 5 August 2014
  - Academic Board, 18 July 2014

## **13. ADDITIONAL AGENDA ITEMS**

**Council Evaluation**

Mr Ker proposed the addition of one question to the section on Strategic Leadership.

Discussion on the paper was deferred to the October meeting. The survey would be conducted in October with the report coming to the November meeting.

**14. MATTERS MOVED FROM CLOSED SESSION**

None.

The meeting closed at 2.45pm

Signed as a true and correct record of the open section of the meeting.

.....Chair

.....Date

**OPEN SECTION  
ACTION LIST**

<b>Date</b>	<b>Action</b>	<b>To be completed by</b>	<b>By when</b>
05/09/14	Graduation Destination Survey - TANZ benchmarking	Sue Thompson	3 October 2014
	Naming of Learning Link	Phil Ker, Kathy Grant	February 2015
	Council Self Evaluation	Phil Ker	3 October 2014

#### **4. MATTERS ARISING**

##### **Investment Plan**

The Investment Plan was revised subsequent to the last meeting and circulated to the Council for feedback and approval.

##### **RECOMMENDATION**

**K Grant/S Johnstone**

**That the Investment Plan be forwarded to TEC.**

##### **AGREED.**

##### **TANZ Graduate Destination Survey**

As requested at the last meeting, the TANZ Graduate Destination Survey Benchmarking Report is attached for discussion (separate document).

#### **5. CHAIR'S REPORT (Verbal)**

#### **6. CHIEF EXECUTIVE'S REPORT**

##### **Central Otago Update**

Significant development work has been undertaken this year for the repositioning and renewal of our Central Otago campus in Cromwell, as per the strategy which Council approved in 2013. A full report on progress against the implementation plan is attached, showing significant and pleasing progress.

##### **Otago Polytechnic Education Foundation**

The Otago Polytechnic Education Foundation has been reviewed and rejuvenated over the last 12 months, and is now ready to focus on helping Otago Polytechnic to take the quality of our education to a higher level again.

We have four new trustees who are: Paul Allison, Judy Marsh, Lindsay Dey and Rosie McConnan. As well, Mike Waddell, Philip Cullen and myself serve as internal trustees. We are in the process of re-establishing the Foundation as a registered charitable trust.

The strategic focus/purpose of the Foundation is "To facilitate donations and sponsorship from the wider community to allow for the acquisitions of additional and improved facilities, technology, expertise and equipment in order to position Otago Polytechnic as a world class institution that better serves Otago and New Zealand."

The vision we have for the Foundation is "That Otago is a leading destination for career focused education, through having Otago Polytechnic recognised as a world class institution".

The Foundation has set four strategic goals as follows:

1. To raise monies for an endowment fund and an appropriate capital project (see below).
2. To attract sponsorship of Otago Polytechnic learning facilities, technology and equipment.
3. To build community support for Otago Polytechnic as "Our Polytechnic".
4. To establish an active alumni network, supportive of the Polytechnic's aspirations.

The agreed focus for the Foundation is:

- Short term – to build the endowment fund, which is intended to be used to support Otago Polytechnic staff and/or students to engage on the world stage and to bring world class expertise to Otago Polytechnic learners.
- Long term – to build the Otago Polytechnic Alumni Network (see separate report)

- To support a significant capital project. In principal the trustees have resolved to support a Sustainability Innovation Centre and to this end a feasibility study is currently being undertaken.

In the future, the minutes of the Foundation's meetings will be included on the Council agenda.

### **Alumni Update**

An Alumni Advisory Committee has been established comprising representatives from across the Polytechnic.

An alumni establishment plan to the December 2015 was endorsed at the first meeting of the Advisory Committee on 28 August 2014. The plan includes:

- a personalised letter from the Chief Executive to each graduating student, from December 2014
- on-going collation of alumni data
- quarterly email communication to all known alumni, beginning December 2014
- a range of benefits and branded merchandise available to registered alumni (December 2014)
- quarterly meetings of the Advisory Committee
- regular communication to alumni through social media
- establishment of a Wall of Fame (September 2015)
- establishment of Alumni Awards (December 2015)

Current activity:

- Stocktake of known alumni being undertaken
- Database established and being populated as the information comes to hand
- Branded merchandise quotes being obtained
- Supplier discounts being confirmed
- Non-monetary benefits under consideration

### **Post Election Landscape**

The return of a National led government is likely to herald business as usual for tertiary education. We can expect government to proceed with policies announced prior to the election:

- All Level 1/2 learning to be fees free by 2017. Currently there are no fees for learners under 25, who are the bulk of our level 1/2 learners. Likely impact on Otago Polytechnic is in the range \$100k-\$150k depending on the mix of learners over 25.
- Lifting the target for 25-34 year olds with Level 4 or higher qualifications from 55% to 60%. This is more than achievable for Otago Polytechnic, given our qualifications profile.
- Expanding Māori and Pacific trade training places from 3,000 to 5,000 places. This is good policy but unlikely to have much impact for Otago Polytechnic, given our relatively low Māori and Pacific population.
- Establishing three regional science institutes. This will have no impact on Otago Polytechnic.
- An additional \$40M for 400 more engineering graduates. This is unlikely to make much difference at Otago Polytechnic as we are struggling to grow engineering numbers as it is.
- A new "rate my qualification" survey which will be available for employers to give feedback on the value and relevance of qualifications. This is certainly an interesting policy which will sharpen our focus on ensuring not only that employers understand what our qualifications seek to achieve, and what they do not, but also in ensuring that employer key expectations are met.

### **Media Clippings**

Attached as a separate document is a media report for September.

**External Liaison August/September**

- Pete Hodgson
- ITP Advisory Group Meetings, Wellington x 2
- Grant Klinkum and Natalie Bourke, NZQA
- ADInstruments
- Metro Meeting, Wellington
- TANZ Meeting, Wellington x 2
- Shanghai delegation to Otago Polytechnic
- Andy Kilsby, Malcam Trust
- Graham Crombie
- Richard Fogarty and Joe Morrison, Bracken Learning
- Alex Devereux, Ignite Consultants along with the University of Otago
- Chris Cattaway, Organisational Development Consultant
- Terry Davies, Chief Executive, Forsyth Barr Stadium
- Grow Dunedin Partnership Steering Group
- Tertiary Sector Steering Group
- Jonathan Garnett, Middlesex University
- Shanghai Stakeholder Meeting
- Walter Grills, Mediation Services
- Otago Regional Council/Leadership Team
- Gordon Wilson, Secondary School Principals Association
- Susan Smart and James Dearnley, NZQA
- NZ University of Technology
- Tim Fowler, Chief Executive, TEC
- Gold Coast TAFE

**RECOMMENDATION**

**That the Council receives this report.**

A handwritten signature in black ink, appearing to read 'P. Ker', with a long horizontal line extending from the end of the signature.

Phil Ker  
Chief Executive

## Central Otago Campus Implementation Plan Progress – 30 August 2014

### Summary

We are generally on track, although some activities have been delayed due to the ambitious nature of the plan, and other activities/opportunities coming along. Eg working with COWA re wine tourism needs, Central Otago Labour Market Governance Group re level 3 horticulture programme, motor industry re automotive programme.

With additional international students from Chile over the 2014/5 summer, and the additional programmes, COT could achieve 56 additional EFTS in 2015. It is expected that not all of the additional programmes will be successful, but market research suggests they should be. In particular, they have been designed to be viable with low numbers of students, with significant work based learning and part-time employment opportunities built into fulltime programmes, and flexible distance learning for people in industry.

A significant investment is being made in marketing to launch the new programmes and the branding, and we are using that opportunity to talk about the value the campus adds to the local economy, and how we are the region's Polytech.

Detail on implementation plan activity and results follows.

### 1. Programme Portfolio

Goals:

- To increase the number of students studying through the Central Otago campus from 200 EFTS to 300 EFTS by Feb 2016
- To increase the financial viability of the campus through increasing the size of class groups
- To develop a range of niche short courses which combine learning and tourism
- To increase the number of higher level programmes (level 5 and above) that can be studied in whole or in part in Central Otago
- To expand open learning opportunities

Principles

	On campus	Flexible/distance	Short
<b>Current programmes to be redeveloped in 2014</b>	Certificates & Diploma in Cookery (TROQ req't), investigate patisserie options, ensure paddock to plate and sustainable practice <b>Prog development delayed till 2015, sustainable practice and paddock to plate being integrated</b>	Certificate in Sustainable Practice (gain registration as NZ Certificate) <b>Delayed till 2015 as Hort TROQ not completed</b> Graduate Diploma Sustainable Practice with a land focus <b>Completed</b>	
<b>New Development 2014</b>	Cycle Tourism & Mechanics <b>Approved</b> Sports Coaching/ Performance/ personal training* <b>Prog developed</b> English plus programmes* <b>Developed</b> <b>Motor Industry (Level 2) to be offered in 2015 in association with industry</b> <b>Café and Bar (Level 3) to be offered in 2015</b> <b>Horticulture Level 3 for</b>	Supervisory Skills <b>*NZ Dip Bus and Capable processes for 2015</b> Extra courses for Grad Dip & Cert Sustainable Practice resource accounting & integrated reporting, supply chain management <b>*Under development + redeveloping core papers as OERs</b> Water Management <b>delayed till 2015 awaiting</b>	Cellar Door/Wine Marketing - <b>working with COWA and CODC re wine tourism needs</b>



	<b>On campus</b>	<b>Flexible/distance</b>	<b>Short</b>
	CO labour market group being investigated	new TRoQ quals. Opportunity identified with Irrigation NZ	

