



12 May 2026

Andrew Tipton

OIA 021

fyi-request-33852-dxxxxxxx@xxxxxxx.xxx.xxx.xx

Tēnā koe Andrew Tipton

Thank you for your request for information under the Official Information Act 1982 (OIA) dated 25 February 2026 in which you requested:

"For a number of years, the university has had a Student Experience Committee (the "SEC"), which is an advisory committee whose purpose is "to advise the Deputy Vice-Chancellor (Students), Deputy Vice-Chancellor (Māori) and Assistant Vice-Chancellor (Pasifika) on matters relating to students (as relevant to their portfolios)."

The Postgraduate Students' Association (the PGSA) has a representative on the SEC, and this is set out in the Terms of Reference for the SEC.

Recently, it has been proposed to transform the SEC into a Student Success Committee (the "SSC") and expand its remit as well as delegate some decision-making authorities to the Committee. As part of this work, a proposed Terms of Reference for the SSC were drafted and presented to Academic Board for its 24 February 2026 meeting.

The proposed Terms of Reference for the SSC had removed the PGSA representative from the Committee.

Against this background, I wish to make an Official Information Act request for information relating to the proposed Terms of Reference for the SSC and, more specifically, the decision-making process that led to the PGSA being excluded from the proposed Terms of Reference.

(For completeness, I note that Academic Board has now chosen to approve the proposed Terms of Reference with an amendment to restore the PGSA representative as a member of the committee. Therefore, this request is simply seeking to obtain insight into how and why the original proposal ended up not including the PGSA as a member.)

The information that I seek about this decision might be contained in documents such as working drafts of the proposed Terms of Reference, in the minutes of meetings related to either the Student Experience Committee or the proposed Student Success Committee, or in email and/or Teams messages.

I would also like to request copies of any correspondence with the PGSA or with VUWSA regarding the proposed Student Success Committee. This would include, for example, correspondence where either of these students' associations were consulted on the proposed changes to the membership of either the SEC or the proposed SSC.”

On 25 March 2026 you were advised that your request needed to be extended by an additional 35 days, as your request necessitates a search through a large quantity of information and meeting the original time limit would unreasonably interfere with the operations of the University, and as consultations necessary to make a decision on your request cannot reasonably be made within the original time limit (sections 15A(1)(a) and (b) of the OIA refer).

Background

In 2023, the Student Experience Committee (SEC) was set up primarily to monitor the implementation of the Learner Success Plan (LSP), playing a crucial advisory role in various student-related matters. While that model was appropriate for the establishment phase of the LSP, the need for the SEC as an advisory/monitoring committee had since reduced, and a need for a new decision-making committee to lead the implementation of a He Kokonga student success plan arose.

In December 2025, the University began work to evolve the SEC into the Student Success Committee (SSC). Unlike the SEC, which served as an advisory committee without decision-making powers, the SSC's main purpose is to act as a decision-maker. To reflect the strategic and governance focus for this group, this shift required a reduction in the number of members set out in the Terms of Reference (ToR) to ensure efficiency, as all are expected to contribute to collective decision-making.

At the time of preparing the original draft ToR, there was an understanding that due to changes with the Victoria University of Wellington Students' Association (VUWSA) taking on postgraduate representation, as the Postgraduate Students' Association (PGSA) reported into VUWSA, and due the need for reduced members, the PGSA was not included in the original draft ToR membership list (doc 1 refers).

It is important to note that agreement to proceed with preparing a memorandum and draft ToR for the evolution of the SEC into the SSC did not occur until December 2025, while many key staff members were on leave over the summer period through to January 2026 (Doc 13 refers). Due to the urgency of required changes to meet TEC requirements, there was limited time to prepare and present a memorandum and draft ToR to both Te Hiwa and the Academic Board – noting the Academic Board meets every two months, and if the February 2026 deadline was not met then the documents would not have been able to be considered until April 2026. Accordingly, as the SSC was viewed as an evolution of the existing SEC rather than a new committee, only key stakeholders – namely the Conveners of the SEC and the He Kokonga project team which included representatives of VUWSA - were consulted on proposed changes.

It is further noted that PGSA was invited to participate in He Kokonga workstream meetings which discussed the role of the proposed SSC in relation to the Student Success Plan, however these invitations were rejected as the PGSA cited not having capacity to be involved in the He Kokonga workstreams (attached as doc 26).

On 28 January 2026, the memorandum “*Evolution of the Student Experience Committee into a Student Success Committee*” and original draft ToR were tabled at a regularly scheduled Te Hiwa meeting (doc 16 refers).

On 18 February 2026, members of the SEC were advised of the upcoming evolution of the SEC to the SSC, and that this would be discussed at the next Academic Board meeting of 24 February 2026 (doc 3 refers).

On that same day, the memorandum “*Student Success Committee*” and second draft ToR was emailed to members of the Academic Board – including VUWSA and PGSA - prior to a meeting the following week. The PGSA was not included in the membership list of the second draft ToR (docs 4 and 5 refer).

Following the email to members of the Academic Board, it was identified that the PGSA should be added to the membership list of the ToR. This change was implemented and communicated to the PGSA and VUWSA on 23 February 2026.

On 24 February 2026, the memorandum “*Student Success Committee*” and updated final draft ToR were presented to the Academic Board for final decision-making. The agenda and minutes of the 24 February 2026 Academic Board meeting are publicly available on the University website here: <https://www.wgtn.ac.nz/about/governance/academic-governance/academic-board-agendas-papers-minutes>.

Response to your request

We have considered your request to be for the following information in the period 1 November 2025 to 24 February 2026:

1. Information relating to the PGSA being excluded from the original draft ToR for the SSC; and
2. Communications with the PGSA and VUWSA regarding the SSC.

Please see the following tables for a list of documents in scope of your request:

Part 1

Ref	Type	Title	Date
1.	Email	He Kokonga coaches feedback on Student Success Committee	19 February 2026
2.	Email	Student Success Committee	25 February 2026

Part 2

Ref	Type	Title	Date
3.	Email	Upcoming changes to the Student Experience Committee	18 February 2026
4.	Email	Agenda and Papers for Academic Board to be held on 24 February 2026 (to circulation list – Extract only)*	18 February 2026

Ref	Type	Title	Date
5.	Email	Agenda and Papers for Academic Board to be held on 24 February 2026 (to Members – Extract only)*	18 February 2026
6.	Email	Question - Student Success Committee	19 February 2026
7.	Email	Student Success Committee: the PGSA is missing from the membership list	23 February 2026
8.	Email	Student Success Committee	23 February 2026
9.	Email	Learning and Teaching Committee (Extracts only)	23 February 2026
10.	Documents	Academic Board agenda, and Minutes*	24 February 2026

* The Agenda and Minutes for the Academic Board meeting of 24 February 2026 are refused under section 18(d) of the OIA, as the information is publicly available here:

<https://www.wgtn.ac.nz/about/governance/academic-governance/academic-board-agendas-papers-minutes>.

In addition to the above, the SSC as it related to the draft Student Success Plan was discussed in He Kokonga workstream meetings held between November 2025 and February 2026, which VUWSA representatives attended.

We also attach the following additional key documents on the decision-making process for your background:

Ref	Type	Title	Date
11.	Email	SEC and Student Success Committee	5 November 2025
12.	Email	SEC and Student Success Committee (1)	5 November 2025
13.	Document	Notes from meeting between Logan Bannister, Emma Dunlop-Bennett, Meegan Hall and Karen Smith	16 December 2025
14.	Email	Committees	16 December 2025
15.	Email	SEC membership	17 December 2025
16.	Email	Student Success Committee - draft Te Hiwa paper and ToR	16 January 2026
17.	Document	Te Hiwa meeting agenda, minutes and paper (Extract)	28 January 2026
18.	Email	Student Success Committee	3 February 2026
19.	Email	Student Experience Committee	4 February 2026
20.	Email	Student Experience Committee (1)	4 February 2026
21.	Email	Student Experience Committee (2)	4 February 2026
22.	Email	Karen Smith left a comment in "Academic Board Memo_2026_Student Experience Committee"	10 February 2026

Ref	Type	Title	Date
23.	Email	Student Experience Committee	13 February 2026
24.	Email	Student Experience Committee (1)	13 February 2026
25.	Email	Setting up our Student Success Committee	27 February 2026

Some information is withheld under the following section 9(2)(a) of the OIA, to protect individuals' privacy. Where the information has been withheld under section 9 of the OIA, no public interest in releasing the information has been identified that would override the reasons for withholding it.

If you have any questions about this decision, you can contact us by email at: oiarequests@vuw.ac.nz. You have the right to seek an investigation and review by the Ombudsman of this decision by contacting www.ombudsman.parliament.nz or freephone 0800 802 602.

Nāku noa, nā

Kayana Shaw
 Senior Advisor, Official Information and Privacy
 Legal Services
Te Herenga Waka—Victoria University of Wellington

Document 1

From: [Logan Bannister](#)
To: [Robyn Longhurst](#); [Karen Smith](#)
Cc: [Nicole Green](#); [Lisa Rountree](#)
Subject: Re: He Kokonga coaches feedback on Student Success Committee
Date: Thursday, 19 February 2026 5:23:32 pm

Thanks Robyn,

Well I understand the request is likely to come, we have done significant work on the new structure for PGSA. PGSA currently report into VUWSA, so I am likely to hold the line on that one not being a formal member, but will consider if and when a request arrives along with yourselves.

Regards

Logan

Dr Logan Bannister

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From: Robyn Longhurst
Sent: Thursday, February 19, 2026 5:14:09 PM
To: Logan Bannister ; Karen Smith
Cc: Nicole Green ; Lisa Rountree
Subject: Re: He Kokonga coaches feedback on Student Success Committee

Hi Karen and Logan

Karen - like Logan I appreciate the update and totally support the way you propose moving forward (i.e. quickly)

Logan - you may have seen Ethan's email a few minutes ago about VUWSA "or delegate" but Karen also mentioned to me that PGSA are likely to want representation on the student success committee.

Ngā mihi

Robyn

From: Logan Bannister

Sent: Thursday, 19 February 2026 4:19 pm

To: Karen Smith ; Robyn Longhurst

Cc: Nicole Green ; Lisa Rountree

Subject: Re: He Kokonga coaches feedback on Student Success Committee

Kia ora Karen,

Thank you for the email and the information. I am happy to proceed swiftly post academic board as you have recommended, and I think a catch-up session for those who need it/want it would be a great idea

Let me know how I can help

Logan

Dr Logan Bannister

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Image



From: Karen Smith

Sent: Thursday, February 19, 2026 3:58:58 PM

To: Robyn Longhurst ; Logan Bannister

Cc: Nicole Green

Subject: He Kokonga coaches feedback on Student Success Committee

Kia ora Robyn and Logan

We had a meeting with the South African coaches yesterday which included brief discussion of the Student Success Committee and ToR and I have an action point to pass the feedback on to you both:

- The coaches acknowledged the positive step of establishing the SSC.
- Nthabiseng welcomed the elevation to Academic Board/Senate committee but cautioned about bureaucracy limiting agility.

- Wendy recommended including stronger/more explicit emphasis on data-informed student success in the ToR. She also suggested ensuring a data expert is a member to keep the data-driven focus central to the student success work.
- There was also a question about how much the new SSC have been involved in He Kokonga - I estimate over half the proposed members have been involved in workstreams or workshops [see below for how to get other members up to speed]

I've already mentioned in person to Robyn the irony of Nthabiseng's comment given previous pressure to establish the committee!

Assuming this is approved at Academic Board, we need to swiftly schedule the first meeting, ideally in the week beginning 9 March, so we can progress finalisation and adoption of the Student Success Plan. [@Logan](#) - can Nicole and I liaise with you on messaging the new Committee?

For those SSC members who have not been involved in He Kokonga yet, I could run a separate briefing session on the project, in advance of our first meeting where we present the draft Student Success Plan.

Ngā mihi

Karen

Ahorangi | Professor Karen A. Smith, PFHEA (she/her)
Project Lead – He Kokonga Whare e Kitea (Accelerating Student Success)
Te Herenga Waka | Victoria University of Wellington
HU 015 Hunter Building | Kelburn Campus and RH 822 Rutherford House | Pipitea Campus
Phone/Teams: s 9(2)(a)
xxxx.xxxx@xxx.xx.xx | [About me](#) | [ORCID](#) | [Connect on LinkedIn](#)

Document 2

From: [Logan Bannister](#)
To: [Karen Smith](#); [Lisa Rountree](#); [Robyn Longhurst](#)
Cc: [Robyn Longhurst](#); [Nicole Green](#); [Lisa Rountree](#)
Subject: Re: Student Success Committee
Date: Wednesday, 25 February 2026 1:05:55 pm

Kia ora Karen,

Thank you so much for your email below, including your notes from the academic board discussion. They were helpful for me having not been in attendance, so I appreciate that thoughtful inclusion. The notes read like there was robust discussion about membership and interaction with other committees along with delegations / sub delegations etc. all good discussions to be having.

