

Framework

A review is an opportunity to critically analyse the goals and objectives of an Administrative Unit and to receive affirmation that current plans and priorities will have long term benefits for students and staff, and to ensure that its strategy is aligned with University strategy. It is designed to help the area being reviewed plan its future direction, set strategic goals and identify the challenges it will face.

The key part of the review is the Self Review, in which the Unit is expected to address the following questions in the context of the Terms of Reference:

Current State

- What is the current situation of the Unit?
- What does the Unit do well?
- How does the Unit contribute to the wider goals of the Division of which it is a part?
- How do the activities of the Unit support the University in the delivery of its strategic goals, as outlined in *Vision 2040*, *Pae Tata*, and in the University's Māori Strategic Framework, Pacific Strategic Framework, and Sustainability Strategic Framework?

Future State

- Where does the Unit want to be in five to ten years time?
- What does the Unit need to do to get there?
- What challenges face the future development of the Unit?
- What changes might be required to strengthen the Unit contribution to University and Divisional goals and priorities?
- What can the University and Division do to support the Unit to achieve its goals?

Alignment with the University's Strategic Imperatives

The core activities of the University are grouped under four broad headings: (1) Teaching and Student Support, (2) Research, (3) External Engagement and (4) Organisational Resources, which in turn are aligned to the University's Strategic Imperatives from *Vision 2040*.

All contributors to the review – the Administrative Unit, Director or Divisional Head, and the Review Panel – may choose to emphasise individual items within each broad heading.

Terms of Reference

Core Activities

In relation to the Unit's core activities, to review, evaluate and identify opportunities for development over the next five to ten years of:

- the range and scope of the Unit's services and activities;
- the identification of key stakeholders (including internal and external clients), the services and activities provided to meet their needs, including the provision of appropriate information and materials;
- the processes and procedures for monitoring and improving the quality, efficiency and effectiveness of services and activities.

Administration and Organisational Resources

In relation to organisation culture, administration and operational processes, to review, evaluate and identify opportunities for development over the next five to ten years of:

- structure and management – including the Unit's relationship to the University's structure; relationship to, and liaison with, central services; leadership in regard to developing and maintaining the professional standing and reputation of the Unit;
- planning – including identifying, considering and responding to problems and challenges; awareness of the constraints acting on the University's resources
- monitoring and evaluation – including effective use of surveys, consultation and liaison with staff, students and other members of the University and wider community, incorporating feedback into planning, core activities and operations, identifying and making improvements to the core activities;
- workload - the processes for ensuring an appropriate workload balance for all Unit staff and ensuring employee capability;
- physical and IT resources, including planning for purchase and replacement of equipment and updating systems;
- meeting health, safety and compliance regulations and requirements;
- cultural norms that foster joint effort towards shared goals and respect for the University's core values including collegiality and collaboration; ethical standards; equity and social justice; and stewardship of the University's reputation, assets and intellectual capital (as articulated by Kā Mātāpono);
- alignment to Divisional and University plans and policies, including commitment to the goals of the University's Māori Strategic Framework and Pacific Strategic Framework and its honouring of the Treaty of Waitangi.
- sustainability – demonstrating practices across all core activities that promote sustainability, reduce the Unit's environmental footprint, improve resource efficiency and enhance the quality of life on campus.

Any other aspect of the Unit considered appropriate by the Review Panel.