\* - existing programme document to be used or adapted

## New programme delivery schedule

	<b>On campus</b>	<b>Flexible/distance</b>	<b>Short</b>
<b>New delivery 2014</b>	Chilean Fruit Production and Viticulture students (8 EFTS) <b>will exceed this</b> Farming (High Country) (10 EFTS) <b>Delayed</b> marketing meant only 5 students recruited. Expect to meet this target in 2015, have direct marketed to Ag students in schools	APL and Work based Learning (6 EFTS) <b>1 EFTS</b> to date in partnership with Capable, to develop processes. Will not achieve 6 in 2014 but expect to in 2015 when we will have a person to market and organize this.	
<b>New delivery 2015</b>	Graduate Diploma Sustainable Practice with a land focus (8 EFTS). <b>Marketing internationally at present, unlikely to make this target in 2015 but may longer term</b> Sports (12 EFTS) <b>multisport focus</b> Automotive (Youth Guarantee) 8 EFTS Café and Bar 5 EFTS Cert Int'l Education Abroad 10 students expected in 2014/5 = 5 EFTS	Cycle Mechanics (6 EFTS) Open programmes (6 EFTS) Supervisory Skills <b>Need new quals from TRoQ</b> Extra courses Sust Practice (4 EFTS)	Cellar Door <b>Working with COWA on needs</b>
<b>New Delivery 2016</b>	Motorsports (16 EFTS) <b>unlikely due to TRoQ changes, substituting YG programme starting 2015</b> Building Trades (10 EFTS) <b>SIT offering carpentry in Queenstown, need to develop different product</b> Hospitality/event management Bachelor in Culinary Arts Sports Turf Diploma	GIS/GPS/CAD (8 EFTS) <b>Need new qualification developed through TRoQ, so may have to be delayed</b>	Green building Food photography Artisan food production
<b>Total additional EFTS</b>	70 <b>on track</b>	30 <b>on track</b>	

*These estimated EFTS for a selected proportion of the programme portfolio development show it is possible to achieve the target of 100 additional EFTS by 2016, especially given that no allowance has been made for increased numbers on existing programmes.*

## 2. Develop Own Identity

Goal: To establish a separate identity for Central Otago campus, and promote this

Action	Due Date
<b>1. Name &amp; Brand Design (Brian Richards)</b>	31 March 2014 <b>Done</b>
Branding document developed	30 April 2014 <b>Done</b>
Consultation and approval completed	
<b>2. Develop marketing plan including:</b>	30 June 2014 <b>delayed till mid Sept, working simultaneously with web and other development</b>
<b>3. Marketing collateral development</b>	
• Central Otago website to be developed	31 July 2014 <b>to be completed for end Oct launch</b>
• Print collateral to be developed	
<b>4. Build profile</b>	Facebook page developed by mid 2014 and regularly updated <b>Done</b>
• Build online presence – YouTube, Facebook, etc and continue to add material	Ongoing <b>Underway</b>
• Build external partnerships for Knowledge Transfer and programme development/delivery	
• Take up projects in the community that add value and are visibly making a difference	
• Ensure the campus is represented in industry groups and fora related to our niche expertise	

## 3. Knowledge Transfer & Commercial Activities

Goal: To establish a viable Knowledge Transfer business (research and enterprise) and commercial activities

### Knowledge transfer

#### Actions

- |   |  |
|---|--|
| • Set up working team   | 20 Dec 2013 <b>Done</b>                        |
| • Assess our capability in Central Otago  | 28 Feb 2014 <b>Done</b>                        |
| • Assess capability in Dunedin that can be offered from Central Otago                               | 28 Feb 2014 <b>Delayed, not a priority</b>     |
| • Identify additional areas of need/opportunity linked to our branding and capability               | 31 March 2014 <b>Done</b>                      |
| • Develop guidelines for consistency in consultancy work  | 30 June 2014 <b>Underway with R&amp;E team</b> |
| • Identify potential projects, funding sources, partners  | 30 June 2014 <b>Done</b>                       |
| • Develop Knowledge Transfer plan and identify links with, and separation from, CORE sustainability | 30 June 2014 <b>Done</b>                       |
| • Apply for 3 grants (linked to water, footprint and foodshed/food forest)                          | 31 December 2014 <b>Underway</b>               |

- Build consultancy and research partnerships around sustainability Ongoing

### Commercialisation

Establish new and expand current commercial activities which provide experiential learning and a financial contribution to campus operations.

#### Actions

- All destination programme development to include incorporating commercial activities Ongoing
- Working groups to develop plans to maximize contribution from Bannockburn Road and Restaurant 30 June 2014 **Bann Rd completed, restaurant to be done**
- Decide whether to expand cherry orchard and where 31 Mar 2014 **Done**
- Identify additional potential commercial activities and plan how to incorporate into campus activities 31 December 2014

### Short course programme

Develop a range of short courses that offer a unique Central Otago perspective suitable for tourists visiting the region or for those offering services and facilities for tourists in the region.

#### Actions

- Carry out market research into potential market for edu-tourism courses and develop business plan. 30 June 2015

## 4. Presence in Central Otago

Goal: To ensure we are meeting the needs of the region as effectively as possible, and maximizing our attractiveness as a destination

Action	Due Date
<b>Identify best presence option for CSP</b>	30 June 2014 <b>Done</b> <b>On-campus cohort most likely to be international students, exploring based in Akld</b>
<ul style="list-style-type: none"> <li>• Plan for CSP to best meet the needs of its learners – nationwide and those who want to come to Central Otago. Test potential for on-campus cohort</li> </ul>	
<b>Identify best options to meet the needs of Queenstown</b>	31 December 2014 <b>Supervisory skills, Capable products, flexible delivery, to be rolled out 2015-6</b>
<ul style="list-style-type: none"> <li>• Range of programmes, delivery methods and partnerships developed</li> </ul>	
<b>Identify best presence option for campus</b>	30 June 2014 <b>Options identified with pros and cons, choice of best option depends on Bann Rd purchase, and growth eventuating</b>
<ul style="list-style-type: none"> <li>• No. of sites, where the site(s) should be, facilities needed</li> </ul>	
<b>Provide transport options for students from other regional centres</b>	30 June 2015
<ul style="list-style-type: none"> <li>• Investigate public transport options and market to potential students</li> </ul>	
<b>Develop plans for new campus facilities</b>	30 June 2015

- Including Sustainable Practice demonstration centre

#### **Exemplary sustainable practice modeled**

- |   |   |
|---|---|
| • Sustainable practice plan for campus developed                    | 31 March 2014 <b>Footprint minimisation plan instead</b>                                      |
| • Waste measurement processes and waste minimization plan developed | 31 July 2014 <b>Plan developed</b>  |
| • Campus footprint minimisation plan developed                      | 31 July 2014 <b>Almost complete, more complex to measure detailed footprint than expected</b> |
| • Demonstration sustainable practice centre developed               | 31 December 2016 (subject to achieving targeted EFTS increase)                                |

### **5. Community Ownership**

Goal : To have the wider Central Otago/Queenstown Lakes community recognise the campus as “our Polytechnic”.

#### **Action**

Set up Regional Advisory Committee  
 Identify key communities and ways to hear about needs (industry, geographic, demographic)  
 Review industry involvement in current programmes and action plan as needed  
 Consult with local bodies re community needs and work with them to find ways to meet them  
 Develop community engagement plan  
  
 Build relationship with local Maori (and runaka?)  
  
 Assist schools to develop vocational pathways  
  
 Identify opportunities for sponsorship – Approach 3 potential sponsors  
 Identify an alumni engagement process and implement  
 Support one key issue for communities (through speakers, courses, volunteer activity, etc)  
 Market to community (what we are doing, what our economic benefit/impact is)  
 - Annual report including economic impact report  
 Identify facilities needed in community and investigate potential to integrate in development

#### **Target date**

31 March 2014 **Done**  
 31 March 2014 **Underway**  
 31 March 2014 **Done in APRs**  
 30 April 2014 **Done**  
  
 31 July 2014 **Underway**  
 31 December 2014 **Underway**  
 31 December 2014 **Ongoing**  
 30 June 2015  
 30 June 2015  
 From 2015  
  
 30 June 2014 **to be built into brand/new product launch**  
  
 31 December 2015

### **6. Student experience**

Goal: To ensure all students have a Central Otago experience consistent with the brand values

#### **Action**

#### **Provide a range of accommodation options for students**

- |  |                              |
|--|------------------------------|
| • Identify a range of options in Cromwell and Wanaka, in a range of price brackets | 31 December 2013 <b>Done</b> |
| • Set up partnership in Cromwell for supported flatting                            | 30 November 2013 <b>Done</b> |
| • Advertise for homestay placements  | Ongoing<br>30 September 2014 |

<ul style="list-style-type: none"> <li>• Investigate need/potential for meal options</li> <li>• Investigate potential partnership for hostel accommodation</li> </ul>	30 September 2014
<b>Develop common teaching style/practices that live the brand</b>	Ongoing development, TRoQ redevelopment the ideal opportunity, starting 2015 New programmes developed consistent with this
<ul style="list-style-type: none"> <li>• Maximise learning actively in the Central Otago environment, involving senses</li> <li>• Provide efficient delivery models that require students to travel less, maximise their ability to work</li> <li>• Online options wherever possible to enable regional people to attend</li> <li>• Ensure teaching is highly experiential and to most contemporary standards</li> <li>• All programmes provide significant work based learning and commercial experience</li> </ul>	
<b>Central Otago experience</b>	
<ul style="list-style-type: none"> <li>• Define what we can offer/build into programmes</li> <li>• Ensure student induction includes orientation to region</li> <li>• Ensure students are provided with information on community and sports groups they can join</li> </ul>	31 December 2014 31 December 2014 31 December 2014 All underway
<b>Develop student community</b>	Ongoing
<ul style="list-style-type: none"> <li>• Ensure ongoing engagement with learners – to enthuse them before they arrive and remind them of their experience after they leave</li> <li>• Develop alumni network ( see community engagement)</li> <li>• Provide more student induction and other opportunities for all students to interact and feel part of the C.O. campus community</li> </ul>	31 December 2015 Plan by 31 December 2014
<b>Build on seasonality</b>	
<ul style="list-style-type: none"> <li>• Investigate opportunities to build programmes around seasons</li> <li>• Implementation</li> </ul>	By 30 Sept 2015 For 2016 academic year