While it is great that's so many people/roles would like to be on this committee, as noted, it is the intent to take the moment to make the committee more functional, with a reasonable number of committee members, and Nic is especially keen on keeping the number quite contained as your notes show. So well done for the two sensible additions but keeping it contained.

With regards to the timeframe of the meeting, I am equally keen to keep this contained and reasonable. You are correct in stating that the SEC was a two hour meeting. This makes for an incredibly long meeting, and I am not too keen to return to that. However, I know we have a great deal to get through in the first meeting to set us up well, so how do you feel about 1.5 hours for the initial meeting, and one hour per meeting post that initial meeting?

With regards to setting up, I will defer to Lisa. I am not sure if this committees administration is currently sitting with the DVCS (Lisa) or the DVCMK (Linda) who was holding the reins of the SEC. [@Lisa](#), could you respond to this element of Karen's email please.

[@Robyn](#), thank you for getting this across the line at academic board. And apologies to leaving you holding the proverbial baby while I had Covid. Very much appreciated.

Thanks team, and looking forward to the first meeting.

Regards

Logan

Dr Logan Bannister

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From: Karen Smith <x@xx>
Sent: Wednesday, February 25, 2026 9:17:17 AM
To: Logan Bannister <x@xx>
Cc: Robyn Longhurst <x@xx>; Nicole Green <nicole.green@vuw.ac.nz>;
Lisa Rountree <x@xx>
Subject: Student Success Committee

Mōrena Logan

I hope you are recovered, or at least recovering.

And thank you Robyn for steering us through the Academic Board discussions. Good to have the SSC approved with just the two amendments: VUWSA President or *delegate*, and One representative from PGSA. I'm sure Robyn will de-brief you but here are my notes on the discussion:

[SSC - Academic Board \(24 Feb 2026\) NOTES.docx](#)

Please let me know what I and Nicole can be doing to support getting the Student Success Committee up and running.

We have a hold in your calendar for 11th March, but its only an hour and I think the SEC used to be 2 hours. As well as all the whakawhanaungatanga, in the first meeting we will need time to both discuss the new committee's purpose (Meegan spoke to this at Academic Board) as well as presenting the draft He Kokonga Student Success Plan and having time for discussion of the recommended initiatives in the Plan.

I've also suggested that I run a short pre-meeting "introduction to He Kokonga" for those SSC members who haven't been involved in the project so far. I think about half the committee have been but some ADs and most students won't have.

Ngā mihi nui

Karen

Ahorangi | Professor Karen A. Smith, PFHEA (she/her)
Project Lead – He Kokonga Whare e Kitea (Accelerating Student Success)
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Document 3

From: [Lisa Rountree](#) on behalf of [Logan Bannister](#)
To: [Logan Bannister](#); [Emma Dunlop-Bennett](#); [Meegan Hall](#)
Bcc: [Karen Smith](#); [Robyn Longhurst](#); [Matthew Tucker](#); [Helen Andreae](#); [Khai Dye-Brinkman](#); [Kirsty McClure](#); [Linda Hogg](#); [Mark Bennett](#); [Neil Dodgson](#); [xx@xxxxx.xx](#); [PGSA President](#); [Polly Stupples](#); [Rachel Anderson-Smith](#); [Simon Johnson](#); [Stephen Marshall](#); [Tumuaki](#); [xxxxxx@xxxxx.xxx](#); [xxxxxxx@xxxxx.xxx](#); [Anita Brady](#); [Jenny Wollerman](#); [Pawel Dmochowski](#); [Liban Ali - President](#); [Matt Tucker](#); [AssociateDeans](#); [Deans](#); [Central Service Unit Directors](#); [Varsha Narasimhan](#); [Linda Bowden](#)
Subject: Upcoming changes to the Student Experience Committee
Date: Wednesday, 18 February 2026 1:55:46 pm
Attachments: [Outlook-fnyfjd4s.png](#)

This email is sent to Deans, Directors, Associate Deans, and members of the Student Experience Committee on behalf of Dr Logan Bannister, Deputy Vice-Chancellor, Students; Associate Professor Meegan Hall, Assistant Vice-Chancellor, Mātauranga Māori; and Dr Emma Dunlop-Bennett, Assistant Vice-Chancellor, Pasifika.

Kia ora koutou,

Thank you for your continued support for the Student Experience Committee (SEC). As you may be aware, this committee was set up in 2023 primarily to monitor the implementation of the Learner Success Plan (LSP). The committee has played a crucial advisory role in various student-related matters, including in the evaluation of relevant frameworks and plans like Ki te Rā—Student Wellbeing Outcomes Framework and Te Ara Taupuhipuhi—Disability Inclusion Action Plan.

While this model was appropriate for the establishment phase of the LSP, the scope of the SEC's role has been reduced with the LSP reporting moving from a quarterly to a biannual cycle.

At the same time, the He Kokonga Whare e Kitea programme has created strong momentum in our community. With a focus on accelerating student success, He Kokonga is a strategic priority for the University. As we move into the second year of the programme, TEC expects that we establish a decision-making governance body, which will own and oversee the implementation of a He Kokonga student success plan.

Given the current need in the He Kokonga programme, there is an opportunity to evolve the current SEC into a Student Success Committee (SSC), which will report to the Academic Board. With strong representation from students and faculties, the SSC will work closely with the Academic Programmes Committee and the Learning & Teaching Committee, both of which also report to Academic Board.

The evolution of the SEC into the SSC will be discussed at the Academic Board meeting scheduled for Tuesday 24 February. We look forward to hearing from you about how we can efficiently leverage the SSC and ensure that student success becomes further embedded as an institutional priority.

Please feel free to contact any one of us if you have any questions in the meantime.

Ngā mihi,

Logan, Meegan, and Emma

Dr Logan Bannister

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Document 4

From: [Angelina Sbroma](#) on behalf of [Academic Board](#)
To: [Gail Ah-Hi](#); [Jackie Anderson](#); [Helen Andreae](#); [Vicki Bee](#); [Anita Brady](#); [Tash Buist](#); [Michelle Clarke \(HR\)](#); [Karen Davis](#); [Charlotte Deans](#); [Michael Dudding](#); [Salient Editor](#); [maori@salient.org.nz](#); [subeditor@salient.org.nz](#); [Ben Egerton](#); [Jonathan Flutey](#); [Amber Flynn](#); [Hazel Godfrey](#); [Lynn Grindell](#); [Charlotte Rushforth](#); [Monica Handler](#); [Kim Hann](#); [Stephanie Hunter](#); [Jaina Jacobs](#); [Angela Joe](#); [Ryan Kerr](#); [Natalie Lindsay](#); [Grace Leask](#); [Andrew Lensen](#); [Marita Lotz](#); [Elena Louverdis](#); [Yang Liu](#); [Anne Macaskill](#); [Kirsty McClure](#); [Adrienne McGovern-Faircloth](#); [postgradvoice@vuwsa.org.nz](#); [Dugal McKinnon](#); [Ash McPherson](#); [Varsha Narasimhan](#); [Ha Ngo](#); [Sue O'Donnell](#); [Diane Ormsby](#); [Philippa Race](#); [Michelle Renton](#); [Nigel Riley](#); [Linda Roberts](#); [Nigel Sanders](#); [Angelina Sbroma](#); [Teresa Schischka](#); [Edward Schofield](#); [Craigie Sinclair](#); [Dan Sinclair](#); [Robert Stratford](#); [Tim Stern](#); [Andrew Tarr](#); [Denise Taylor](#); [Kate Thornton](#); [Sarah Thomasson](#); [Catherine Townsend](#); [Leigh Torode](#); [William Vandenberg](#) [Gracie](#); [Caroline Ward](#); [Graeme Whimp](#); [Derek White](#); [Kirstin White](#); [Andrew Wilks](#); [Jill Wilkinson](#); [Kathy Holloway](#); [Bruno Marques](#); [Xavier Marquez](#); [PGSA President](#)
Subject: Agenda and Papers for Academic Board to be held on 24 February 2026
Date: Wednesday, 18 February 2026 2:34:44 pm
Attachments: [Academic Board Karakia.m4a](#)
[Academic Board Karakia.pdf](#)
[Academic Board Agenda and Papers - 24 February 2026 \(A and B ONLY\).pdf](#)

Tēnā koutou to those on the circulation list

The next meeting of the Academic Board will take place at **1.00 pm on Tuesday 24 February 2026**. This meeting will be held in-person in the Hunter Council Chamber.

The combined agenda and papers for Parts A and B are attached.

The meeting will open with a karakia (and close with a karakia after Part C has concluded). The words and audio are attached to this email and included in the agenda.

Ngā mihi,

Angelina Sbroma (she/her)

Secretary, Academic Governance

Te Waikura—Academic Office

Level 7, Rankine Brown Building



Email: Angelina.Sbroma@vuw.ac.nz

Office Hours: 8am – 4pm, Monday to Friday

MEMORANDUM

To	Academic Board
From	Robyn Longhurst and Logan Bannister
Date	February 9, 2026
Subject	Student Success Committee

Executive Summary

This memo seeks Academic Board's approval for the establishment of a Student Success Committee as a committee of Academic Board. This committee will also replace the current Student Experience Committee. The updated terms of reference for this proposed committee (attached) reflects a stronger focus on student success, as developed through the University's work on [He Kokonga Whare e Kitea](#).

The key difference between the previous Student Experience Committee (SEC) and the intended Student Success Committee (SSC) will be the formal authority asked for in relation to decisions related to student success. While the SEC had no formal delegation for decisions, the new SSC seeks to: "make decisions relating to the approval, prioritisation, and monitoring of student success initiatives and plans within its remit".

This shift from SEC to SSC is also expected to help embed student success as a focus across the University and ensure the gains made in the work on He Kokonga Whare e Kitea. continue beyond the current funding period provided by the Tertiary Education Commission (TEC).

It is requested that the Academic Board:**Approve:**

- a. The establishment of the Student Success Committee as a committee of Academic Board**

Background

The [Academic Board Statute](#) states that the Academic Board has the power to establish committees. There are a range of such committees currently, including the permanent committees of Toi Huarewa and those of each Faculty Board. The Learning and Teaching Committee and Academic Programmes Committee are also committees of Academic Board.

[He Kokonga Whare e Kitea](#) is a university-wide programme focused on building a culture where every staff member contributes to accelerating learner success. Its long-term objective is to develop a scalable, sector-wide blueprint for Aotearoa New Zealand—one that lifts the impact of local interventions and strengthens outcomes for the greatest number of learners. This programme is delivered in partnership with the University of Canterbury, with both universities funded by the Tertiary Education Commission (TEC).

The purpose of the current Student Experience Committee (SEC) is to advise the Deputy Vice-Chancellor (Students), Deputy Vice-Chancellor, (Māori and Kaitiakitanga) and Assistant Vice-Chancellor (Pasifika) on matters relevant to their respective portfolios. This includes issues related to: the Pastoral Care Code; the Learner Success Plan; the Disability and Inclusion Action Plan; and the Student Wellbeing Outcomes Framework (see also the SEC TOR in appendix 1). Of note, the broad membership range of SEC has also provided for an inclusive approach to student experience, although this has also meant that the committee's advice has spanned governance and operational levels, rather than being consistently linked to a more coordinated focus.

Opportunity for further embedding student success

The functions of the current SEC strongly overlap with the student success aspirations of [He Kokonga Whare e Kitea](#). Both He Kokonga Whare e Kitea and SEC recognise the diverse factors that contribute to students succeeding. Bringing their work together through a Student Success Committee (SSC), would mean that the University has a central body, linked to Academic Board, that has a focus on student success after the current TEC funding for He Kokonga Whare e Kitea has ceased. In particular, as a committee of Academic Board, a SSC would have formal oversight of how the University defines, promotes, coordinates and evaluates student success.

The intended SSC would also work alongside other committees of Academic Board, including the Academic Programme's Committee, Faculty Boards, and the Learning and Teaching Committee. In this sense Academic Board will have a wide-ranging set of committees for the governance of student success at Te Herenga Waka. A slightly smaller membership group for the proposed SSC (compared to the SEC) reflects more of a strategic and governance focus for this group. A draft TOR for the proposed SSC is attached below (appendix 2).

