

STUDENT DEVELOPMENT PANEL MEMBERS, FRAMEWORK AND TERMS OF REFERENCE



REVIEW OF STUDENT DEVELOPMENT (Student Experience, Academic Division) ŌRĀKOU WHAKAIHU WAKA | UNIVERSITY OF OTAGO 8-10 June 2026

Submissions Close: Friday, 29 May 2026

As part of the University's quality assurance programme a Panel has been convened to review, evaluate and report to the Deputy Vice-Chancellor (Academic) on matters pertaining to Student Development.

Convenor: Professor Emerita Pat Cragg

Panel Members:

External: Adrienne McGovern-Faircloth, Centre for Student Success, Victoria University of Wellington
Internal: Amanda Taia, Office of the DVC Pacific
Internal: Associate Professor Lynnaire Sheridan, Division of Commerce
Internal: Dr Jo Oranje, Academic Division
Internal: Associate Professor Tania Huria, Office of the DVC Māori
Secretary: [Megan Wilson](#), Quality Advancement Unit

Terms of Reference can be found below.

Written Submissions

Interested parties are invited to make submissions to the Review Panel. The University wants its reviews to be based on all relevant information and accordingly assures you that submissions are treated in the strictest confidence. Submissions are confidentially disposed of on completion of the review process.

Such submissions should be sent to the [Review Secretary](#), by Friday, **29 May 2026** and marked "Confidential".

Oral submissions

Interested parties are invited to make oral submissions to the Review Panel. Please contact the [Review Secretary](#).

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

- Consider how Student Development aligns with the expectations of the University as outlined in its key strategic frameworks, with a specific focus on Pae Tata and the Learner Success Plan. Identify opportunities for further integration and enhancement of its activities to meet these expectations.
- Is Student Development focused on the appropriate goals of Pae Tata? Consider current activities and identify further opportunities to strengthen the ability of Student Development to achieve Pae Tata goals and aspirations.
- Is Student Development adequately resourced to achieve its aspirations and the expectations of the University community? Have we got the staff workload balance correct?
- Evaluate the extent to which Student Development should provide targeted early-intervention support for undergraduate students at Ōtakou Whakaihu Waka.
- Should Student Development's remit for advice be extended to support all levels of study at Otago?¹
- Consider whether opportunities exist for Student Development to strengthen collaboration or support in relation to course approval activities.

¹ Currently Student Development in Dunedin provides advice at undergraduate level (Bachelor's degree level 5-7, excluding Pathway Diploma programme). On the Northern Campuses Student Development provides advice at postgraduate level only. This could encompass foundation through to postgraduate level advice and support.