## 7. Change Management

Goal: To manage change effectively so staff and students are committed to new identity and processes, and act accordingly

### Action

#### Develop framework for semi-autonomous model

- Degree of separation (plus strategy for marketing this)
- Define a set of principles with service level agreements for both OP and locally employed services
- Identify which services will be utilized from Dunedin and which ones locally (eg for maintenance/campus planning/campus services /library/IT infrastructure/HR) and how they will operate
- Budgets

#### Plan facilities development (after decide presence strategy)

#### Manage development of Central Otago Campus as the size grows

- Staff roles, how organised, what can contribute
- Transition management
- Staff facilities – offices etc
- Student facilities and services

### Target date

30 July 2014 **Done**  
The reality is little change is possible as the Polytech can provide the best service in most cases

By 31 December 2015  
Ongoing

## **7. COUNCIL SELF EVALUATION**

Attached please find the Council Self-Assessment form used in 2013. It is proposed to use this form again in 2014, but with an additional question, as requested by Council, on educational performance systems and processes. The proposed additional question would go in the section Strategic Leadership and is:

“The Council has the information it needs to evaluate the effectiveness of Otago Polytechnic’s Quality systems and processes, including information on the educational performance of the polytechnic overall and individual programmes.”

This would be answered on a Likert scale, as with all of the other questions in this section.

It is proposed that the self evaluation occurs in the second and third week of October with the report discussed at the November Council meeting.

## 2013 Council Self Assessment Survey

2013 Council Self Assessment - Governance of Otago Polytechnic

### Instructions

The survey consists of a number of statements concerning governance effectiveness consistent with the Government's expectations of TEIs and Crown entities generally. In the first part you are asked to assess the performance of the Otago Polytechnic Council against each of those statements. In the second part you are asked to provide feedback to the Chair of the Council. As you assess the performance of the Council and the Chair against the various statements please:  
Identify your level of agreement with each statement, using the "Neither Agree nor Disagree" response sparingly. Comment on the thinking behind your ratings as appropriate.

The space provided will expand according to the length of your comment. Your response is confidential to you. It will be aggregated with those of your colleagues to form an overall view. Any comments you might make that are included in the report will be unattributed.

If you have any queries please contact Stuart Terry 4748483 or email:

orgresearch@op.ac.nz Acknowledgement: This Council review tool has been derived from EIT, OPNZ, Waiariki Institute of Technology and Boardworks International. Please click or swipe NEXT to start the survey.

## Council and Otago Polytechnic's Organisational Health

Otago Polytechnic's overall organisational health is sound at this point in time

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

Otago Polytechnic's current position makes it well placed to perform well over the next three years

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

There is a high level of trust among Council members that provides an assurance of confidentiality, safety and group integrity

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)



Council members understand the requirements of the wider Crown entity and tertiary education sector and ensure that these are factored into strategic decisions, general oversight and reporting

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

The Council takes active steps designed to increase Council members' knowledge about the organisation and its business environment

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

Comments on Council and Otago Polytechnic organisational health

## **Strategic Leadership**

The Council has a strategic vision and associated set of priorities which form the basis for ongoing strategic dialogue

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

The Council devotes significant time and serious thought to Otago Polytechnic's longer-term future and to the strategic direction

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

The Council has sufficient collective knowledge about the tertiary sector and the "industry" environment to enable it to address the critical strategic issues facing Otago Polytechnic and to meet stakeholder expectations

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

The Council has the information it needs to evaluate the effectiveness of chosen strategies, including information on risk factors, external and internal environmental factors, resources and technology issues

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

The Council has a strong appreciation of the wider economic and social factors relative to the tertiary sector and demonstrates an appropriate responsiveness when developing policy and shaping strategic direction

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

Comments on Strategic Leadership

## **Council Functionality**

New Council members joining the Council are provided with a thorough and effective induction into the workings of the Council and the organisation

- ☐ Strongly agree (4)
- ☐ Agree (5)
- ☐ Neither Agree nor Disagree (6)
- ☐ Disagree (7)
- ☐ Strongly Disagree (8)

Individual Council member contributions are focused on assisting the Council to reach collective commitment to decisions

- ☐ Strongly agree (4)
- ☐ Agree (5)
- ☐ Neither Agree nor Disagree (6)
- ☐ Disagree (7)
- ☐ Strongly Disagree (8)

There is agreement among Council members about the Council's governance role and the matters on which it and Council members should be focused

- ☐ Strongly agree (4)
- ☐ Agree (5)
- ☐ Neither Agree nor Disagree (6)
- ☐ Disagree (7)
- ☐ Strongly Disagree (8)

The Council has processes for identifying and responding to the high risk issues that could have a significant impact on Otago Polytechnic's reputation and performance

- ☐ Strongly agree (4)
- ☐ Agree (5)
- ☐ Neither Agree nor Disagree (6)
- ☐ Disagree (7)
- ☐ Strongly Disagree (8)

The current mix of Council member skills and attributes is appropriate for Otago Polytechnic's current and future governance needs in terms of financial literacy

- ☐ Strongly agree (4)
- ☐ Agree (5)
- ☐ Neither Agree nor Disagree (6)
- ☐ Disagree (7)
- ☐ Strongly Disagree (8)

The current mix of Council member skills and attributes is appropriate for Otago Polytechnic's current and future governance needs in terms of general business skills and acumen

- ☐ Strongly agree (4)
- ☐ Agree (5)
- ☐ Neither Agree nor Disagree (6)
- ☐ Disagree (7)
- ☐ Strongly Disagree (8)

The current mix of Council member skills and attributes is appropriate for Otago Polytechnic's current and future governance needs in terms of sector and organisation-specific knowledge

- ☐ Strongly agree (4)
- ☐ Agree (5)
- ☐ Neither Agree nor Disagree (6)
- ☐ Disagree (7)
- ☐ Strongly Disagree (8)

The current mix of Council member skills and attributes is appropriate for Otago Polytechnic's current and future governance needs in terms of an overall strategic or "big picture" orientation

- ☐ Strongly agree (4)
- ☐ Agree (5)
- ☐ Neither Agree nor Disagree (6)
- ☐ Disagree (7)
- ☐ Strongly Disagree (8)

Please list any skills or attributes that you feel are lacking or are in insufficient supply

Council committees are effective, relevant and add value to the Council's role

- ☐ Strongly agree (4)
- ☐ Agree (5)
- ☐ Neither Agree nor Disagree (6)
- ☐ Disagree (7)
- ☐ Strongly Disagree (8)

## Governance Systems

The information received by the Council for Council meetings is useful. (i.e. it contains the right information)

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

The information received by the Council for Council meetings is adequate. (i.e. is neither too little nor too much)

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

The information received by the Council for Council meetings is easy to get to grips with and aids understanding

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

The Council has documented policies and protocols that provide guidance to Council members and management about key aspects of Council and Council members' roles and associated performance expectations

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

Council members understand and respect the differences between the policy making, strategic direction setting and oversight role of the Council and the Otago Polytechnic operational management role of the executive team

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

Comments on Governance Systems

## Council Meetings

Council meetings are characterised by robust, collegial dialogue among Council members and between Council members and management

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

Compliance issues are dealt with in an efficient and effective manner so that these do not “crowd- out” time that could be spent in strategic dialogue or addressing other more pressing issues

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

The meeting style and culture is such that Council members are encouraged to raise issues and concerns and share and canvass ideas with one another

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

The Council models behaviours, that it expects to be promulgated at all levels of the organisation. e.g. inquiry, respect, commitment

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

Information for Council meetings, including the agenda and reports, is available to Council members in sufficient time for adequate study and preparation

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

Council members ask penetrating questions that challenge and stimulate management's thinking

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

Council meeting minutes adequately reflect Council deliberations and determinations

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

Council meeting minutes adequately reflect Council deliberations and determinations

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

The frequency of Council meetings is:

- ☐ Too frequent (1)
- ☐ About right (2)
- ☐ Too infrequent (3)

The duration of Council meetings is:

- ☐ Too long (1)
- ☐ About right (2)
- ☐ Too short (3)

Q45 The amount of work required of Council members is

- ☐ Too much (1)
- ☐ About right (2)
- ☐ Too little (3)

Comments on council meetings

### **Council / CEO / Senior Management Interrelationship**

The Council sets clear expectations for the CEO's performance, i.e. in relation to a clear strategic direction and boundaries to his authority/autonomy

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

There is mutual openness, candour and honesty between the Council and the CEO

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

The Council has established a collegial working partnership with the CEO that balances and differentiates between discussion, guidance and directive comments

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

Management personnel respond positively to Councillors' questions and Council probing

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

The Council-management interrelationship is characterised by collaboration, teamwork and an overtly expressed desire to assist each other in their respective roles

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

The Council uses a structured, robust performance management process to ensure that the CEO receives timely feedback on his performance coupled with opportunities to pursue professional development as required

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

Once policies and direction are agreed, the Council permits the CEO and senior management to carry out their work free from unwarranted intrusion or interference

- ☐ Strongly agree (1)
- ☐ Agree (2)
- ☐ Neither Agree nor Disagree (3)
- ☐ Disagree (4)
- ☐ Strongly Disagree (5)

Comments on Council/CEO/Senior/Senior Management Interrelationship

## Feedback to the Chair

On each of the following statements please rate the Chair on a scale from 1 (Poor) to 5 (Outstanding).