It is requested that the Academic Board:

Approve: The establishment of the Student Success Committee as a committee of Academic Board

Appendix 1: Current TOR Student Experience Committee (SEC)

Student Experience Committee**Terms of Reference**

Conveners	Deputy Vice-Chancellor (Students) or delegate Deputy Vice-Chancellor (Māori) or delegate Assistant Vice-Chancellor (Pasifika) or delegate
Related Committees	Faculty of Graduate Research Board Learning and Teaching Committee Academic Programmes Committee
Purpose and Responsibilities	<p>The DVC students, DVC Māori and AVC Pasifika will lead and provide oversight of the work in relation to Māori and Pasifika, this will include resourcing. They will have accountability for the outcomes and receive the necessary reporting information to assess progress and as necessary make adjustments to the interventions.</p> <p>The purpose of the Committee is to advise the Deputy Vice-Chancellor (Students), Deputy Vice-Chancellor (Māori) and Assistant Vice-Chancellor (Pasifika) on matters relating to students (as relevant to their portfolios), including the following:</p> <ol style="list-style-type: none"> 1. To monitor progress against the relevant cornerstones, processes and outcomes of the Education (Pastoral Care of Tertiary and International Learners) Code of Practice 2021. 2. To monitor and evaluate indicators and initiatives, towards ensuring we meet the milestones outlined in the Learner Success Plan. 3. To monitor the implementation of primary actions relevant to students and evaluate the success of those initiatives outlined in the Disability Inclusion Action Plan. 4. To provide advice on the development and implementation of the Action Plan stemming from the Student Wellbeing Outcomes Framework. 5. To provide advice on the development and implementation of the annual Student Agreement stemming from the Student Engagement Framework. 6. To identify emerging issues, test ideas, and explore opportunities for co-operation and collaboration in relation to the student experience. 7. Where appropriate, to advise and advocate on other matters as relevant to the scope of this committee.
Authority	The Student Experience Committee has no authority to make decisions.

Membership	Deputy Vice-Chancellor (Students) or delegate Deputy Vice-Chancellor (Māori) or delegate Assistant Vice-Chancellor (Pasifika) or delegate Dean, Faculty of Graduate Research Associate Deans, Students Director, Student Experience and Wellbeing Director, Tītoko Director, Centre for Academic Development Director, Student and Campus Living Kaiwhakahaere - Manager, Te Amaru-Disability Services
	VUWSA President VUWSA CEO Tumuaki Takirua, Ngāi Tauria One representative from: Pasifika Students Council V-ISA PGSA Disability Students' Association UniQ On occasion, non-committee members with relevant expertise on matters before the committee may be invited to attend meetings, at the invitation of the conveners.
Secretary	Executive Assistant to the DVC (Students)
Meeting Frequency	Every two months or as requested by members (to be determined by the conveners)
Procedures	Requests for agenda items are to be made to members two weeks in advance of each meeting. Papers are to be distributed to members one week in advance of each meeting. Because the Student Experience Committee is an advisory body only, there is no quorum for meetings of the Committee.
Information and reporting	A list of members of the Committee will be published on the University website and will be regularly updated. Reports on plans and initiatives will come through this committee for advice before being forwarded to the relevant University Board or Committee.

Appendix 2: Proposed TOR Student Success Committee (SSC)

Student Success Committee
Terms of Reference

Convener	Deputy Vice-Chancellor (Students)
Deputy Convenors	Deputy Vice-Chancellor (Māori and Kaitiakitanga) Assistant Vice-Chancellor (Pasifika)
Related Committees	Faculty of Graduate Research Board Learning and Teaching Committee Academic Programmes Committee Faculty Boards (including Faculty of Graduate Research and Toihuarewa)
Purpose	The purpose of the Student Success Committee is to embed student success as a core institutional priority by providing decision-making governance oversight of the University's Student Success Plan and related initiatives.
Authority	The Committee has no authority independent of the functions delegated to it by the Academic Board or otherwise under the Delegations Statute. It may not sub-delegate authority other than in accordance with the Delegations Statute. Within the authority delegated by Academic Board, the Committee is authorised to make decisions relating to the approval, prioritisation, and monitoring of student success initiatives and plans within its remit.
Membership	<p>Members are appointed in a governance capacity and are expected to contribute to collective decision-making in the interests of the University as a whole, rather than as representatives of individual units.</p> <p>The Committee has the following members:</p> <ul style="list-style-type: none"> • Deputy Vice-Chancellor (Students) • Assistant Vice-Chancellor (Mātauranga Māori) • Assistant Vice-Chancellor (Pasifika) • Dean, Faculty of Graduate Research • Associate Deans (Students) or equivalent from each Faculty • Director, Student Experience and Wellbeing • Director, Student and Campus Living • He Kokonga Whare e Kitea Project Lead • VUWSA CEO • VUWSA President • Tumuaki Takirua, Ngāi Tauria <p>One representative from:</p> <ul style="list-style-type: none"> • Pasifika Students Council • V-ISA • Disability Students' Association • UniQ <p>Student members participate as full members of the Committee,</p>

	contributing to both strategic discussion and decision-making. On occasion, non-committee members with relevant expertise on matters before the committee may be invited to attend meetings, at the invitation of the conveners.
Secretary	Executive Assistant to the DVC Māori and Kaitiakitanga
Meeting Frequency	Every two months, with the option for additional meetings during periods of active planning, approval, or review, as determined by the conveners.
Procedures	Requests for agenda items are to be made to members two weeks in advance of each meeting. Papers are to be distributed to members one week in advance of each meeting.
Information and reporting	A list of members of the Committee will be published on the University website and will be regularly updated. Plans and initiatives within the Committee's remit will be considered and approved by the Committee before being reported to, or escalated through, the relevant University Board or Committee.

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From: [Angelina Sbroma](#) on behalf of [Academic Board](#)
To: [David Ackerley](#); [Peter Addis](#); [Barbara Allen](#); [Astrid An Huef](#); [Siah Hwee Ang](#); [Richard Arnold](#); [Nick Ashill](#); [Graeme Austin](#); [pgsa@vuwsa.org.nz](#); [Susan Ballard](#); [Logan Bannister](#); [Maria Bargh](#); [Fiona Barker](#); [Rod Barnett](#); [Jonathan Barrett](#); [Samuel Becher](#); [Rebecca Bednarek](#); [James Bell](#); [Pamela Bell](#); [Nancy Bertler](#); [Richard Boast](#); [Brigitte Bonisch-Brednich](#); [Alan Brent](#); [Todd Bridgman](#); [Andre Brown](#); [Daniel Brown](#); [Rachel Bruce](#); [Jane Bryson](#); [Joseph Bulbulia](#); [Chris Bumby](#); [Kevin Burns](#); [Sasha Calhoun](#); [David Capie](#); [Dale Carnegie](#); [Sue Cherrington](#); [Luke Chu](#); [Martyn Coles](#); [Alberto Costi](#); [Averil Coxhead](#); [James Crampton](#); [Joanne Crawford](#); [Matt Crawford](#); [Stephen Cummins](#); [Kim Cunio](#); [Urs Daellenbach](#); [Toby Daqlish](#); [Carmen Dalli](#); [Aeron Davis](#); [Nathaniel Davis](#); [Simon Davy](#); [Heather Day](#); [Elaine Dennison](#); [Kevin Dew](#); [Neil Dodgson](#); [Noelle Donnelly](#); [Emma Dunlop-Bennett](#); [Liban Ali – President](#); [Arun Elias](#); [Eli Elinoff](#); [Bart Ellenbroek](#); [Gary Evans](#); [Eberhard Feess](#); [Jon Fraenkel](#); [Susy Frankel](#); [Simon Fraser](#); [Claire Freeman](#); [Alejandro Frery](#); [Orqambide](#); [Robin Fulton](#); [Richard Furneaux](#); [Claudia Geiringer](#); [Ally Gibson](#); [Nicola Gilmour](#); [Nicholas Gollodge](#); [Anne Goulding](#); [Michele Governale](#); [Vanessa Green](#); [Noam Greenberg](#); [Arthur Grimes](#); [Gina Grimshaw](#); [Peter Gu](#); [Leon Gurevitch](#); [Meeqan Hall](#); [David Harper](#); [John Haywood](#); [Ian Hermans](#); [Nikki Hessell](#); [Rawinia Higgins](#); [Sally Hill](#); [Justin Hodokiss](#); [Linda Hoog](#); [Jamie Howarth](#); [Xiaoming Huang](#); [Patricia Hunt](#); [Kate Hunter](#); [Catherine Iorns](#); [Anna Jackson](#); [Bryony James](#); [Zhenan Jiang](#); [Paul Jose](#); [Richard Joyce](#); [Derek Kawiti](#); [Simon Keller](#); [Robert Keyzers](#); [Joanna Kidman](#); [Sara Kinson](#); [Bastiaan Kleijn](#); [Dean Knight](#); [Ali Knott](#); [Maja Krtalic](#); [Anne-La Flamme](#); [Jessica Lai](#); [Karin Lasthuizen](#); [Bev Lawton](#); [Graham Le Gros](#); [Eric Le Ru](#); [Sarah Leggott](#); [Phil Lester](#); [Stephen Levine](#); [Richard Levy](#); [Giacomo Lichtner](#); [Hai Lin](#); [Ivy \(I Ming\) Liu](#); [Jian Liu](#); [Karl Lofgren](#); [Nick Long](#); [Robyn Longhurst](#); [Markus Luczak-Roesch](#); [Michael Macaulay](#); [Kenneth Mackenzie](#); [Simon Mackenzie](#); [Edwin Mares](#); [Xavier Marquez](#); [Lisa Marriott](#); [Stephen Marshall](#); [Stuart Marshall](#); [Stephen Marsland](#); [Jim McAloon](#); [Conal McCarthy](#); [Jacqueline McIntosh](#); [Robert McKay](#); [Katharine McKinnon](#); [Geoff McLay](#); [Yi Mei](#); [Ocean Mercier](#); [Joanna Merwood-Salisbury](#); [Nicole Moreham](#); [Joanna Mossop](#); [Andrew Munkacsi](#); [Timothy Naish](#); [Franck Natali](#); [Nicola Nelson](#); [Reni Newnham](#); [Sally Jane Norman](#); [Ilan Noy](#); [Lisa Orloff Clark](#); [Gavin Painter](#); [Emily Parker](#); [Wayne Patrick](#); [Yvette Perrott](#); [Robyn Phipps](#); [Janet Pitman](#); [Rebecca Priestley](#); [Revti Raman](#); [John Randal](#); [James Renwick](#); [Alex Richter](#); [Jenny Ritchie](#); [Peter Ritchie](#); [Jessica Ye – Academic Vice-President](#); [fronchese@malaghan.org.nz](#); [Helen Rook](#); [Mike Ross](#); [Sarah Ross \(SFEIMS\)](#); [Ashley Rowden](#); [Ben Ruck](#); [Tanya Ruka](#); [Karen Salmon](#); [Martha Savage](#); [Winston Seah](#); [Jeffrey Shima](#); [Jeff Sigafoos](#); [Beth Smith](#); [Karen Smith](#); [Peter Smith](#); [Nic Smith](#); [Marco Sonzogni](#); [Elizabeth Stanley](#); [Bridget Stocker](#); [Kathryn Sutherland](#); [Rupert Sutherland](#); [Okan Tan](#); [Jeff Tatum](#); [Paul Teesdale-Spittle](#); [Kate Tibbitts](#); [Yvette Tinsley](#); [John Townsend](#); [Peter Tyler](#); [Brenda Vale](#); [Matt Visser](#); [Jack Vowles](#); [Tina Wakefield](#); [Tony Ward](#); [Damien Wilkins](#); [Roger Willett](#); [Trish Wilson](#); [Colin Wilson](#); [Marc Wilson](#); [Michael Winikoff](#); [Heiko Wittmer](#); [Amanda Wolf](#); [Jenny Wollerman](#); [Bing Xue](#); [Mengjie Zhang](#); [Joe Zuccarello](#); [Uli Zuelicke](#); [matauranga@nt.org.nz](#)
Cc: [Lisa Rountree](#); [Sue Slater](#); [FHSS-DeanEA](#); [Denise Blackett](#); [Vinko Kerr-Harris](#); [Linda Bowden](#); [Synonne Rajanayagam](#); [Leandro Gomez](#); [Vicki Faint](#)
Subject: Agenda and Papers for Academic Board to be held on 24 February 2026
Date: Wednesday, 18 February 2026 2:51:36 pm
Attachments: [Academic Board Karakia.m4a](#)
[Academic Board Karakia.pdf](#)
[Academic Board Agenda and Papers – 24 February 2026 \(A, B and C\).pdf](#)

Tēnā koutou Academic Board Members

The next meeting of the Academic Board will take place at **1.00 pm on Tuesday 24 February 2026**. This meeting will be held in-person in the Hunter Council Chamber.

The combined agenda and papers for Parts A, B and C are attached.

The meeting will open with a karakia (and close with a karakia after Part C has concluded). The words and audio are attached to this email and included in the agenda.

Ngā mihi,

Angelina Sbroma (she/her)

Secretary, Academic Governance

Te Waikura—Academic Office

Level 7, Rankine Brown Building



Email: Angelina.Sbroma@vuw.ac.nz

Office Hours: 8am – 4pm, Monday to Friday

MEMORANDUM

To	Academic Board
From	Robyn Longhurst and Logan Bannister
Date	February 9, 2026
Subject	Student Success Committee

Executive Summary

This memo seeks Academic Board's approval for the establishment of a Student Success Committee as a committee of Academic Board. This committee will also replace the current Student Experience Committee. The updated terms of reference for this proposed committee (attached) reflects a stronger focus on student success, as developed through the University's work on [He Kokonga Whare e Kitea](#).

