

## Review of the National Centre for Peace and Conflict Studies

6–8 December 2021



### **Submissions Close: Friday 3 December 2021**

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 the National Centre for Peace and Conflict Studies

**Convenor:** Professor Abby Smith, Department of Marine Science, University of Otago

### **Panel Members:**

Professor Stellan Vinthagen, Department of Sociology, University of Massachusetts

Professor Hugh Campbell, Centre for Sustainability, University of Otago

Megan Potiki, Office of Māori Development, University of Otago

Sakhr Munassar, Graduate, Hui EI, Community Project Manager

Secretary: Dr Pete Dulgar, Quality Advancement Unit, University of Otago

Full Terms of Reference follow below.

### **Written submissions**

Interested parties are invited to make submissions relevant to the Terms of Reference 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.

Such submissions should be sent to the [Review Secretary](#) by **Friday 3 December 2021**. Emails (PDF format preferred) and envelopes should be marked "Confidential: Submission for the Review of the National Centre for Peace and Conflict Studies".

### **Oral submissions**

Interested parties are invited to make oral submissions relevant to the Terms of Reference to the Review Panel. Please contact the Review Secretary (021 279 1778).

## Framework

A review is an opportunity to critically analyse the goals and objectives of a Department<sup>1</sup> and to receive affirmation that current plans and priorities will have long term benefits for students and staff, and to ensure that Department 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 Department is expected to address the following questions in the context of the Terms of Reference:

### *Current State*

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

### *Future State*

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

### **Alignment with the University's Strategic Imperatives**

The core activities of university departments 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*.

*The Terms of Reference are generic and may be customised by the Department and Pro-Vice-Chancellor to emphasise or add individual items within each heading.*

### **Terms of Reference for Review of the National Centre for Peace and Conflict Studies**

In relation to the Centre's overall activities, to review and evaluate:

- The range, scope and continuing relevance of the Centre's aims, activities, services and relationships with stakeholders, and its areas of distinctive strength and contribution;
- The Centre's progress towards biculturalism and Treaty partnership, including its alignment with the University's Māori Strategic Framework;

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<sup>1</sup> The term 'Department' covers all academic units, Centres and Schools; a departmental review will also include named degrees as applicable).

- The Centre's engagement with the Pacific Strategic Framework;
- The Centre's financial stability, diversity of income streams and potential for growth as a research, teaching and practice Centre;
- The Centre's role and profile within the University, including its specific research, teaching and practice specialisms and its inter-disciplinarity;
- The Centre's role and profile within the local community and nationally.

In relation to Teaching and Supervision, to review and evaluate:

- The recruitment of postgraduate candidates, and the amount and quality of postgraduate supervision undertaken in the Centre;
- The degree structures and current paper offerings, including: the range and scope of offerings; the continuing relevance of the core curriculum to students, employers, stakeholders, the wider university and in relation to national and international trends; the inclusion of curriculum content relevant to the Centre's bicultural commitment; processes for curriculum review and the development of new papers, including resourcing issues; pedagogy, programme delivery and the use of innovative teaching; and external moderation and benchmarking;
- The opportunities for the development of distance learning and the use of new technologies;
- The opportunities for the development of undergraduate papers and other possible opportunities such as Summer School papers, inter-disciplinary papers and contributions to other undergraduate programmes in the School;
- The support and pastoral care of students, including support and respect for diversity and special needs.

In relation to Research, to review and evaluate:

- The strengths and weaknesses in research culture, practices, capability and resources; potential areas for developing additional capacity;
- Research delivery – the range of research activities, funding sources, applied research, and strategic planning for future research;
- The quality of academic outputs, benchmarked nationally, particularly in terms of PBRF, and internationally;
- The Centre's role in pan-university research networks;
- The quality and potential to expand links, collaborations and research relationships with stakeholders and end-users, particularly mana whenua, tangata whenua and indigenous peace communities, as well as university, national and international partners;
- The quality and potential to improve research capacity through support and mentoring for staff and postgraduate student research;
- The quality and development of the capacity for effective research dissemination.

In relation to Governance and Resources, to review and evaluate:

- The relevance and functioning of the Memorandum of Understanding between the Centre, the University and the Aotearoa New Zealand Peace and Conflict Studies Centre Trust, and the Trust Liaison relationship with the University;
- The Centre's leadership and management structures and processes;
- The structural and functional relationships between the Centre, the School of Social Sciences, the Division of Humanities and the University;

- The administrative support structures, personnel and resourcing for the Centre;
- The physical and IT resources and support for the Centre's activities;
- The development of cultural norms and processes that foster joint effort towards shared goals, respect for university values, collegiality, ethical standards and conflict resolution;
- The development of an appropriate workload balance for staff, including the use of an effective workload model;
- The Centre's commitment to, and alignment with, the University's sustainability goals.

In relation to Service, to review and evaluate:

- Staff participation in and contribution to Centre and University service;
- Staff participation in and contribution to community service, professional societies and associations, and public debate.

In relation to Practice, to review and evaluate:

- The practice-oriented activities within the Centre, and the potential for expanding and deepening such activities, locally, nationally and internationally;
- The potential for expanding and deepening the practice dimension of teaching, research and stake-holder engagement in the Centre, including the potential role of the Practicum course.