	1	2	3	4	5
The Chair is proactive and strategic in agenda management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
She keeps discussion focused on major strategic or policy matters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
She is effective in managing group dynamics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
She ensures there is a robust and business-like relationship between the Council and the Chief Executive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
She enables members to participate openly and fully in discussion and decision making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair encourages constructive debate and respect for independent and contrary viewpoints	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
She does not overly direct or dominate Council discussion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
She ensures meetings reach clear conclusions and result in successful outcomes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
She represents the organisation when appropriate in a credible and effective manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
She is an effective leader having credibility and personal respect with each member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Are there other aspects of the Chair's effectiveness that you would like to comment on or is there any advice you would like to give the Chair that you believe would assist her to provide more effective leadership of the Council?

Please comment.

### Additional Comments

**Do you have any other comments to add if the Council is not functioning to its full potential?**

**What needs to happen for its governance performance and leadership of Otago Polytechnic to improve?**



## 8. LEADERSHIP TEAM REPORT

**Director: Quality, Sue Thompson**

### 1. Portfolio Responsibilities

- Academic Appeals
- Customer Services which includes the student life cycle processes from application to graduation and beyond
- External Pacific relationships( includes managing awards and scholarships)
- Organizational Research
- Quality Enhancement Centre
- Quality Data and Records
- Resolving Student Complaints
- Self-Assessment (includes internal evaluation) External Evaluation and Review
- Student Discipline
- Student Health

#### **Committees:**

- Academic Board (Acting Chair at present)
- Research and Enterprise
- Learning and Teaching
- Policies - Chair
- Quality and Approvals
- Workbased Learning Agreement - Chair

### 2. 2014 Priorities

#### **Overarching Priority**

Ensure Quality Services (Quality Enhancement Centre, Quality Data and Records and Organisational Research) and Customer Services provide excellent customer service which supports our strategic direction and meets quality and compliance requirements (SDR/TEC, Education Act, NZQA, Consumer Guarantees Act, Public Records Act).

#### **Leadership Team Priorities for 2014**

- **Achieve educational excellence:** Further improvement in educational performance; with specific focus on Māori and Pacific learners, course retention, successful course and qualification completion and student satisfaction with targeted intervention and support for programmes below OP expectations and monitoring of assessments to identify at risk learners – with Sally Pairman and Chris Morland.
- **Strengthen self-assessment processes ahead of the 2015 EER** with support from the Internal Evaluation Team who will be evaluating all programme areas that did not receive a highly confident for performance and self-assessment in 2013. Conduct an in-depth self-assessment of processes for assessing learner achievement with Sally Pairman and conduct an in depth self-assessment of customer service with Mike Collins and Philip Cullen.
- **Improve institute wide processes to contain and reduce operations costs and to improve the learner experience** by reviewing the process for enquiries, applications and enrolment/results/graduation with Philip Cullen and Mike Collins.
- **Review programmes for Maori knowledge and perspectives** as part of the annual programme review process with self-assessments complete by 31 July 2014.
- **Strengthen Otago Polytechnic as a place where Pacific Island people can succeed:** Develop Pacific Island strategic framework and implementation plan with External Pacific Advisory Group and Matt Carter 31 October 2014

### 3. Progress on 2014 Priorities

#### **Strengthen Self Assessment processes.**

Since my report to Council in May an intensive schedule of 42 programme and service area review meetings between the Leadership Team and each Programme or cluster of related Programmes and service areas has just about been completed. Two areas remain, Central Otago and the Auckland Campus.

This process has involved reviewing the annual review reports submitted electronically on the performance portal by each programme and service area in relation to the criteria for rating each performance and self-assessment dimension. For programmes this review also included checking the centrally held evidence which includes a drill down of programme educational performance indicators (individual course completion rates, Maori and Pacific achievement), course evaluations and feedback on teaching. The purpose of this review was to identify the areas that Leadership Team wished to discuss in the meeting and was communicated to each area ahead of the meeting.

The preparation of the focus questions for the programme review meeting, where these were about educational performance, the ensuing evaluative conversation and any requirements have also contributed towards meeting the achieving educational excellence priority.

Following the meeting reports are prepared on behalf of Leadership Team for each programme and service area. These reports provide the Leadership Team ratings and the reasons for this when a rating differs from the programme or service area self-rating along with reinforcement for identified good practices and opportunities for improvements as well as Leadership Team commendations, recommendations and requirements. The reports will be published directly to the performance portal when they are completed.

Completing the degree programmes reports has been the highest priority as these are also submitted to NZQA as a requirement of continued accreditation and approval along with a summary sheet with the required quantitative evidence for each degree ( EPIs, EFTS, staff numbers, research activity, external monitor's recommendations and requirements and PEAC activity). The reports have been now been submitted to NZQA.

As a result of this annual programme review process a report is being prepared to specifically address the priority that Maori knowledge and perspectives in programmes is reviewed as part of the annual programme review process. There is considerable variation in how this priority is being met from all programme academic staff engaged in continuing education and Maori knowledge and perspectives embedded and assessed at course level to few programme academic staff engaged in continuing education and little reference to Maori knowledge and perspectives in programme delivery.

When all reports are completed and published a summary report will be prepared for the November Academic Board meeting along with tables of all performance and self-assessment ratings, good practices, opportunities for improvement, commendations, recommendation and requirements.

The reality of this intensive process used for the 2014 annual programme and service area reviews is that it is unsustainable on an ongoing basis and this will be modified for 2015.

Essential to having robust self-assessment processes is having centrally managed processes to ensure that students are providing regular feedback on their OP experience, their courses and their teachers. We also need to ensure that our staff readily engage in the ensuing data, identify improvements, inform the students of the actions being taken to implement these and evaluate the effectiveness of the improvements. To make this process more user friendly for all we have

deployed new software that saves the need to remind students by text or email, provides an opt out question, "are you satisfied"- yes or no, for those who do not want to take the survey and provides real time reports. Feedback to date is increased student participation and more effective use of reports because of their timeliness.

Academic Board and its sub committees also need to engage in regular self-assessment processes and are about to participate in a self-assessment survey based on the council self-assessment survey.

### **Internal Evaluation**

As an important adjunct to the Annual programme and service area review process the Internal Evaluation Team (9 academic and general staff members) led by Glenice Mayo has been conducting internal evaluations according to their schedule which ensures that every academic area and service area has participated in an internal evaluation by August 2015. These internal evaluations mimic the process used by the External Evaluation and Review teams. Members of the team are taking turns to be the lead evaluator with support from Glenice to ensure succession planning. Feedback to date is that staffs are engaging in this evaluative process and the feedback is positive.

### **Achieve Educational excellence**

Various initiatives have been implemented or are being implemented to improve educational achievement.

Monthly reports re students' assessment progress to enable earlier identification of at risk learners are now available from the Student Management System however there are opportunities for improvement in the way programmes' assessments are scheduled to enable these to be even more useful.

### **Improve institute wide processes to contain and reduce operations costs and to improve the learner experience**

A Team Leader Customer Services/Centralised Student Administration has been appointed for 18 months with the expectation that the role of the formal leader will be reviewed/clarified as the teams transition to fully self-managing teams.

Considerable process improvement work is being implemented and documented in Customer Services particularly with International Admissions (with excellent input from the Business Improvement Team), Graduation and reducing/fine tuning the steps in the student journey from application to graduation.

### **Strengthen Otago Polytechnic as a place where Pacific Island people can succeed**

A Pacific Island strategic framework has been drafted and is with the External Pacific Island (PI) Advisory Committee for consideration and feedback at present. It was this committee that first signaled that an OP PI strategic framework was desirable

## **4. Challenges**

The unpredictability, volume and time involved in attending to student complaints, academic appeals and student discipline. There are two challenging academic appeals in progress at present which have been referred to the Council Visitor.

The Targeted Review of Qualifications continues with most replacement certificate and diploma qualifications required by OP yet to be approved by NZQA and listed on the NQF.

## **5. Coming Up**

The Annual Pacific Island Secondary School Students Awards and Otago Polytechnic Pacific Students Scholarship Awards Ceremony on Tuesday 29 October, 5.30pm Sargood Centre Logan Park (this is routinely scheduled for the Wednesday evening following Labour Day each year however the Lorde concert is on that evening).

## **6. Good News**

A new manager of the Quality Enhancement Centre, Elizabeth (Liz) Stewart commenced on 8 September. She previously worked at Unitec with similar responsibilities.

The ITP relationship Office at NZQA has been strengthened with a new manager and additional advisors. The manager, Susan Smart and our new advisor, James Dearnley visited OP to meet with Phil and I last Friday.