The key difference between the previous Student Experience Committee (SEC) and the intended Student Success Committee (SSC) will be the formal authority asked for in relation to decisions related to student success. While the SEC had no formal delegation for decisions, the new SSC seeks to: "make decisions relating to the approval, prioritisation, and monitoring of student success initiatives and plans within its remit".

This shift from SEC to SSC is also expected to help embed student success as a focus across the University and ensure the gains made in the work on He Kokonga Whare e Kitea continue beyond the current funding period provided by the Tertiary Education Commission (TEC).

It is requested that the Academic Board:**Approve:**

- a. The establishment of the Student Success Committee as a committee of Academic Board**

Background

The [Academic Board Statute](#) states that the Academic Board has the power to establish committees. There are a range of such committees currently, including the permanent committees of Toi Huarewa and those of each Faculty Board. The Learning and Teaching Committee and Academic Programmes Committee are also committees of Academic Board.

[He Kokonga Whare e Kitea](#) is a university-wide programme focused on building a culture where every staff member contributes to accelerating learner success. Its long-term objective is to develop a scalable, sector-wide blueprint for Aotearoa New Zealand—one that lifts the impact of local interventions and strengthens outcomes for the greatest number of learners. This programme is delivered in partnership with the University of Canterbury, with both universities funded by the Tertiary Education Commission (TEC).

The purpose of the current Student Experience Committee (SEC) is to advise the Deputy Vice-Chancellor (Students), Deputy Vice-Chancellor, (Māori and Kaitiakitanga) and Assistant Vice-Chancellor (Pasifika) on matters relevant to their respective portfolios. This includes issues related to: the Pastoral Care Code; the Learner Success Plan; the Disability and Inclusion Action Plan; and the Student Wellbeing Outcomes Framework (see also the SEC TOR in appendix 1). Of note, the broad membership range of SEC has also provided for an inclusive approach to student experience, although this has also meant that the committee's advice has spanned governance and operational levels, rather than being consistently linked to a more coordinated focus.

Opportunity for further embedding student success

The functions of the current SEC strongly overlap with the student success aspirations of [He Kokonga Whare e Kitea](#). Both He Kokonga Whare e Kitea and SEC recognise the diverse factors that contribute to students succeeding. Bringing their work together through a Student Success Committee (SSC), would mean that the University has a central body, linked to Academic Board, that has a focus on student success after the current TEC funding for He Kokonga Whare e Kitea has ceased. In particular, as a committee of Academic Board, a SSC would have formal oversight of how the University defines, promotes, coordinates and evaluates student success.

The intended SSC would also work alongside other committees of Academic Board, including the Academic Programme's Committee, Faculty Boards, and the Learning and Teaching Committee. In this sense Academic Board will have a wide-ranging set of committees for the governance of student success at Te Herenga Waka. A slightly smaller membership group for the proposed SSC (compared to the SEC) reflects more of a strategic and governance focus for this group. A draft TOR for the proposed SSC is attached below (appendix 2).

It is requested that the Academic Board:

Approve: The establishment of the Student Success Committee as a committee of Academic Board

Appendix 1: Current TOR Student Experience Committee (SEC)

Student Experience Committee**Terms of Reference**

Conveners	Deputy Vice-Chancellor (Students) or delegate Deputy Vice-Chancellor (Māori) or delegate Assistant Vice-Chancellor (Pasifika) or delegate
Related Committees	Faculty of Graduate Research Board Learning and Teaching Committee Academic Programmes Committee
Purpose and Responsibilities	<p>The DVC students, DVC Māori and AVC Pasifika will lead and provide oversight of the work in relation to Māori and Pasifika, this will include resourcing. They will have accountability for the outcomes and receive the necessary reporting information to assess progress and as necessary make adjustments to the interventions.</p> <p>The purpose of the Committee is to advise the Deputy Vice-Chancellor (Students), Deputy Vice-Chancellor (Māori) and Assistant Vice-Chancellor (Pasifika) on matters relating to students (as relevant to their portfolios), including the following:</p> <ol style="list-style-type: none"> 1. To monitor progress against the relevant cornerstones, processes and outcomes of the Education (Pastoral Care of Tertiary and International Learners) Code of Practice 2021. 2. To monitor and evaluate indicators and initiatives, towards ensuring we meet the milestones outlined in the Learner Success Plan. 3. To monitor the implementation of primary actions relevant to students and evaluate the success of those initiatives outlined in the Disability Inclusion Action Plan. 4. To provide advice on the development and implementation of the Action Plan stemming from the Student Wellbeing Outcomes Framework. 5. To provide advice on the development and implementation of the annual Student Agreement stemming from the Student Engagement Framework. 6. To identify emerging issues, test ideas, and explore opportunities for co-operation and collaboration in relation to the student experience. 7. Where appropriate, to advise and advocate on other matters as relevant to the scope of this committee.
Authority	The Student Experience Committee has no authority to make decisions.

Membership	Deputy Vice-Chancellor (Students) or delegate Deputy Vice-Chancellor (Māori) or delegate Assistant Vice-Chancellor (Pasifika) or delegate Dean, Faculty of Graduate Research Associate Deans, Students Director, Student Experience and Wellbeing Director, Tītoko Director, Centre for Academic Development Director, Student and Campus Living Kaiwhakahaere - Manager, Te Amaru-Disability Services
	VUWSA President VUWSA CEO Tumuaki Takirua, Ngāi Tauria One representative from: Pasifika Students Council V-ISA PGSA Disability Students' Association UniQ On occasion, non-committee members with relevant expertise on matters before the committee may be invited to attend meetings, at the invitation of the conveners.
Secretary	Executive Assistant to the DVC (Students)
Meeting Frequency	Every two months or as requested by members (to be determined by the conveners)
Procedures	Requests for agenda items are to be made to members two weeks in advance of each meeting. Papers are to be distributed to members one week in advance of each meeting. Because the Student Experience Committee is an advisory body only, there is no quorum for meetings of the Committee.
Information and reporting	A list of members of the Committee will be published on the University website and will be regularly updated. Reports on plans and initiatives will come through this committee for advice before being forwarded to the relevant University Board or Committee.

Appendix 2: Proposed TOR Student Success Committee (SSC)

Student Success Committee
Terms of Reference

Convener	Deputy Vice-Chancellor (Students)
Deputy Convenors	Deputy Vice-Chancellor (Māori and Kaitiakitanga) Assistant Vice-Chancellor (Pasifika)
Related Committees	Faculty of Graduate Research Board Learning and Teaching Committee Academic Programmes Committee Faculty Boards (including Faculty of Graduate Research and Toihuarewa)
Purpose	The purpose of the Student Success Committee is to embed student success as a core institutional priority by providing decision-making governance oversight of the University's Student Success Plan and related initiatives.
Authority	The Committee has no authority independent of the functions delegated to it by the Academic Board or otherwise under the Delegations Statute. It may not sub-delegate authority other than in accordance with the Delegations Statute. Within the authority delegated by Academic Board, the Committee is authorised to make decisions relating to the approval, prioritisation, and monitoring of student success initiatives and plans within its remit.
Membership	<p>Members are appointed in a governance capacity and are expected to contribute to collective decision-making in the interests of the University as a whole, rather than as representatives of individual units.</p> <p>The Committee has the following members:</p> <ul style="list-style-type: none"> • Deputy Vice-Chancellor (Students) • Assistant Vice-Chancellor (Mātauranga Māori) • Assistant Vice-Chancellor (Pasifika) • Dean, Faculty of Graduate Research • Associate Deans (Students) or equivalent from each Faculty • Director, Student Experience and Wellbeing • Director, Student and Campus Living • He Kokonga Whare e Kitea Project Lead • VUWSA CEO • VUWSA President • Tumuaki Takirua, Ngāi Tauria <p>One representative from:</p> <ul style="list-style-type: none"> • Pasifika Students Council • V-ISA • Disability Students' Association • UniQ <p>Student members participate as full members of the Committee,</p>

	contributing to both strategic discussion and decision-making. On occasion, non-committee members with relevant expertise on matters before the committee may be invited to attend meetings, at the invitation of the conveners.
Secretary	Executive Assistant to the DVC Māori and Kaitiakitanga
Meeting Frequency	Every two months, with the option for additional meetings during periods of active planning, approval, or review, as determined by the conveners.
Procedures	Requests for agenda items are to be made to members two weeks in advance of each meeting. Papers are to be distributed to members one week in advance of each meeting.
Information and reporting	A list of members of the Committee will be published on the University website and will be regularly updated. Plans and initiatives within the Committee's remit will be considered and approved by the Committee before being reported to, or escalated through, the relevant University Board or Committee.

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Document 6

From: [Karen Smith](#)
To: [Logan Bannister](#); [Robyn Longhurst](#); "[Jessica Ye - Academic Vice-President](#)"
Subject: Re: Question - Student Success Committee
Date: Thursday, 19 February 2026 5:32:40 pm

Hi all,

I also agree its a good suggestion to add the 'and delegate' to the student roles.

Not for the ToR, but in establishing this committee we should think about expectation setting and the value of having continuity of participation, not least so our student reps (and other members) built their knowledge of the committee's work and feel confident about making contributions. But good to formally recognise the realities of the demands on our student leaders and having the option for delegation when required.

Have a good evening everyone,

Karen

Ahorangi | Professor Karen A. Smith, PFHEA (she/her)
Project Lead – He Kokonga Whare e Kitea (Accelerating Student Success)
Te Herenga Waka | Victoria University of Wellington

HU 015 Hunter Building | Kelburn Campus and RH 822 Rutherford House | Pipitea Campus
Phone/Teams: s 9(2)(a)

karen.smith@vuw.ac.nz | [About me](#) | [ORCID](#) | [Connect on LinkedIn](#)

From: Logan Bannister <logan.bannister@vuw.ac.nz>

Sent: Thursday, February 19, 2026 5:21 PM

To: Robyn Longhurst <robyn.longhurst@vuw.ac.nz>; Jessica Ye - Academic Vice-President <academic@vuwsa.org.nz>

Cc: Karen Smith <karen.smith@vuw.ac.nz>

Subject: Re: Question - Student Success Committee

Thanks all,

I am also comfortable with that addition to the ToR

Dr Logan Bannister

Tumu Whakauru—Deputy Vice-Chancellor (Students)

Te Herenga Waka—Victoria University of Wellington

Gate 2 Kelburn Parade

PO Box 600, Wellington 6140, New Zealand

www.wgtn.ac.nz | 0800 04 04 04

Tel: s 9(2)(a)



From: Robyn Longhurst <xxxxx.xxxxxxxx@xxx.xx.xx>

Sent: Thursday, February 19, 2026 5:10:06 PM

To: Jessica Ye - Academic Vice-President <xxxxxxx@xxxxx.xxx.xx>

Cc: Logan Bannister <xxxxx.xxxxxxxx@xxx.xx.xx>; Karen Smith <karen.smith@vuw.ac.nz>

Subject: Re: Question - Student Success Committee

Kia ora Ethan

This sounds like a very sensible suggestion. Thank you.

I have copied Logan as chair of the newly proposed committee and Karen as leading the He Ko Konga programme into this email as the decision also rests with them, but I can't see any problem in making this change. As I said, it seems very sensible.

Ngā mihi

Robyn

From: Ethan Rogacion - Academic Vice-President <xxxxxxx@xxxxx.xxx.xx>

Sent: Thursday, February 19, 2026 5:01 PM

To: Robyn Longhurst <xxxxx.xxxxxxxx@xxx.xx.xx>

Subject: Question - Student Success Committee

Kia ora Robyn!

Hope you're well - just had a question about the TOR for the Student Success Committee. At the moment, it says that the VUWSA President is the representative, but would it be possible to get this changed to "VUWSA President or their Delegate" to make sure that we can get full coverage regardless of whether the President is available or not? Cheers

Ngā manaakitanga,

Ethan Rogacion (He/Him)

Academic Vice-President

Victoria University of Wellington Students' Association

Te Aka Tauria

Level 4 Student Union Building, Victoria University of Wellington, Kelburn

PO Box 600, Wellington 6140

M: s 9(2)(a) | www.vuwsa.org.nz

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Document 7

From: [Andrew Tipton](#)
To: [Robyn Longhurst](#); [Logan Bannister](#)
Cc: [Karen Smith](#); [Emma Dunlop-Bennett](#); [Meegan Hall](#)
Subject: Re: Student Success Committee: the PGSA is missing from the membership list
Date: Monday, 23 February 2026 3:57:50 pm
Attachments: [Outlook-4i4clsdv.png](#)

Hi Robyn,

That's great news, thank you very much. The PGSA is pleased to see the increased focus on the student experience and we're looking forward to making a positive contribution in the new committee!

Cheers,
-Andrew

From: Robyn Longhurst
Sent: Monday, 23 February 2026 3:46 pm
To: Andrew Tipton ; Logan Bannister
Cc: Karen Smith ; Emma Dunlop-Bennett ; Meegan Hall
Subject: Re: Student Success Committee: the PGSA is missing from the membership list
Kia ora Andrew

Thank you for your email. Logan is on leave today and tomorrow but we have touched base on this issue as we too picked up on it.

You will no doubt be pleased to know that I can confirm that PGSA will be included in the Student Success Committee's terms of reference. I will cover off on this at the meeting tomorrow.

Ngā mihi
Robyn

From: Andrew Tipton
Sent: Monday, 23 February 2026 3:39 pm
To: Logan Bannister ; Robyn Longhurst
Subject: Student Success Committee: the PGSA is missing from the membership list
Kia ora Logan and Robyn,

I have been reviewing the papers for tomorrow's Academic Board and the memo on the Student Success Committee has me slightly concerned. Comparing the membership list for the old Student Experience Committee with the (proposed) membership list for the Student Success Committee shows that there are three

substantial changes:

- (1) Manager, Disability Services is no longer included
- (2) inclusion of the He Kokonga project lead
- (3) removal of the PGSA representative

The PGSA is neutral on (1) and supports (2), but we cannot support (3) — particularly as the SSC will now have a governance role. Since the PGSA has not been consulted or advised regarding this change, I must assume that our removal was unintentional.

I'd like to offer you the chance to revise the proposed Terms of Reference prior to tomorrow's Academic Board meeting. I look forward to your confirmation that the PGSA will be included as a member of the new Student Success Committee.

Regards,
Andrew Tipton

Andrew Tipton

President of the Postgraduate Students' Association (PGSA)
Te Herenga Waka — Victoria University of Wellington

 VICTORIA UNIVERSITY
POSTGRADUATE
STUDENTS' ASSOCIATION
www.vuwpgsa.ac.nz // @xx
(04) 463 6973

Document 8

From: [Karen Smith](#)
To: [Joseph Habgood](#); [Charlotte Rushforth](#)
Subject: Student Success Committee
Date: Monday, 23 February 2026 4:55:55 pm

Good to see you earlier Joseph

FYI (and following on from our post-meeting chat) - I've just seen an email from Robyn (as Logan is on leave) and PGSA will be added to the Student Success Committee TOR and Robyn will cover that off in her introduction tomorrow.

Have a good evening

Karen

Ahorangi | Professor Karen A. Smith, PFHEA (she/her)
Project Lead – He Kokonga Whare e Kitea (Accelerating Student Success)
Te Herenga Waka | Victoria University of Wellington
HU 015 Hunter Building | Kelburn Campus and RH 822 Rutherford House | Pipitea Campus
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LEARNING & TEACHING COMMITTEE

26 February 2026 | 2 pm | AM101 / Teams

AGENDA


Members	Robyn Longhurst (Convenor), Stephen Marshall (Deputy Convenor), Adrienne McGovern-Faircloth, Amanda Wolf, Andrew Tipton (PGSA), Claire Timperley, Cherie Chu-Fuluifaga, Derek White, Ethan Rogacion (AVP—VUWSA), Fiona McDonald, George Baker (Postgraduate representative—VUWSA), Helen Andreae, Helen Rook, Irina Elgort, John Randal, Joseph Habgood, Karen Davis, Kathy Holloway, Kimberly Cannady, Kiri Griffin, Linda Hogg, Louise Falepau, Meegan Hall, Neil Dodgson, Rachel Anderson-Smith, Robert Stratford, Robin Fulton, Shay McEwan (Ngāi Taurira), Stella McIntosh, Taylor Tran (V-ISA).
In attendance	Andrew Tui, Karen Smith, Varsha Narasimhan, Linda Roberts, Aaron Muñoz
Apologies	Stella McIntosh
Meeting notes	Liz Pritchett

Discussion	Lead
Out of Scope	

PART A

Items for discussion

Out of Scope

6. He Kokonga e Whare Kitea  He Kokonga Steering Group Meeting (23 Feb 2026).pptx (LTC26/05)	Karen Smith
Out of Scope	



LEARNING & TEACHING COMMITTEE

2 December 2025 | 2 pm | AM103 / Zoom

<https://vuw.zoom.us/j/97973513495>

MEETING NOTES

Members	Robyn Longhurst (Convenor), Stephen Marshall (Deputy Convenor), Adrienne McGovern-Faircloth, Amanda Wolf, Claire Timperley, Cherie Chu-Fuluifaga, Derek White, Emily Tedjojuwono (V-ISA), Ethan Rogacion (AVP—VUWSA), Fiona McDonald, Helen Andreae, Helen Rook, Irina Elgort, Jenny Wollerman, John Randal, Joseph Habgood, Karen Davis, Kathy Holloway, Linda Hogg, Louise Falepau, Mairangi Campbell (Ngāi Tauira), Meegan Hall, Neil Dodgson, Rachel Anderson-Smith, Robert Stratford, Robin Fulton, Stella McIntosh, Andrew Tipton (PGSA).
In attendance	Karen Smith, Craigie Sinclair, Aidan Donoghue, George Baker, Shay McEwan
Apologies	Stella McIntosh, Jenny Wollerman, Linda Roberts, Ethan Rogacion
Meeting notes	Liz Pritchett

1. The Convenor welcomed 2026 student representatives: Shay McEwan (Āpiha Mātauranga— Academic Officer, Ngāi Tauira), George Baker (PG Officer VUWSA), Aidan Donoghue (VUWSA President).
Out of Scope

5. He Kokonga update

Ideas generated through staff surveys were mapped into four workstreams (see Karen Smith's PowerPoint for further details). Within these workstreams staff and students will meet in five hui to identify ideas for inclusion in the draft Student Success Plan. There are 86 members in the workstreams, across faculties, units and students. A holistic working definition of student success is being used within workstreams, supported by a data-informed practice. There is a lot of work in the data space including a secondee from DS who has been mapping the technical eco-system and how platforms interact.

There are challenges in measuring student success based on the working definition as the current metrics supplied to TEC are fairly narrow. UC have a similar working definition. There was a question as to what a student-centric data set would look like. The committee

commended Karen Smith for her work and the value of this project. VUWSA have offered to liaise further to get broader student input.

Out of Scope

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He Kokonga Whare e Kitea

Steering Group - 23 Feb 2026

Agenda

1. Welcome and apologies
2. Portfolio updates
3. Draft Student Success Plan - sense checking initiatives
 - Feedback and dot voting

He Kokonga Whare e Kitea Programme

Integrating initiatives

He Kokonga Whare e Kitea
Programme

Processes, Systems and Administration

Data

Staff Capability

Integrated Student Support Services

Learner Success – Māori and Pasifika Focus

Curriculum Design

Accelerating student success and improving retention - Tuwhitia funded with UC

Student Learner Journey Mapping

Learner Preparation and Capability

Course Design for Retention

Learner Success Data and Reporting

Data Strategy, Infrastructure and Capabilities

Official Information Act 1982

How we've developed the initiatives

These are our ideas

He Kokonga Initiative

A specific action, programme, tool, or way of working - existing or proposed - designed to **improve student success outcomes**.

Initiatives may be:

- **Current practices** worth scaling
- **New ideas** to develop

Initiatives help us move from **insight** → **action** forming part of our wider culture shift toward learner success.

Institutional Survey (July 2025)

6 pillars of institutional capability

Workshops (Aug 2025)

Surfacing success stories and 450 ideas for development

Analysis → **76 ideas** grouped into 13 themes

Ideas mapped to workstreams → Primary and connected ideas

Workstreams (Nov 2025-Feb 2026)

Focused on our key areas identified in the survey and workshops

Celebrated success stories (Hui 2)

Sorted and clustered primary ideas into initiatives (Hui 3)

Groups developed initiatives using template (Hui 3 and 4)

Sharing and prioritisation (heatmapping) (Hui 5)

→ **26 initiatives**

How we're developing the Student Success Plan

Aligning and refining (Feb 2026)

Reviewing, cross referencing and integrating initiatives

26 initiatives → **19 initiatives in three clusters**

Drafting Principles for an organisational culture of data informed student success

Sense checking (Feb 2026)

Input from key stakeholders, Workstream leads, Project Steering Group, and Project coaches

→ **Draft Student Success Plan (2026-27/28)**, with initiative **recommendations**

**Feedback
please!**

By COB Tues
24 Feb

Student Success Committee (tbc) (March 2026)

Review and prioritise initiatives in Draft Student Success Plan

→ **Student Success Plan** adoption

Student Success Plan Implementation (March 2026→)

Workstreams

26 initiatives generated – and organisational culture principles

Tūāpapa | The Foundations

Leveraging Data for Student Success (8 initiatives)

- A – Data policies and processes
- B – Data capability and training
- C1 – Creating a primary tool (Single Source of Truth) to surface student data
- C2 - Improving the app.powerbi.com experience as a starting point for data enquiries by staff
- D - Supporting staff to access and engage with strategic data
- E - Academic Leadership and Academic Users
- F - Using retention data to drive pedagogical insights on learning design for programme success
- G - Evaluation Frameworks and Strategy

Tāhuhu | The Ridgepole

Enhancing Curriculum for Student Success (5 initiatives)

- H - Strengthening teaching and learning practice to support student success
- I - Improving first year retention and beyond
- J - Curriculum-programme overview platform
- K - Student - degree pathway view
- L - Work Integrated Learning data

Heke | The Rafters

Enriching Journeys for Student Success (11 initiatives)

- M - Standardise academic assessment administrative processes
- N - Using data to support our student advising model
- O - Building community, belonging and connections
- P - Redesign Course Evaluations
- Q – Student feedback
 - Q1 - Develop survey feedback loops
 - Q2 - Alternative student feedback methods
- R - Strengthen preparedness, transition programmes and progress
 - R1 Orientation
 - R2 Nuku suite of preparedness modules
 - R3 Transition Yr1→Yr2)
- S - Empowering student leadership through co-design
- T - Course Coordinator resources

Tukutuku| The Panels

Embedding an Organisation Culture of Student Success

(2 initiatives)

- U – Academic management for student success
- V – Definition of student success

And, discussed what is required for an organisational culture of data-informed student success

Aligning and refining

Reviewing, cross referencing and integrating initiatives – **Criteria**

Data lens

- ✓ **Data Science** - requires the skills of a data scientist to either make data ready for analysis or to gain particular insights from it.
- ✓ **EDW** - require some engineering of the Enterprise Data Warehouse - such as connecting data sources to the EDW or manipulating existing sources in new ways.
- ✓ **App Dev** - require some application development, such as designing/testing/deploying new Power BI dashboards.

People and organisation lens

- ✓ **Leadership** - requires visible leadership direction or decision-making to set priorities and drive adoption.
- ✓ **Culture change** - requires a shift in organisational mindsets or norms, such as building shared understanding or new ways of working.
- ✓ **Process** - requires changes to processes or workflows to support more effective or consistent practice.
- ✓ **Capability** - requires development of skills, knowledge, or confidence to enable people to adopt new ways of working.

Equity lens

- ✓ Impacts on underserved and priority student groups

Data coaching

- ✓ Requires data coaching (a key deliverable for He Kokonga)

To do:

- Map to student journey
- Recommendations** (inc. strength of alignment with He Kokonga goals/scope)
- Draft timeline (inc. how does He Kokonga Project add value in 2026)

Aligning and refining

26 initiatives reviewed and integrated → **19 initiatives in three clusters**

Data Foundations

Building the people capability, governance settings, systems and processes needed for consistent, trusted and accessible student-success data.

- 1 - Data governance and visibility [A]
- 2 – Data capability, coaching and training [B]
- 3 - Assessment process alignment [M]
- 4 - Work Integrated Learning Data [L]
- 5 – Tailored BI workspaces [E, U]
- 6 – VUW Power BI experience [C1, C2]
- 7 – Student voice integration [P, Q1, Q2]
- 8 – Academic role resources [T]

Analytic Excellence

Identifying patterns, analysing performance, producing insights, and improving decision-making through evidence.

- 9 – Data-informed student advising [N]
- 10 – Student progression [F, R3]
- 11 – Learner analytics course enhancement [F, I]
- 12 – Curriculum pathways [J]
- 13 – KPI tracking [D, G]

Success Accelerators

Implementing changes to teaching, curriculum and student experience that directly improve student outcomes and can be measured for direct impact on student belonging, achievement, progression, or experience.