Sue Thompson  
Director: Quality

## **9. MATTERS FOR NOTING**

The following documents are attached:

- Council Calendar (Appendix 1)
- Minutes
  - Komiti Kawanataka 17 July 2014 (Appendix 2)
  - Staff Subcommittee 10 September 2014 (Appendix 3)
  - Student Council 9 September 2014 (Appendix 4)

# APPENDIX 1

## Council Calendar 2014

Meeting/Event	Oct	Nov	Dec	Jan 2015	Feb	March	April	May	June	July	Aug	Sept
<b>Audit Process</b>												
Interim		7 Nov										
Signoff												
<b>Forecast</b>												
<b>Budget</b>		7 Nov										
Workshop												
Draft												
Signoff												
<b>Council Meeting Fridays</b>	3 Oct	7 Nov	12 Dec if required		13 Feb	6 March	3 April	1 May	5 June	3 July	7 Aug	4 Sept
Evaluations - Reviews - Report												
Function			12 Dec									
Photo												
<b>Fees Set</b>												
International												
Domestic												
<b>Finance and Audit Ctee</b>	31 Oct	28 Nov		30 Jan	27 Feb	27 Mar	24 April	29 May	26 June	31 July	28 Aug	25 Sept
<b>Graduation</b>			12 Dec									
<b>Maori Pre-Grad</b>			11 Dec									

Meeting/Event	Oct	Nov	Dec	Jan 2015	Feb	March	April	May	June	July	Aug	Sept
<b>Komiti Kawanataka</b> Thurs at 8am	16 Oct	20 Nov			19 Feb	19 Mar	16 April	21 May	18 June	16 July	20 Aug	17 Sept
<b>Investment Plan</b> Draft												
Approval												
Report												
<b>Risk Management</b> Review Policy												
<b>Strategy</b> Workshop Approval												
<b>Dept Showcases</b>		Nov										

# Combined Te Kōmiti Kāwanataka & Ki Waho Minutes



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Held at 8.00am on 17 July 2014 in Poho, Otago Polytechnic, Dunedin

**PRESENT:**

David Higgins (Chair)  
Khyla Russell  
Eleanor Murphy  
Mike Collins  
Alistair Regan  
Kathy Grant  
Jamie Te Hiwi  
Marshall Hoffman  
Sonja MacFarlane

**IN ATTENDANCE:** Debbie Davie (Minutes)

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**Karakia:** David Higgins

**Apologies:** Huata Holmes, Claire Aiken, Odele Stehlin, Richard Kerr-Bell and Justine Camp (on Leave)

## 1. Minutes

Minutes of the previous meeting held on 19 June 2014 were approved as a true and correct record of the meeting.

Moved – Khyla  
Seconded – Mike  
All in agreement

## 2. Reports

### a. Kaiarahi Report

Noted that some areas were doing well and some areas had room for improvement.

### b. Teachers Excellence Award Evening – (David and Marshall attended)

Moe Milne and Huata Holmes were both recognised.

### c. Kaitohutohu Report (Khyla)

#### Progress on 2014 priorities

The priorities for Kaitohutohu in 2014 are:

1. Achieve Educational Excellence (Main Goal) Improve student success rates for Māori learners by supporting Kaiarahi role. Continue to liaise with key schools and departments in how they implement the MSF into day-to-day teaching.
2. Be a resilient organization – Build institutional and staff capability to manage change for Kaitohutohu e.g. developing a Wiki page, Moodle page for students consulting about research, Awhina me te muru re-development
3. Make a difference to our environment, help assist development of 'Hui' component so it aligns with sustainability goals for OP. Help assist development of 'Ceremonial Bookings component so it aligns with sustainability goals for OP

4. Collaborate with our communities to make a difference, prioritizing Kai Tahu. Strengthen OP as a place where Māori can work and learn as Māori

**Earn the confidence of communities by anticipating and exceeding Kai Tahu/ Māori educational aspirations.**

- Hui Whakapiripiri HRC conference in Auckland – Co-presenter of Cultural constructs and biobanking with Moe Milne under the Promoting Ethical Processes stream. (Research & Enterprise & Priority 4)
- Justine also represented the OP/KTO Office with facilitating a stream around Māori Methodologies (Research & Enterprise Strategy & Priority 4)
- NZSA Oslo Conference – Present paper 'Ocean and Coastal Cultures: Kai Tahu Connections to Sea, Voyaging and Navigation. Co-presenter on 'Cultural constructs and biobanking', share the Māori cultural constructs that have been used by participants to inform their views on human tissue collection and its use in future biomedical research. Facilitator for a panel presentation (Rangimahora Reddy, Beau Haereroa & Katy Berryman) Optimising the palliative care pathway: Kaumātua and whānau communication aspirations. Impromptu workshop with local people about First nation to First nation thinking regarding waka unua, associated tikaka and karaka and prior requirements to being on the traditional boats of Denmark. (Research & Enterprise Strategy & Priority 4)
- Justine has applied to AKO Aotearoa National Project Fund for funding – research to test how the new major (Māori Organisation Leadership) coupled with a Māori facilitation approach will significantly increase the number of Māori learners who successfully gain degree level qualifications, thus achieving our vision of safe, effective and accessible education al success for Māori at tertiary level. (Research & Enterprise Strategy & Priority 4)
- Khyla's publication in the Emerald press book – Diversity in Higher Education Volume 5. Māori and Pasifika higher Education Horizons (Research and Enterprise Strategy, Priority 1)
- (Justine) attended several meetings with her PhD supervisor (Research & Enterprise strategy & Priority 4)
- (Justine) to attend monthly hui as a Moeraki Rūnaka representative of the Ngai Tahu Research Consultation Committee at the Otago University (Research & Enterprise strategy & Priority 4)
- All day Kaitaki/Tangata Tiaki regional forum at Moeraki (Priority 4)

**Ensure robust MSF Evaluation**

- A review plan has been put in place to begin the review process to look at the Schools Team Performance Plans – 1<sup>st</sup> meeting following Komiti in August with Marketing (Mike Waddell) and then the following Komiti in September with OISA (Phil Edwards) TBC. (Priorities 1, 3 & 4)

**To achieve different results for Kai Tahu/Māori learners so they remember us regardless of age.**

- Mihi Whakatau – for the opening of the Food Design Conference (
- Kōrero with Akoraka Mahi Tini team – clarified the difference between governance and operations and when appropriate to meet with Kaitohutohu (Priority 1 & 2)
- On-going preparation for the 2014 Ta Moko symposium (proposed date 9 October) (Research & Enterprise Strategy & Priority 4)
- Māori Annual Report final draft – suggestions/amendments fed back to Nicola Mutch (Priority 1 & 4)
- Continue to respond to ethics requests from students and staff, using the new 'Consultation – Research, Funding and Ethic Applications' page on our Kaitohutohu Insite team page. (Priorities 1 & 2)
- Student lunches and breakfasts have gone on hold over the holiday time will start up again when the students return. (Priority 1)

**Develop new and active partnerships with Māori to support our new business direction**

- AKO Aotearoa funding application – organising flights to bring Matemoana McDonald down from Tauranga for korero around memorandum of agreement for the proposed two year research proposal (Research & Enterprise Strategy & Priority 4)

**Other achievements (since last report) and Good news (not previously reported)**

- On-going – We are developing processes/task sheets to ensure a smoother more productive and timely delivery of service we are mindful in trying to meet the service excellence aspirations. (Priority 2)



- Staff Development Day – KTO E.A's attended workshops to up skill on Word and Excel
- KTO team meeting – planning meetings.

#### **Challenges (current, since last report)**

- To meet the many requests if they don't come to us using the processes that we have set in place
- Meeting ethics consultations turnaround expectations

#### **Coming up (what is next on your agenda)**

- Kōrero with Suzanne Ellison & Simon Kaan
- Learning Spaces Development team meeting – Justine has been invited to join the team in regard to the bicultural signage and imagery for OP
- CSAFE advisory board meeting (Priority 4)

### **3. Māori Annual Report**

The Council members have now had a chance to look at the document and feedback with any comments.

Rūnaka are to be emailed through an electronic copy by Thursday 24<sup>th</sup> August to allow time for distribution and discussion prior to the Council meeting at Moeraki marae on the 1<sup>st</sup> of August. Printed copies of the electronic version are to be posted by 25<sup>th</sup> July if the 'Final' booklets are not ready. Printed booklets are to be presented to Rūnaka at the meeting.

The document becomes more impressive and the bar is raised each year.

### **4. Priorities for the Year**

#### **Notes from discussion:**

External evaluation – what do we see as being key priorities for rūnaka.

#### **Student Success**

##### **Scholarships**

- Are our scholarships being targeted in the right places?
- Should scholarships be given to students where there studies will be beneficial to rūnaka – showing endeavour?
- Should rūnaka 'shoulder tap', encourage those students that they think should apply – increasing the pool of applicants.

##### **Student Retention**

- Attract higher student numbers – introduce more tribal programmes, consider a mentoring programme (currently being introduced at TRoNT).
- Getting rūnaka involved so they can form relationships with the students that they have nominated to receive scholarships.
- Ideally having one rūnaka representative to take on this responsibility would be preferable.

##### **MSF**

- Schools struggling – there is a special project underway which is linked to the MSF around leadership, educating schools. How do we connect into the schools?
- Should we have a link between Komiti and the Schools – strategic initiatives that we could link into? Schools are currently encouraged to go to the KTO Office – what's manageable? The KTO office has a small staff and does not always have the capacity to meet all requests.
- Increasing understanding of Māori in this institution, what are our students experiencing? Are we sharing our mentoring opportunities with schools i.e. Wednesday student lunches, letting them know what we have/are learning. Do we need to build a framework?

There is a lot going on in different areas of education, this document gives strength, structures are there and endure successfully. The challenge is for things to be actioned.

Māori Economic Board – strategy around education (Jamie happy to facilitate)  
Suggest OP hosting a hui inviting other institutions around Dunedin to attend – sharing ideas, looking at what is done currently and what we can improve on or include.

Communication

- Providing a safe environment for our Māori students and staff to come and korero, Poho has started to become this space. Why? We need to provide another space that works; we need to find out about 'the problems' students are having earlier before too much time has lapsed.
- University of Otago have a Māori Centre run by Māori for Māori – a safe environment.

Re-vamp of Discovery World (Alistair)

Would like to korero with rūnaka to find out what they would like to see based on Māori early learning.

**5. Learning Link** – Name still to be announced, Khyla has suggested Pīata – Light went on.

**David Higgins closed the meeting at 9.48am**

Signed as a true and correct record of the meeting

.....Chair

David Higgins

.....Date

## Staff Subcommittee

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**Wednesday 10 September 2014**

**8.30am – 9.30am**

**Puna Kawa, Level 3, F Block, Forth Street, Dunedin**

**Present:**

Jeanette O'Fee (VET) (Convener)	Sandra Sutherland (Comms)
Jono Aldridge (ISS)	Penelope Kinney (OCC)
Karole Hogarth (NUR)	Kay Lion (EAD)
Sheena Roy (SS)	Michaela Fleury (Minutes)
Roberta Lawrence	

**Apologies:**

David Finnie (ABE)	Matt Carter (LT Rep)
De-Arn Buchholz (ART)	Rachel Dibble (KTO)
John Christie (Council Rep)	Stewart Hewson (ABE)
Francesca Brown (VET) (via Lync)	Dale Parsons (EAD)
Barbara Dunn (VET)	

<b>Previous minutes</b>	<b>From 6 August 2014 – true and correct record – Agreed</b>
<b>Governance</b>	<b>1. Council Meeting Update</b> Domestic Student fees to increase by 4%. International fees variable increase from 0 – 4%.
<b>Operational</b>	<b>1. Learning Link Update – Tracey Howell &amp; Contractor Team</b> <ul style="list-style-type: none"> <li>Detail design completed and consent approved for the first stage.</li> <li>Over the next two to three weeks concrete cutting and foundation preparations begin on H Block</li> <li>Communication has been had with H Block occupants so they are aware of noise and dust during this time and can make alternative arrangements as needed</li> <li>Communications with students over construction to be posted on the Student Hub</li> <li>G Block entrance will be closed for the next few weeks</li> <li>Temporary staffroom – a prefab building is currently being considered</li> <li>F Block decant to start towards the end of 2014</li> </ul> <b>2. Draft Social Media Policy</b> <ul style="list-style-type: none"> <li>Carried over – still in drafting stage</li> </ul> <b>3. Health &amp; Safety</b> <ul style="list-style-type: none"> <li>Please remind staff the Vault H&amp;S system is now live. Training is provided by super users, names available from Andy Westgate, H&amp;S Manager</li> <li>Staff need to ensure they complete an incident report. Currently Human Resources are receiving ACC forms when no recording of the incident has been made.</li> <li>Andy Westgate, H&amp;S Manager to attend October meeting due to being away at conference</li> </ul> <b>4. Name change process</b> <ul style="list-style-type: none"> <li>Human Resources are currently drafting a process for staff detailing areas of OP that need to be notified and documentation needed when staff want to change their name</li> <li>Process for student may need to be drafted and communicated perhaps via OPSA</li> </ul>

	<p><b>5. Staff Study Trip to US 2014</b></p> <ul style="list-style-type: none"> <li>• Presentation enjoyed by all that were able to attend</li> <li>• The Subcommittee would like the opportunity to support the tour group with analysing the ideas and innovative processes which may be considered for implementing at OP.</li> </ul> <p><b>6. Financial Update – Philip Cullen</b></p> <ul style="list-style-type: none"> <li>• OP has lost funding for 2015 due to TEC removal of priority trades funding (net loss of \$450k)</li> <li>• OP has written to TEC requesting an additional allocation of EFTS based on performance</li> <li>• Budget bids are now being reviewed for all Schools and Service Areas</li> <li>• Investment Plan going to TEC on 14 September</li> </ul>
<b>Meeting Closed</b>	9.30am

#### **ACTIONS – summary**

<b>Person</b>	<b>Action</b>	<b>Date for completion</b>
<b>Matt Carter</b>	Update draft Social Media Policy and get out for consultation	Part of normal consultation
<b>Jeanette O'Fee</b>	Update on Staffroom relocation	Completed
<b>Michaela Fleury</b>	Invite Tracey Howell to September meeting for further Learning Link update	Completed
<b>Jeanette O'Fee</b>	Discuss name change process and communication with OPSA	October
<b>Michaela Fleury</b>	Invite Andy Westgate to October meeting to continue H&S update	October
<b>Jeanette O'Fee</b>	Discuss outcomes of Study Tour with Jeanette Corson	October

Next meeting: **Wednesday 8 October** 8.30am – 9.30am in Puna Kawa

## Student Council

Tuesday 9 September 2014

12.00pm to 1.00pm

Puna Kawa, Forth Street, Dunedin

**Present:**

Jeremy Hall (Convener)	Matt Carter (LT Rep)
Matheus Souza (FOL)	Jamie Robinson (EAD)
Luke Baines (ABE)	Michaela Fleury (Committee Secretary)
Zoey Watt (OISA)	Tonny Tonny (EAD)
Amanda Holman (EAD)	Rebecca Swindells (OPSA)
Lang Inder (EAD)	
Kitty Keogh (Student Success)	

**Apologies:**

Gillian Bremner (Council Rep)	Charlotte Munnik (VET)
Matt Roger (EAD)	Daniel Bernhardt (EAD)
Kurt Paiaaaua (EAD)	Mattea Stahl (DES)
Yogi Sivakumar (ABE)	
Regina Speer (DES)	

<b>Shared Lunch</b>	All
<b>Council Update</b>	<p>Council Update</p> <ul style="list-style-type: none"> <li>Fees to be raised as reported– Student Council submission was noted and appreciated by Council</li> <li>Blended learning (more online content) to be increased for intense courses ie 40 hours per week</li> </ul>
<b>Student Services Levy Consultation</b>	<p>Levy is charged to all students and comes directly to OP. Income is split between Student Success and OPSA and as per memo (attached) OP is required to provide certain services as per legislation. Consultation with students is on how that money is spread across services, and how the services are provided.</p> <p>OPSA is in the process of reviewing costs against student usage in preparation for their October contract negotiations with OP. Student feedback on both the OPSA and Student Success services is requested for planning 2015 services.</p> <p><u>Services discussed</u></p> <p>OPSA - Unipol membership 55% of students use Unipol. Membership gives access to all facilities including the gym</p> <ul style="list-style-type: none"> <li>Try and negotiate a further discounted rate with the University for usage of Unipol</li> <li>Opportunity to consider and cost OP's own gym facility (Sargood to small and not OP's building)</li> <li>Consider other gym options</li> </ul> <p>Student Success – Promoting services provided</p> <ul style="list-style-type: none"> <li>Consider making it compulsory for Student Success to be scheduled to visit / lecture each area of OP</li> <li>Consolidated information (OPSA &amp; Student Success) of what services students have access to and are paying for, to be sent with receipt for fees to all students?</li> </ul>
<b>Staff &amp; Student Awards</b>	<p>Nominations now open for 2014 Staff and Student Awards.</p> <p>Policies to be posted on closed Facebook page for Student Council to consider nominating students/staff</p>
<b>Last meeting &amp; Celebration</b>	<p>October to be final meeting for 2014 due to exams in November. End of year celebration invite to be sent to Phil Ker, Chief Executive</p>

<b>Careers Presentation</b>	<p>Currently working on Career Benchmarking and having career planning concepts integrated into courses. This is due to be rolled out in 2015. Working as a pilot with Foundation Studies students to help them start their learning career</p> <p>Current services offered include:</p> <ul style="list-style-type: none"> <li>• Cv's</li> <li>• Interview skills</li> <li>• Cover letters</li> <li>• Tailored workshops for individual schools</li> </ul> <p>Student Council indicated they want to see:</p> <ul style="list-style-type: none"> <li>• Uncomplicated process</li> <li>• Testing of individual attributes</li> <li>• Bring in professionals to allow students engage with industry and ask questions.</li> <li>• Invite professionals from different specialties</li> <li>• Coordinate short term placements for all courses</li> <li>• Speed dating opportunities with industry</li> </ul>
<b>Draft Student Success Policy</b>	Carried over
<b>Meeting Closed</b>	1.00pm

#### **ACTIONS - summary**

<b>Person</b>	<b>Action</b>	<b>Date for completion</b>
<b>Amanda, Matheus and Kurt</b>	One or all to attend next Sci Project meeting and update Student Council	Ongoing
<b>Student Council</b>	Discuss and provide feedback on services covered by levy	15 October
<b>Jeremy Hall</b>	Collate feedback and provide to Matt Carter	17 October
<b>Student Council</b>	Consider nominations for 2014 Student & Staff Awards	30 October
<b>Jeremy Hall</b>	Post provided Staff & Student Award Policies on FB	12 September
<b>Michaela Fleury</b>	Arrange final meeting for 2014 and invite Phil Ker to end of year celebration	26 September
<b>Michaela Fleury</b>	Provide collated feedback to Career Services	26 September

Next meeting: **14 October 2014**, 12.00 to 1.00pm, Puna Kawa

# Memo



**To: Student Council**

**From: Matt Carter, Director: Organisational Development**

**Subject: Consultation on Student Levy**

**Date: 4 September 2014**

## Background

Under sections 227A (1) and 235D (1) of the Education Act 1989 and Education (Compulsory Students Services Fees) Notice 2014, Otago Polytechnic must consult with its students on the use of compulsory student fees.

Including: (a) the maximum amount that students will be charged for student services; and  
(b) the types of services to be delivered (within the categories set out under paragraph 9 of this direction); and  
(c) the procurement of these services; and  
(d) the method for authorising expenditure on these services.