- 14 – Student success definition [V]
- 15 – Student preparedness [R1, R2]
- 16 – Curriculum pathfinder [K]
- 17 – Student community building [O]
- 18 – Teaching practice PLD [H]
- 19 – Student representation PLD [S]

[Letter] refers to the originating workstream initiative(s). All workstream initiatives have been incorporated as prioritisation will occur once the draft Student Success Plan is presented to the Student Success Committee.



Data Foundations

Building the people capability, governance settings, systems and processes needed for consistent, trusted and accessible student-success data.

Why do we need these initiatives? The university's current data environment contains gaps, inconsistencies and variable practices that limit effective use of student success information. Foundational work is required to create shared standards, aligned processes and a more coherent data landscape; these are required before deeper analysis or practice change can occur.

What will success look like? Student success data will become more complete, reliable and accessible across the institution. Staff will have clearer expectations, supported processes and a more stable data environment that enables effective insight generation and practice improvement.

Data Foundation Initiatives

- 1 - Data governance and visibility
- 2 - Data capability, coaching and training
- 3 - Assessment process alignment
- 4 - Work Integrated Learning Data
- 5 - Tailored BI workspaces
- 6 - VUW Power BI experience
- 7 - Student voice integration
- 8 - Academic role resources



Analytic Excellence

Identifying patterns, analysing performance, producing insights, and improving decision-making through evidence.

Why do we need these initiatives? The university has data available but limited systematic analysis of course, programme and student journey patterns. These initiatives are needed to interpret existing information, structure reporting and generate insight that can guide decisions about curriculum, support and overall student success.

What will success look like? Evidence about learner behaviour, course performance and progression will be clearer and more accessible. Staff will adopt more informed and efficient ways of working, with a stronger understanding of the factors that influence student success at the university.

Analytic Excellence Initiatives

9 – Data-informed student advising

10 – Student progression

11 – Learner analytics course enhancement

12 – Curriculum pathways

13 – KPI tracking



Success Accelerators

Implementing changes to teaching, curriculum and student experience that directly improve student outcomes and can be measured for direct impact on student belonging, achievement, progression, or experience.

Why do we need these initiatives? Current teaching, curriculum and support practices vary in consistency and do not always translate institutional insights into improved student experience or outcomes. These initiatives are required to embed evidence-informed practices that strengthen preparedness, engagement and progression, ensuring that improvements are enacted across programmes and courses.

What will success look like? Students will experience clearer learning pathways, improved preparation for study and more coherent support across courses and programmes. Teaching practices will be more consistently aligned with evidence about what supports student engagement and progression. These changes will contribute to measurable improvements in belonging, achievement, progression and overall student experience.

Success Accelerator Initiatives

14 – Student success definition

15 – Student preparedness

16 – Curriculum pathfinder

17 – Student community building

18 – Teaching practice PLD

19 – Student representation PLD

PLD = Professional Learning and Development



Draft He Kokonga principles for building an organisational culture of data-informed student success

Building on the Tukatuku workstream discussion on what is required for an organisational culture of data-informed student success

*Student success happens when **students and staff work in partnership**, and staff have the confidence, permission, and time to act on insight together.*

Or: Student success is shaped by students' aspirations and efforts, and supported by staff who have the confidence, permission, and time to act on insight together.

1. Students at the Centre
2. Equity at the Heart
3. Belonging and Safety
4. Shared Responsibility for Student Success
5. Insight Informed and Proactive
6. Continuous Learning and Adaptation

This culture is enabled by building capability, providing role clarity, and recognising the often invisible work that supports student success.

**Feedback
please!**

By COB
Tues 24 Feb

Sense-checking Feedback to date

1) Kirsty McClure & Beth Smith; 2) Monique Warner & Ben Aggett; c) Workstream Leads - Ryan Kerr, Karen Davis, Helen Rook, Paul Teesdale-Spittle; 4) Peter Borich; 5) International Coaches - Wendy Kilfoil & Nthabiseng Ogude

- ✓ Three clusters as a framework
- ✓ (Implementation) Principles and importance of organisational culture
- ✓ 2-3 year sequencing

- Prioritisation
 - What can be realistically resourced and delivered – focus on impact
 - Provide clear recommendations to Student Success Committee
- Accountability and responsibility - Who will deliver the work? Who takes responsibility for initiatives that aren't included in the plan?
- What does each initiative look like in a faculty and school? What's in it for school staff and students? Engaging Deans, HoS, ADs, PDs.
- Initiatives and timeline aligned to current projects, esp. Data Analytics and Reporting Project (Data blueprint)
- Plan preamble
 - Culture shift, and the role HR, comms and marketing, and other services need to play
 - How Plan is anchored to the LSP, Disability Action Plan, etc.
- Visual framework, and storytelling

Dot Vote Mapping

We would like you all to participate in a 3 Phase dot vote exercise to help us gauge which sequence of initiatives most align with He Kokonga Whare e Kitea's resourcing and priorities

- **Phase 1 – Do Now** : 3 dots to vote on initiatives you believe would be best placed as initiatives to implement immediately - **Do Now** (2026 implementation)
- **Phase 2 – Do Next** : 2 dots for initiatives proposed to commence after progress has been made on the “do now” initiatives - **Do Next** (2026-2027 implementation)
- **Phase 3 – Do Later** : 1 dot to vote for initiatives that should be considered but only after “do now” and “do next” initiatives are under way - **Do Later** (2027 and beyond implementation).

3 Voting phases

6 dots total

Phase 1 Do Now:

● 3 dots

Phase 2 Do next:

● 2 dots

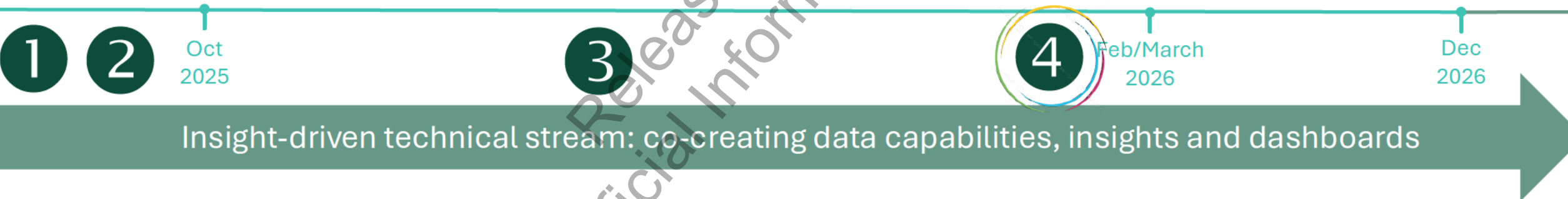
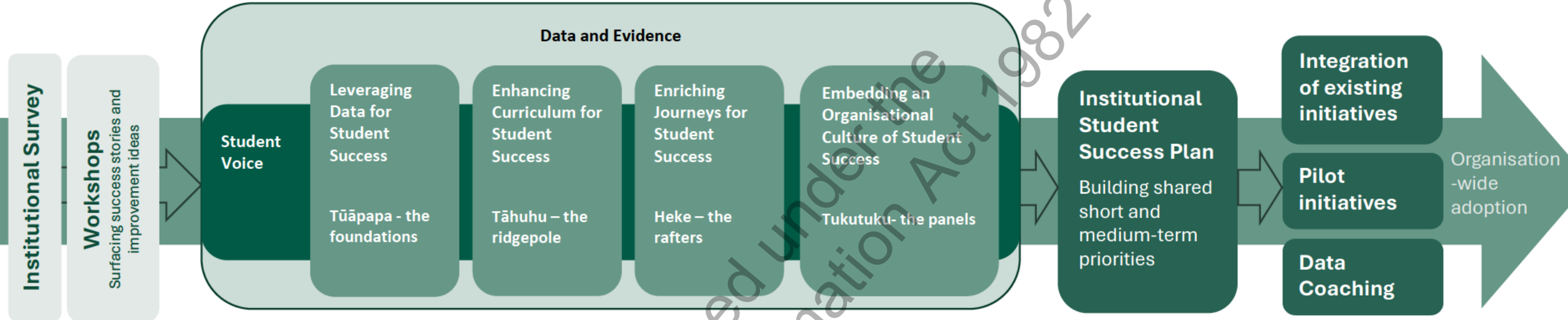
Phase 3 Do
Later:

● 1 dot

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He Kokonga Whare e Kitea – Our Journey

Workstreams



Document 11

From: [Lisa Rountree](#)
To: [Karen Smith](#)
Subject: Re: SEC and Student Success Committee
Date: Wednesday, 5 November 2025 12:05:26 pm
Attachments: [Outlook-mstx0pon](#)
[Student Experience Committee FINAL TOR.docx](#)
[Outlook-cve4gix](#)

Kia ora Karen

ToR for the SEC attached. This has a membership list in it as well.

Please let me know if there is any other information you may require.

Ngā mihi

Lisa Rountree

Kaiāwhina Matua - Executive Assistant to Dr Logan Bannister
Tumu Whakauru - Deputy Vice-Chancellor (Students)
Office of the Vice Chancellor
Te Herenga Waka - Victoria University of Wellington
Gate 2 Kelburn Parade
PO Box 600, Wellington 6140, New Zealand
www.wgtn.ac.nz | Ms 9(2)(a) | 0800 04 04 04



From: Karen Smith
Sent: Wednesday, 5 November 2025 10:04 am
To: Lisa Rountree
Subject: Re: SEC and Student Success Committee
Thanks Lisa :-)

Karen

From: Lisa Rountree
Sent: Wednesday, 5 November 2025 7:56 am
To: Karen Smith
Subject: Re: SEC and Student Success Committee
Mōrena Karen

Just an update for you. I am currently sourcing this information for you and will get it to you as soon as I have it.

Please do follow up with me if I haven't come back to you before the end of the week.

Ngā mihi

Lisa Rountree

Kaiāwhina Matua - Executive Assistant to Dr Logan Bannister
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From: Karen Smith

Sent: Tuesday, 4 November 2025 10:45 am

To: Logan Bannister

Subject: SEC and Student Success Committee

Kia ora Logan

I'm pulling together some material for you on what a Student Success Committee could look like (purpose, membership etc.) and I spoke to the coaches about it this morning. Could I get a copy of the current TOR and membership list please? I'd like to share with Nthabiseng as she'd value seeing what our SEC committee looks like to offer advice on how a SSC could develop from it.

Karen

Ahorangi | Professor Karen A. Smith, PFHEA (she/her)
Project Lead – He Kokonga Whare e Kitea (Accelerating Student Success)
Te Herenga Waka | Victoria University of Wellington
HU 015 Hunter Building | Kelburn Campus and RH 822 Rutherford House | Pipitea Campus
Phone/Teams: s 9(2)(a)
karen.smith@vuw.ac.nz | [About me](#) | [ORCID](#) | [Connect on LinkedIn](#)

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Student Experience Committee

Terms of Reference

Conveners	Deputy Vice-Chancellor (Students) Assistant Vice-Chancellor (Māori) Assistant Vice-Chancellor (Pasifika)
Related Committees	Faculty of Graduate Research Board Learning and Teaching Committee Academic Programmes Committee
Purpose and Responsibilities	<p>The DVC students, AVC Māori and AVC Pasifika will lead and provide oversight of the work in relation to Māori and Pasifika, this will include resourcing. They will have accountability for the outcomes and receive the necessary reporting information to assess progress and as necessary make adjustments to the interventions.</p> <p>The purpose of the Committee is to advise the Deputy Vice-Chancellor (Students), Deputy Vice-Chancellor, (Māori) and Assistant Vice-Chancellor (Pasifika) on matters relating to students (as relevant to their portfolio), including the following functions:</p> <ol style="list-style-type: none"> 1. To monitor progress against the relevant cornerstones, processes and outcomes of the Education (Pastoral Care of Tertiary and International Learners) Code of Practice 2021. 2. To monitor and evaluate indicators and initiatives, towards ensuring we meet the milestones outlined in the Learner Success Plan. 3. To monitor the implementation of primary actions relevant to students and evaluate the success of those initiatives outlined in the Disability Inclusion Action Plan. 4. To provide advice on the development and implementation of the Action Plan stemming from the Student Wellbeing Outcomes Framework. 5. To provide advice on the development and implementation of the annual Student Agreement stemming from the Student Engagement Framework. 6. To identify emerging issues, test ideas, and explore opportunities for co-operation and collaboration in relation to the student experience. 7. Where appropriate, to advise and advocate on other matters as relevant to the scope of this committee.
Authority	The Student Experience Committee has no authority to make decisions.
Membership	Deputy Vice-Chancellor (Students) Assistant Vice-Chancellor (Māori) Assistant Vice-Chancellor (Pasifika) Dean, Faculty of Graduate Research Associate Deans, Students Director, Student Experience and Wellbeing Director, Tītoko Director, Centre for Academic Development Director, Student and Campus Living Kaiwhakahaere - Manager, Te Amaru-Disability Services

	<p>VUWSA President VUWSA CEO Tumuaki Takirua, Ngai Taurira One representative from: Pasifika Students Council V-ISA PGSA Disability Students' Association UniQ</p> <p>On occasion, non-committee members with relevant expertise on matters before the committee may be invited to attend meetings, at the invitation of the conveners.</p>
Secretary	Executive Assistant to the DVC (Students)
Meeting Frequency	Every two months or as requested by members (to be determined by the conveners)
Procedures	<p>Requests for agenda items are to be made to members two weeks in advance of each meeting.</p> <p>Papers are to be distributed to members one week in advance of each meeting.</p> <p>Because the Student Experience Committee is an advisory body only, there is no quorum for meetings of the Committee.</p>
Information and reporting	<p>A list of members of the Committee will be published on the University website and will be regularly updated.</p> <p>Reports on plans and initiatives will come through this committee for advice before being forwarded to the relevant University Board or Committee.</p>

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Document 12

From: [Karen Smith](#)
To: [Lisa Rountree](#)
Subject: RE: SEC and Student Success Committee
Date: Wednesday, 5 November 2025 12:09:16 pm

Thanks Lisa

I know from Logan (and others) that the SEC has, at times, become quite large. Is that reflected in the list of members in the TOR?

Karen

From: Lisa Rountree <lisa.rountree@vuw.ac.nz>
Sent: Wednesday, 5 November 2025 12:05 pm
To: Karen Smith <karen.smith@vuw.ac.nz>
Subject: Re: SEC and Student Success Committee

Kia ora Karen

ToR for the SEC attached. This has a membership list in it as well.

Please let me know if there is any other information you may require.

Ngā mihi

Lisa Rountree

Kaiāwhina Matua - Executive Assistant to Dr Logan Bannister

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www.wgtn.ac.nz | M/s 9(2)(a) | 0800 04 04 04



From: Karen Smith <karen.smith@vuw.ac.nz>
Sent: Wednesday, 5 November 2025 10:04 am
To: Lisa Rountree <lisa.rountree@vuw.ac.nz>
Subject: Re: SEC and Student Success Committee

Thanks Lisa :-)

Karen

From: Lisa Rountree <lisa.rountree@vuw.ac.nz>

Sent: Wednesday, 5 November 2025 7:56 am

To: Karen Smith <karen.smith@vuw.ac.nz>

Subject: Re: SEC and Student Success Committee

Mōrena Karen

Just an update for you. I am currently sourcing this information for you and will get it to you as soon as I have it.

Please do follow up with me if I haven't come back to you before the end of the week.

Ngā mihi

Lisa Rountree

Kaiāwhina Matua - Executive Assistant to Dr Logan Bannister

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From: Karen Smith <karen.smith@vuw.ac.nz>

Sent: Tuesday, 4 November 2025 10:45 am

To: Logan Bannister <logan.bannister@vuw.ac.nz>

Subject: SEC and Student Success Committee

Kia ora Logan

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Could I get a copy of the current TOR and membership list please? I'd like to share with Nthabiseng as she'd value seeing what our SEC committee looks like to offer advice on how a SSC could develop from it.

Karen

Ahorangi | Professor Karen A. Smith, PFHEA (she/her)

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Phone/Teams: s 9(2)(a)

karen.smith@vuw.ac.nz | [About me](#) | [ORCID](#) | [Connect on LinkedIn](#)

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Student Assembly - also discuss
similar things

Review SEC.

2 years in

LSP → action was SEC set up to
monitor LSP (TEC requirement)

↓
wanted separate
committee,
not LTC.

Need to continue to
focus on LSP

→ TEC now only annually reporting
(not quarterly)

SEC - not really mandatory

Membership of SEC - 45 - too many

↓
refine

Logan - not a transition

Who out? ADs need.

Student reps

Link to student assembly

Document 14

From: [Emma Dunlop-Bennett](#)
To: [Karen Smith](#); [Meegan Hall](#); [Robyn Longhurst](#); [Logan Bannister](#)
Subject: RE: Committees
Date: Tuesday, 16 December 2025 6:43:43 pm
Attachments: [image001.png](#)

Fa'afetai **Logan, Meegan and Karen** for the discussion this morning. I always welcome opportunities that enable us to pause and reflect on how our effort can be strengthened, and to do this in a way that harmonises effort. Fa'afetai **Robyn** for your endorsement of where our discussion landed this morning.

I look forward to chairing the first meeting of the refreshed committee in 2026. In the meantime, wishing you all a fantastic break over Christmas.

Ia manuia

Emma

Dr Emma Dunlop-Bennett
Assistant Vice-Chancellor Pasifika
M
s 9(2)

Please note that while it suits me to send this email now, I do not expect a response or action outside of your own working hours.

From: Karen Smith <karen.smith@vuw.ac.nz>
Sent: Tuesday, 16 December 2025 5:04 pm
To: Meegan Hall <meegan.hall@vuw.ac.nz>; Robyn Longhurst <robyn.longhurst@vuw.ac.nz>; Logan Bannister <logan.bannister@vuw.ac.nz>; Emma Dunlop-Bennett <emma.dunlop-bennett@vuw.ac.nz>
Subject: Re: Committees

Thanks Robyn, and Logan, Emma and Meegan for the discussion this morning.

I'll circulate a draft ToR etc. so we can get this progressing.

Karen

From: Meegan Hall <meegan.hall@vuw.ac.nz>
Sent: Tuesday, December 16, 2025 4:37 PM
To: Robyn Longhurst <robyn.longhurst@vuw.ac.nz>; Karen Smith <karen.smith@vuw.ac.nz>; Logan Bannister <logan.bannister@vuw.ac.nz>; Emma Dunlop-Bennett <emma.dunlop-bennett@vuw.ac.nz>
Subject: Re: Committees

Kia ora Robyn

Thanks for the feedback – and for the reminder that we need to work on the web presence of our committee. That can be a 2026 job though!

Ngā mihi,
Meegan

Associate Professor Meegan Hall
Assistant Vice-Chancellor (Mātauranga Māori)
Te Herenga Waka—Victoria University of Wellington

From: Robyn Longhurst <robyn.longhurst@vuw.ac.nz>
Sent: Tuesday, 16 December 2025 3:51 pm
To: Karen Smith <karen.smith@vuw.ac.nz>; Logan Bannister <logan.bannister@vuw.ac.nz>; Emma Dunlop-Bennett <emma.dunlop-bennett@vuw.ac.nz>; Meegan Hall <meegan.hall@vuw.ac.nz>
Subject: Committees

Kia ora koutou - Karen, Logan, Meegan and Emma

Logan updated me on the outcome of your discussion this morning. I think evolving the Student Experience Committee into a Student Success Committee, and making it a subcommittee of Academic Board, giving it more decision-making power, is a great decision.

I wholeheartedly support the idea that the Student Success Committee (who we teach) will work in tandem with the Academic Programmes Committee (what we teach) and the Learning and Teaching Committee (how we teach). There will be synergies between these committees but we need not duplicate the work.

Liz who services the Learning and Teaching Committee, in conversation with colleagues, has just updated the webpage for the Learning and Teaching Committee and so I thought it might be timely to share it with you. It is linked under the Academic Board page which is under Our Boards and Committees, as shown below. Liz has edit access to maintain it.

Ngā mihi
Robyn

<https://www.wgtn.ac.nz/about/governance/academic-governance/learning-teaching-committee>

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- Te Hiwa
- Faculty realignment
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- Academic Programmes Committee
- Faculty Boards
- Faculty academic leave committee
- Learning and Teaching Committee
- Research committees
- Policy
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- Views on academic freedom and free speech
- Ki te Pae Awards
- Staff benefits

Our boards and committees

Find out about the University's boards and committees, including Academic Board, Academic Committee, Faculty Board and the academic leave committee.

<h3>Academic Board</h3> <p>The Academic Board advises the University Council on matters relating to courses of study, awards, and other academic matters.</p>	<h3>Academic Programmes Committee</h3> <p>The Academic Committee provides advice on all matters concerning the maintenance of academic quality and on other academic matters which may be referred to it.</p>	<h3>Faculty Boards</h3> <p>Faculty Boards at the University maintain academic quality and deal with other academic matters at a Faculty level.</p>
<h3>Faculty academic leave committee</h3> <p>Find out about how to apply for academic leave, conference leave, and research and study leave.</p>	<h3>Learning and Teaching Committee</h3> <p>The Learning and Teaching Committee advises on learning and teaching, as well as other academic matters.</p>	<h3>Research committees</h3> <p>The University's research community is supported in different ways by committees at University, Faculty and School level.</p>

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Document 15

From: [Karen Smith](#)
To: [Linda Bowden](#)
Subject: Re: SEC membership
Date: Wednesday, 17 December 2025 11:55:25 am

That context helps. Thanks

From: Linda Bowden <linda.bowden@vuw.ac.nz>
Sent: Wednesday, 17 December 2025 11:54 am
To: Karen Smith <karen.smith@vuw.ac.nz>
Subject: Re: SEC membership

No, there are only the two that I cc in. Unless there is a presenter who might get copied in occasionally.

I think that the numbers rise because the student groups often have more than one representative present. For instance, I've already been given names of two reps from the disabled students' association. NT has co-Tumuaki and, if they attend at all, it could be both of them. PGSA seems to have multiple people who attend! The student rep thing has been quite confusing for me, figuring out who is who.

There are also staff who double up. E.g. the FHSS AD students is a shared role and they were supposed to take turns in attending but they both seem to go to every meeting.

It's been a little bit of a nightmare trying to figure out why some people are in the room at times!

L

From: Karen Smith <karen.smith@vuw.ac.nz>
Sent: Wednesday, 17 December 2025 11:47 am
To: Linda Bowden <linda.bowden@vuw.ac.nz>
Subject: Re: SEC membership

Thanks Lin

Logan's mention '40+' potentially at the meetings - are there many others on the CC list? Or maybe it's also some student groups send more than one person?

K

From: Linda Bowden <linda.bowden@vuw.ac.nz>
Sent: Wednesday, December 17, 2025 10:47 AM
To: Karen Smith <karen.smith@vuw.ac.nz>
Subject: Re: SEC membership

Kia ora Karen

This is the current distribution list that I work of (which I inherited from the previous

administrator for the committee!). There are also a couple of people who get cc'd in as they are not members but go to meetings, e.g. Beth Smith, Kristina Keough.

matthew.tucker@vuw.ac.nz; emma.dunlop-bennett@vuw.ac.nz; helen.andreae@vuw.ac.nz;
s 9(2)(a) kirsty.mcclure@vuw.ac.nz; linda.hogg@vuw.ac.nz;
logan.bannister@vuw.ac.nz; mark.bennett@vuw.ac.nz; meegan.hall@vuw.ac.nz;
neil.dodgson@vuw.ac.nz; s 9(2)(a) ; pgsa-president@vuw.ac.nz;
polly.stupples@vuw.ac.nz; s 9(2)(a) rachel.anderson-smith@vuw.ac.nz;
simon.johnson@vuw.ac.nz; stephen.marshall@vuw.ac.nz; s 9(2)(a)
anita.brady@vuw.ac.nz;
jenny.wollerman@vuw.ac.nz ; pawel.dmochowski@vuw.ac.nz;

Ngā mihi
Linda

From: Karen Smith <karen.smith@vuw.ac.nz>
Sent: Wednesday, 17 December 2025 9:12 am
To: Linda Bowden <linda.bowden@vuw.ac.nz>
Subject: SEC membership

Kia ora Linda

I'm doing work with Logan, Meegan and Emma on the Student Experience Committee - I've got the ToR you shared, but could you send me a list of the current members please (ie everyone who is invited).

Thanks,

Karen

Ahorangi | Professor Karen A. Smith, PFHEA (she/her)
Project Lead – He Kokonga Whare e Kitea (Accelerating Student Success)
Te Herenga Waka | Victoria University of Wellington

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From: [Lisa Rountree](#)
To: [Karen Smith](#); [Tim Price-Walker](#); [Synonne Rajanayagam](#)
Cc: [Nicole Green](#)
Subject: Re: Student Success Committee - draft Te Hiwa paper and ToR
Date: Friday, 16 January 2026 12:15:11 pm
Attachments: [image001.png](#)
[Outlook-r3hbjusw](#)
[Evolving the Student Experience Committee into a Student Success Committee .docx](#)
[Outlook-bab1ts0b](#)

Kia ora

Here is the paper on the Te Hiwa template. I have included all commentary and will await your confirmation this is now finalised with all comments removed by early next week.

Have a great long weekend all

Ngā mihi

Lisa Rountree

Kaiāwhina Matua - Executive Assistant to Dr Logan Bannister
Tumu Whakauru - Deputy Vice-Chancellor (Students)
Office of the Vice Chancellor
Te Herenga Waka - Victoria University of Wellington
Gate 2 Kelburn Parade
PO Box 600, Wellington 6140, New Zealand
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From: Karen Smith
Sent: Friday, 16 January 2026 10:40 am
To: Tim Price-Walker ; Lisa Rountree ; Synonne Rajanayagam
Cc: Nicole Green
Subject: Re: Student Success Committee - draft Te Hiwa paper and ToR

Hi all,

I've had a look through and made a couple of minor edits/comment responses. There's just one outstanding comment that needs checking - I've included Robyn on it Tim if you can follow up.