## How Student Services Levy May Be Used

Categories of Student Services which Otago Polytechnic may use compulsory fees to support the delivery of include:

- |   |   |
|---|---|
| (a) <b>Advocacy and legal advice</b>                  | Advocating on behalf of individual students and groups of students, and providing independent support to resolve problems. This includes advocacy and legal advice relating to accommodation. |
| (b) <b>Careers information, advice and guidance</b>   | Supporting students' transition into post-study employment.   |
| (c) <b>Counselling services</b>                       | Providing non-academic counselling and pastoral care, such as chaplains.  |
| (d) <b>Employment information</b>                     | Providing information about employment opportunities for students while they are studying.  |
| (e) <b>Financial support and advice</b>               | Providing hardship assistance and advice to students on financial issues.   |
| (f) <b>Health services</b>                            | Providing health care and related welfare services.   |
| (g) <b>Media</b>                                      | Supporting the production and dissemination of information by students to students, including newspapers, radio, television and internet-based media.   |
| (h) <b>Childcare services</b>                         | Providing affordable childcare services while parents are studying.   |
| (i) <b>Clubs and societies</b>                        | Supporting student clubs and societies, including through the provision of administrative support and facilities for clubs and societies.   |
| (j) <b>Sports, recreation and cultural activities</b> | Providing sports, recreation and cultural activities for students.  |

Note: A full copy of the notice is attached as Appendix 4

**Areas for Otago Polytechnic and Student Council to consult on:****Annual Report**

As part of Otago Polytechnic's accountability under the Education Act 1989 we are also required to provide information on compulsory student services fees in the Annual Report which is publically available. I have attached the relevant section from the 2012 and 2013 as Appendix 1 and 2 respectively for your information. We have had feedback from the Ministry of Tertiary Education indicating that this level and quality of reporting leads the sector.

**FEE**

Current Student Services levy is \$656 per equivalent full time student. This will not increase in 2015 and has not increased for the past four years. Student Council and OPSA provided input into the fee setting decision at the 5 September 2014 Otago Polytechnic Council meeting.

Services are provided by Otago Polytechnic Student Success Team and through a contractual Memorandum of Understanding with OPSA (Otago Polytechnic Student Services Association). The high level OPSA Service MOU detail for 2014 is attached as Appendix 3. We negotiate a 2015 agreement by end of October 2014.

**Request**

1. Please review this information prior to our meeting on the 9 September 2014 so we can discuss and answer any questions you may have.
2. Consider the types and delivery mechanisms that Student Services OP currently provide (as detailed in appendices), and provide guidance on what services need to be provided in the 2015 year (including review of current services and potential new ones).



# Compulsory Student Service Fees

## Compulsory student service fees

	Advocacy and legal advice	Careers information advice and guidance	Counselling pastoral and care	Employment information	Financial support and advice	Health service	Media	Childcare services	Clubs and societies	Sports, recreation and cultural services	Total
<i>Revenue</i>											
Compulsory student service fees	121	23	493	97	31	518	104	0	21	388	1,795
Other	0	0	111	0	0	73	0	673	0	0	858
Total revenue	121	23	604	97	31	591	104	673	21	388	2,653
<i>Expenses</i>											
Total expenses	127	24	516	87	29	439	55	779	19	533	2,608
Surplus/(deficit)	(6)	(1)	88	10	2	152	49	(106)	2	(145)	45

### Advocacy and legal advice

Advocacy support is provided to students needing help to resolve problems. Advocacy is undertaken by an impartial person on behalf of students, and they provide legal advice as necessary. All issues are resolved or escalated to a higher level to be heard and resolved.

### Career information, advice and guidance

Support is provided to students to assist their transition into employment. Support includes CV workshops, interview practice, one-on-one advice and liaison with Career Guides (third year Bachelor of Social Service students with a Career focus for their degree).

### Counselling services

Four counsellors (2 FTEs) are available for one-on-one appointments to provide students with counselling and pastoral care. Workshops are also held to support students to cope with anxiety and preparing for exams. A Chaplain is also available to provide pastoral care and counselling.

### Employment information

This service is undertaken by Careers Guidance, and is developing within the Polytechnic. Links to industry and the workplace are being established. Industry representatives will be brought onto the campus to provide a workplace perspective as part of an interview panel for practice interviews and providing industry focus through information evenings and fairs.

### Financial support and advice

Budgeting advice is freely available for students. Hardship situations are assessed and help may be provided with financial assistance and food parcels.

### Health services

Otago Polytechnic has a Student Health Centre, with doctors and nurses available for students to access as needed. They provide a variety of services to support students to stay well, receive timely advice and gain medical assistance.

### Media

Otago Polytechnic sponsors the student newsletter, Gyro, and supports online communities for students across the Polytechnic. Communications channels are also enabled through the Student Subcommittee of Council and the OPSSA students' committee. Information is provided to the representatives of both these committees to enable student discussion and input and they are also able to bring issues to these forums.

### Childcare services

Childcare facilities are available to parents while studying through "Kids on Campus". This facility provides childcare from birth through to five years old.

### Clubs and societies

Otago Polytechnic students can also access clubs and recreation facilities offered through the Otago University Students' Association. The OUSA Recreation Centre provides amenities including meeting rooms, exercise space and equipment for hire. It organises tournaments, and is the base of student sports, religious and cultural clubs.

### Sports and recreation facilities

Unipol provides a wide range of services at the nearby University Plaza. These services are available to all students, on presentation of their Student ID.

# Compulsory Student Service Fees

	Advocacy and legal advice	Careers information advice and guidance	Counselling pastoral and care	Employment information	Financial support and advice	Health service	Media	Childcare services	Clubs and societies	Sports, recreation and cultural services	Total
<b>Revenue</b>											
Compulsory student service fees	99	37	495	71	33	517	116	0	18	400	1,766
Other	0	0	145	0	0	78	0	788	0	0	1,011
<b>Total revenue</b>	<b>99</b>	<b>37</b>	<b>640</b>	<b>71</b>	<b>33</b>	<b>596</b>	<b>116</b>	<b>788</b>	<b>18</b>	<b>400</b>	<b>2,797</b>
<b>Expenses</b>	<b>106</b>	<b>40</b>	<b>548</b>	<b>81</b>	<b>29</b>	<b>461</b>	<b>58</b>	<b>788</b>	<b>15</b>	<b>469</b>	<b>2,596</b>
<b>Total expenses</b>	<b>106</b>	<b>40</b>	<b>548</b>	<b>81</b>	<b>29</b>	<b>461</b>	<b>58</b>	<b>788</b>	<b>15</b>	<b>469</b>	<b>2,596</b>
<b>Surplus/(deficit)</b>	<b>(8)</b>	<b>(4)</b>	<b>92</b>	<b>(10)</b>	<b>4</b>	<b>135</b>	<b>59</b>	<b>0</b>	<b>2</b>	<b>(69)</b>	<b>201</b>

## Compulsory Student Services Levy Fees per FTEs

The compulsory student services levy fee charged by Otago Polytechnic per Equivalent Full Time Student in 2013 is \$856. This fee has remained unchanged since 2012.

## Accounting requirements for Compulsory Student Services Levy Fees and Expenditure

Otago Polytechnic accounts separately for all revenue and expenditure related to the provision of each of the student services listed here.

### Advocacy and legal advice

Advocacy support is provided to students needing help to resolve problems. Advocacy is undertaken by an impartial person on behalf of students, and they provide legal advice as necessary. All issues are resolved or escalated to a higher level to be heard and resolved.

### Career information, advice and guidance

Support is provided to students to assist their transition into employment. Support includes CV workshops, interview practice, one-on-one advice and liaison with Career Guides (third year Bachelor of Social Science students with a Career focus for their degree).

### Counselling services

Four counsellors (2 FTEs) are available for one-on-one appointments to provide students with counselling and pastoral care. Workshops are also held to support students to cope with anxiety and prepare for exams. A Chaplain is also available to provide pastoral care and counselling.

### Employment information

This service is undertaken by Careers Guidance, and is developing within the Polytechnic. Links to industry and the workplace are being established. Industry representatives will be brought onto the campus to provide a workplace perspective as part of an interview panel for practice interviews and providing industry focus through information evenings and fairs.

### Financial support and advice

Budgeting advice is freely available for students. Hardship situations are assessed and help may be provided with financial assistance and food parcels.

### Health services

Otago Polytechnic has a Student Health Centre, with doctors and nurses available for students to access as needed. They provide a variety of services to support students to stay well, receive timely advice and gain medical assistance.

### Media

Otago Polytechnic sponsors the student newsletter, Gyro, and supports online communities for students across the Polytechnic.

Communications channels are also enabled through the Student Subcommittee of Council and the OUSA students' committee.

Information is provided to the representatives of both these committees to enable student discussion and input and they are also able to bring issues to these forums.

### Childcare services

Childcare facilities are available to parents while studying through Polykids. This facility provides childcare from birth through to five years old.

### Clubs and societies

Otago Polytechnic students can also access clubs and recreation facilities offered through the Otago University Students' Association. The OUSA Recreation Centre provides amenities including meeting rooms, exercise space and equipment for hire. It organises tournaments, and is the base of student sports, religious and cultural clubs.

### Sports and recreation facilities

Unipol provides a wide range of services at the nearby University Plaza. These services are available to all students, on presentation of their Student ID.

## Service Provision

Service	Expectations
<b>Advocacy and Legal Advice – 6.1% of Income</b> Providing students with efficient and confidential guidance through any processes (disciplinary or complaint processes).	All students in disciplinary and complaint process are offered support and advice that is consistent with OP policy. Complaints are dealt with quickly and at the first point of resolution where possible and appropriate. Attend meetings with students and communicate informally and formally as appropriate to achieve speedy appropriate resolution.
Solicit constructive feedback for OP	Provide the means by way of survey, “hot line” , or similar, for students to offer feedback or make suggestions regarding services and report to appropriate OP personnel Complete at least one survey per semester.
Manage a comprehensive volunteer (class rep), programme across all OP programs	Maintain an up to date list of all students volunteering to act as liaison or represent the various courses on campus (Class Reps) Group class reps into professional groups (ie health, business, sports) Hold at least 2 meeting per semester for professional groups Hold 1 full class rep meeting per semester
Assist students to access advice as needed	Help students access legal, tenancy or community advice as the need arises
Lost Property	Receive all lost property and maintain an appropriate register and endeavour to return property received to owner
<b>Counselling services – 3% of income</b> Provide a ‘neutral’ pastoral care and support service for students struggling	Promote pastoral care support services to all students monthly. *On attached sheet
<b>Careers information, advice and guidance – 3% of income</b> Provide career services	To provide students access to Student Job Search Provide students with career information and workshops
<b>Financial Support &amp; Advice – 6.5% of income</b> Contestable Fund	Maintain a contestable fund for individual students or study groups to apply for (includes exhibition & study grants, recreation and social, travel and promotions)
Administrative and Financial Assistance	Provided to any OP student group events by selling tickets, administering the budget, paying accounts, and holding credits if applicable
Provide immediate assistance with personal, financial or other emergency situations for students	Maintain an appropriate float for small assistance and record use. Promote as appropriate the support available Provide food vouchers, bus fares, emergency phone calls (provide four toll banned phones on campus)
Manage the Student Assistance Fund on the behalf of OP.	Receive and administer applications (including review by committee members) and inform student of outcome within 24 hours

	<p>Ensure applicant is informed re outcome and that approved payment or assistance is provided accordingly the same day</p> <p>Provide a personalised budget for all applicants and for any other student requesting budget advice</p> <p>Follow up suggestions and budget plan with individual students and assist with other agencies as appropriate.</p> <p>Promote the Student Assistance Fund</p>
Provision of facilities on campus	Ensure OPSA provides appropriate student resources deemed necessary from student feedback and OP consultation, i.e. microwaves, telephones, office supplies, binding/photocopying/printing/laminating/binding, phone cards and DCC rubbish bags etc
<b>Health Services – 4.2% of income</b> Health Promotions	That OPSA promotes health services, lifestyle promotions and health issues specific to groups (i.e. men's health issues and women's health issues) by way of brochures and promotion activities
<b>Media – 15.4% of income</b> Student Subcommittee of Council	OPSA representative to be a member of this subcommittee and promote and support the subcommittees activities
Assist OP in relaying information to students as requested and ensure appropriate feedback channels are in place as necessary	<p>Feedback undertaken twice a year through different forums</p> <p>Conduct email surveys, hard copy survey of classes by reps, Also send out surveys initiated by OP in whatever format they want</p>
Maintain general information for students	Ensure all relevant student information is updated regularly and made available to students, ie. Bus time tables, campus/city maps, current events, scholarship information, StudyLink, pamphlets of OP or local community interests and maintain adequate supplies
Provide an annual student handbook/diary/calendar as agreed by all parties including all relevant student services, timetables and calendar of events	Student handbook
<b>Student ID Cards:</b> Advertise and maintain a data base of returning students who wish to have their ID processed and sent out to them Provide the technology and administration to process all student ID cards Ensure that all distance campuses, staff and students are aware of the process and provide a timely service from information/photos received by email	<p>Email all returning students a message in November asking them to email their name, ID number and preferred address for sending out in mid January (as students are not always staying at their enrolled address)</p> <p>All ID's are valid until 1<sup>st</sup> Feb the following year.</p>
Publish a regular student newsletter available both digitally and hardcopy	Via Facebook page and links on website
Provide an email service to students for advertising and weekly news	
<b>Sports &amp; Recreation Facilities – 61.8% of income</b> Unipol GYM	OPSA to retain invoices from UniO that details EFTs charged for
Access to University of Otago Clubs and Socs	Will fund this access for 2013 as this service is well used. All students with ID card can access Uni Clubs and Socs

Central Otago campus	Access agreement with the pool in Wanaka at discounted rate for OP students <i>Will canvas student opinion for other recreation activities they may want at a discounted rate</i>
Events	Work with OP Student Services Staff to plan appropriate activities throughout the year such as BBQs, specialty food / drink events, trips, markets, competitions as each school/group is so diverse, and in different locations, we get the specific schools/groups to tell us what they want, usually notified by staff, class reps or their organizing committees – it works better for them to make the decision rather than OPSA telling them what they can have
Central Otago campus	Provide student amenities / events to Central Otago sites as organized / agreed with Central Otago Staff and pay accordingly ie milk, refreshments and at least 1 event every 2 months depending on timetables <i>Central events all depend on timetables, work experience, location etc. and it is much better for staff and class reps to plan their own events – taking into account seasonal events, weather</i> <i>Also very difficult to get all groups together except for beginning of year</i>
Distance Students	Vouchers? Network distance students with each other regardless of course? Support remote OP staff to host a student event each semester?
Orientation	Meet with and develop a suitable programme of orientation events, tours and induction timetable with OP student services Timetable in talks requested by schools Ensure students are able to attend OUSA orientation events (if they wish) Advertise via student emails, posters, the class rep system and GYRO all local & community events to students throughout the year Make provision for orientation events or meetings for Maori, Pacific and International students and Mature Students  <i>Meeting dates are set and advertised specifically for these groups to “meet &amp; greet”, nominate reps who work with OPSA to organize suitable events annually</i>

## Education (Compulsory Student Services Fees) Notice 2014

*Under sections 227A(5) and 235D(5) of the Education Act 1989, I give notice of the proposed directions relating to compulsory fees for student services.*

### Notice

1. **Title**—This notice may be cited as the Education (Compulsory Student Services Fees) Notice 2014.
2. **Commencement**— providers must give effect to the direction as soon as reasonably practical after 1 November 2013.
3. **Proposal**—I propose to give directions on compulsory student services fees pursuant to sections 227A(1) and 235D(1) of the Education Act 1989.
4. **Call for submissions**—Any tertiary education provider and any other person, body or organisation that has an interest in this matter is invited to make a submission on the proposed direction as set out in this notice.

All submissions should be sent to:

Student Services Fees Submissions  
Tertiary Education Policy  
Ministry of Education  
PO Box 1666  
Wellington 6140  
Email: tertiary.strategy@minedu.govt.nz

5. **Date for submissions**—All submissions must be received by 24 October 2013.

Dated at Wellington this 26th day of September 2013.

Hon STEVEN JOYCE, Minister for Tertiary Education, Skills and Employment.

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### Proposed Ministerial Direction on Compulsory Student Services Fees for 2014

Pursuant to sections 227A(1) and 235D(1) of the Education Act 1989, I give the following direction to institutions and private training establishments (together referred to in this direction as “providers”):

#### *Objective*

1. The objective of the direction is to ensure accountability in the use of compulsory fees for student services.

#### *Coverage*

2. All providers that charge a compulsory student services fee to domestic students must comply with the provisions of this direction.

#### *Effective date*

3. Providers must give effect to this direction as soon as reasonably practicable after **1 November 2013**.

#### *Decision-making*

4. Providers must establish adequate arrangements for decisions to be made jointly, or in consultation with the students enrolled at the provider, or their representatives, on the following matters:
  - (a) the maximum amount that students will be charged for student services; and
  - (b) the types of services to be delivered (within the categories set out under paragraph 9 of this direction); and
  - (c) the procurement of these services; and
  - (d) the method for authorising expenditure on these services.

#### *Accounting for the use of compulsory student services fees*

5. Providers must either hold compulsory student services fees in a separate bank account, or ensure that all income and expenditure associated with the provision of such services is separately accounted for in the provider’s accounting system.

#### *Reporting on compulsory student services fees*

6. Institutions must provide information on compulsory student services fees through their annual report or in the case of registered private training establishments through a written report to students.
7. Institutions must include the following information in their annual report or report to students:
  - a description of the services funded out of the compulsory student services fee

- a statement of the fee income and expenditure for each type of student service
  - the compulsory student services fee levy charged per Equivalent Full Time Student
  - a note to their reporting stating how they are complying with the accounting requirements of the direction.
8. Registered private training establishments charging the compulsory student service fee must provide to the Ministry of Education a copy of the report they provide to students. A copy of the report must be sent to:
- Student Services Fees Submissions  
Tertiary Education Policy  
Ministry of Education  
PO Box 1666  
Wellington 6140  
Email: tertiary.strategy@minedu.govt.nz

*Categories of student services*

9. Providers may charge compulsory student services fees to support the delivery of the following categories of services:
- |   |   |
|---|---|
| (a) <b>Advocacy and legal advice</b>                  | Advocating on behalf of individual students and groups of students, and providing independent support to resolve problems. This includes advocacy and legal advice relating to accommodation. |
| (b) <b>Careers information, advice and guidance</b>   | Supporting students' transition into post-study employment.   |
| (c) <b>Counselling services</b>                       | Providing non-academic counselling and pastoral care, such as chaplains.  |
| (d) <b>Employment information</b>                     | Providing information about employment opportunities for students while they are studying.  |
| (e) <b>Financial support and advice</b>               | Providing hardship assistance and advice to students on financial issues.   |
| (f) <b>Health services</b>                            | Providing health care and related welfare services.   |
| (g) <b>Media</b>                                      | Supporting the production and dissemination of information by students to students, including newspapers, radio, television and internet-based media.   |
| (h) <b>Childcare services</b>                         | Providing affordable childcare services while parents are studying.   |
| (i) <b>Clubs and societies</b>                        | Supporting student clubs and societies, including through the provision of administrative support and facilities for clubs and societies.   |
| (j) <b>Sports, recreation and cultural activities</b> | Providing sports, recreation and cultural activities for students.  |

HON STEVEN JOYCE, Minister for Tertiary Education, Skills and Employment.

## **10. ADDITIONAL AGENDA ITEMS**