In any case, it's ready to get into the Te Hiwa template.

Thanks team!

Karen

From: Tim Price-Walker

Sent: Friday, January 16, 2026 8:54 AM

To: Lisa Rountree ; Synonne Rajanayagam

Cc: Karen Smith ; Nicole Green

Subject: Re: Student Success Committee - draft Te Hiwa paper and ToR


Kia ora Lisa

Just a quick update:

Nicole and I heard briefly from Karen Smith and said she was OK to proceed with Robyn's suggestions for the Student Success Committee document. (The ToR document was absolutely fine and there were no suggestions for any changes)

I have made track changes and amends which align to Robyn's comments but technically still subject to a final eye from Karen if she has time.

On the air of caution and Karen cannot review before the deadlines, are you able to put these documents now into the right format ready for Vicki?

- (1)  [Student Success Committee paper.docx](#)
- (2)  [Student Success Committee \(Draft ToR\).docx](#)

Copying in [@Synonne Rajanayagam](#) for reference.

Any questions, I am happy to chat today.

Thanks again

Tim

From: Lisa Rountree

Sent: Tuesday, January 13, 2026 1:10 PM

To: Tim Price-Walker

Cc: Karen Smith ; Nicole Green

Subject: Re: Student Success Committee - draft Te Hiwa paper and ToR

Kia ora Tim

I will email Vicki and let her know that we would like this paper to be on the agenda for 28 Jan Te Hiwa. She isn't back till 20 Jan.

Papers will be due to Vicki by Wednesday 21 Jan. I note this is before Karen is back.

Once the comments that Robyn has made have been looked at and added into the document, and tracked changes accepted then I am happy to put the document into the correct template and get these to Vicki for the meeting.

Te Hiwa meeting packs go out the week prior to the meeting so that all members have time to read these.

Let me know if this will work, or if Karen needs to review these changes prior to it going and I can include this info in my email to Vicki. Please also note I am on leave 22 and 23 Jan myself.

Ngā mihi

Lisa Rountree

Kaiāwhina Matua - Executive Assistant to Dr Logan Bannister

Tumu Whakauru - Deputy Vice-Chancellor (Students)

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From: Tim Price-Walker

Sent: Tuesday, 13 January 2026 12:59 pm

To: Lisa Rountree

Cc: Karen Smith ; Nicole Green

Subject: Fw: Student Success Committee - draft Te Hiwa paper and ToR

Kia ora Lisa



I hope you are well!

I am just emailing you separately at the moment just to confirm a few things but please read the email trail below.

Professor Karen Smith is on holiday until the 22 January 2026 so I am just helping

cover this process.

You will see that Karen has been in touch with Robyn Longhurst (and consequently Logan Bannister) about two documents to be tabled at Te Hiwa on the 28 January 2026 (proposed)

- (1)  [Student Success Committee paper.docx](#)
- (2)  [Student Success Committee \(Draft ToR\).docx](#)

- The **Student Success Committee Paper** is awaiting final changes from Karen following Robyn's review. I have provided suggested edits for Karen to consider.
- The **Student Success Committee draft ToR** Robyn and Logan have both said is 'OK'

The two questions I have:

1. How does this get tabled as an agenda item for Te Hiwa on the 28th of January (by Logan Bannister)?
2. As per Logan's advice, she has suggested that the two documents need to be in the right template for the meeting (see below) and has asked us to liaise with you on this. Can you help?!

Hoping you can help or advise.

Many thanks in advance

Tim

From: Logan Bannister

Sent: Friday, January 9, 2026 2:59 PM

To: Robyn Longhurst ; Karen Smith ; Meegan Hall ; Emma Dunlop-Bennett

Cc: Tim Price-Walker

Subject: Re: Student Success Committee - draft Te Hiwa paper and ToR

Sure thing

Dr Logan Bannister

Tumu Whakauru—Deputy Vice-Chancellor (Students)
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Image



From: Robyn Longhurst

Sent: Friday, January 9, 2026 2:21:56 PM

To: Logan Bannister ; Karen Smith ; Meegan Hall ; Emma Dunlop-Bennett

Cc: Tim Price-Walker

Subject: Re: Student Success Committee - draft Te Hiwa paper and ToR

Kia ora

Can I suggest that you speak to the paper at Te Hiwa Logan, given you'll be there and are close to it, and I can follow up with any additional comments if required (as DVCA but also He Kokonga sponsor)?

It seems like our first 2026 Te Hiwa meeting is not until 28 Jan.

Ngā mihi

Robyn

From: Logan Bannister

Sent: Friday, 9 January 2026 1:29 pm

To: Robyn Longhurst ; Karen Smith ; Meegan Hall ; Emma Dunlop-Bennett

Cc: Tim Price-Walker

Subject: RE: Student Success Committee - draft Te Hiwa paper and ToR

Thanks from me too Karen,

The papers look solid, and Robyn's comments are well placed.

I am comfortable with both these documents to proceed, post Robyn's comments being considered.

I note that we will need to put these onto correct templates, and when they are ready, Lisa is happy to do this.

Also, do we have a date in mind for when these will be tabled?

Finally, who is the sponsor since it covers 4 TH portfolios?

Regards

Logan

Dr Logan Bannister

Tumu Whakauru—Deputy Vice-Chancellor (Students)

Te Herenga Waka—Victoria University of Wellington

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From: Robyn Longhurst

Sent: Friday, 9 January 2026 11:39 am

To: Karen Smith ; Logan Bannister ; Meegan Hall ; Emma Dunlop-Bennett

Cc: Tim Price-Walker

Subject: Re: Student Success Committee - draft Te Hiwa paper and ToR

Hi Karen

I hope you are surviving the cold. I've just returned from 10 days on the balmy Gold Coast, Australia. Not to rub it in, but it sure was nice soaking up all that warmth on blue sky days and evenings. Not a jacket or cardi in sight!

Thanks so much for your work on pulling together a new SSC while on leave!!! It is much appreciated and I think you have done an excellent job.

I've made a few comments on the memo but not the ToR which look good to me. Of course the Chairs might want to note a few points.

Thanks again, and stay warm

Ngā mihi

Robyn

From: Karen Smith <karen.smith@vuw.ac.nz>

Sent: Friday, January 9, 2026 10:45 AM

To: Robyn Longhurst <robyn.longhurst@vuw.ac.nz>; Logan Bannister <logan.bannister@vuw.ac.nz>; Meegan Hall <meegan.hall@vuw.ac.nz>; Emma Dunlop-Bennett <emma.dunlop-bennett@vuw.ac.nz>

Cc: Tim Price-Walker <tim.price-walker@vuw.ac.nz>

Subject: Student Success Committee - draft Te Hiwa paper and ToR

Kia ora koutou, and hello from a wintry northeast England,

Following on from our discussions in December, I've drafted a paper on transitioning the Student Experience Committee to a Student Success Committee which reports

to Academic Committee:  [Student Success Committee paper.docx](#)

There is also a draft ToR - these are a tracked changes version of the current SEC ToR so you can see what's changed, but when this moves forward, a clean version of the

document probably works better:  [Student Success Committee \(Draft ToR\).docx](#)

Given the tight timeline, I wanted to get this to you before I return (I'm back 22 Jan) -

Tim has worked with me on this and can hopefully incorporate any initial feedback.

Ngā mihi

Karen

Ahorangi | Professor Karen A. Smith, PFHEA (she/her)

Project Lead – He Kokonga Whare e Kitea (Accelerating Student Success)

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MEMORANDUM

TO	Te Hiwa
FROM	Dr Logan Bannister, DVCS
DATE	28 February 2026
SUBJECT	Evolving the Student Experience Committee into a Student Success Committee (Governance alignment for He Kokonga Whare e Kitea and TEC commitments)
TH MEMBERS CONSULTED	Robyn Longhurst, DVCA
ACTION	APPROVE

Recommendation:

It is recommended that Te Hiwa:

1. To approve the evolution of the Student Experience Committee (SEC) into a Student Success Committee (SSC) as a subcommittee of Academic Board.
2. Note this approval relates to the governance structure and mandate; revised Terms of Reference and membership will be confirmed as outlined in this paper.

Executive Summary:

As the University moves from planning and reporting into delivery and ownership, a dedicated, decision-making governance body is required to lead and monitor the implementation of the He Kokonga Whare e Kitea student success plan and to meet TEC commitments. This paper recommends evolving the Student Experience Committee (SEC), building on its foundation role, into a Student Success Committee (SSC) as a subcommittee of Academic Board, with strengthened authority, clear accountability, and aligned membership.

Time-critical: The SSC must be operational by February 2026 to provide input into the University Student Success Plan being developed through He Kokonga Whare e Kitea, and by mid-March 2026 to approve that plan, maintaining momentum from the late-2025 engagement phase and providing clear institutional ownership, while remaining aligned with the TEC Learner Success Plan.

Background

1. Current State

- The University currently has three key governance bodies relevant to student experience and success, focusing on who, what and how we teach. Together, these committees provide strong coverage of student experience, academic quality, and teaching practice; however, none currently holds end-to-end decision-making ownership of student success outcomes.
 - **Who we teach: Student Experience Committee (SEC)** The SEC was established as a TEC requirement for monitoring the Learner Success Plan (LSP). The SEC is an advisory group to the DVC (Students), DVC (Māori) and AVC (Pasifika) on matters relating to students (as relevant to their portfolio). The ToR include monitoring and evaluating the LSP and other plans and frameworks (e.g., Student Wellbeing Outcomes Framework and Disability Inclusion Action Plan). This advisory model has been appropriate for the LSP establishment and reporting phase.
 - **What we teach: Academic Programmes Committee (APC)** A committee of the Academic Board, convened by the DVC (Academic). The committee provides advice on matters concerning the maintenance of academic quality. The APC reviews proposals for new qualifications and courses and monitors reviews of academic programmes.
 - **How we teach: Learning and Teaching Committee (LTC)** A committee of Academic Board, convened by the DVC (Academic), responsible for academic quality, curriculum, and teaching and learning policy.

2. Reviewing the SEC and governance requirements of He Kokonga Whare e Kitea

- The **SEC's initial establishment phase** has focused on a) raising awareness and understanding of the student body (including the seven priority student groups¹ identified in the *Equity, Diversity and Inclusion Framework*), and b) providing oversight of the quarterly LSP reporting to TEC.

3. Why change now:

- **Shift in TEC requirements:** TEC has moved LSP reporting from quarterly to an annual cycle, reducing the SEC's compliance monitoring role.
- **He Kokonga Whare e Kitea** (Tūwhitia funding 2025–26): This initiative aims to accelerate student success through a data-informed, equity-focused approach. A key expectation from TEC and the UC/VUW Steering Group is the establishment of a decision-making governance body to own implementation and approve the He Kokonga student success plan.
- **Current gap:** While He Kokonga has created strong momentum in late 2025, there is no dedicated governance structure to ensure ownership, accountability, and sustainability of student success work in Year 2 and beyond. Without this, responsibility remains fragmented, accountability is diffuse, progress risks slowing,

¹ Māori students; Pasifika students; students with disabilities; students from refugee backgrounds; students in disciplines with gender disparities; LGBTQIA+ and takatāpui students; and students from low socioeconomic backgrounds.

and equity targets may not be met. Without this, responsibility remains fragmented, accountability is diffuse, progress risks slowing, and equity targets may not be met.

- **International best practice:** Models such as Achieving the Dream (USA) and Siyaphumelela Network (South Africa) demonstrate that governance is critical for embedding student success institutionally. This is typically achieved through a Student Success Committee (SSC) reporting to the Senate (Academic Board), with authority to:
 - Approve and monitor student success plans.
 - Coordinate initiatives across faculties and services.
 - Use data to inform decisions and track progress against retention, progression, and completion targets.
 - Ensure equity principles guide all actions.

4. Student Success Committee

- The proposed SSC will act as both a strategic hub and an operational driver, providing leadership and accountability for student success outcomes. The SSC will not duplicate academic quality assurance, curriculum approval, or faculty-level delivery responsibilities, which remain with existing Academic Board committees and faculties.
 - Leadership and accountability for student success outcomes.
 - Oversight of He Kokonga implementation and related frameworks (e.g., Student Success Plan, Student Wellbeing Outcomes Framework, Disability Inclusion Action Plan).
 - A mechanism for sustainable, institution-wide improvements aligned with equity and inclusion commitments.
- This can be achieved through **evolving the SEC into a SSC reporting to Academic Board**. The SSC will work in tandem with the APC and the LTC, both of which report to Academic Board, to enable synergies between these committees without duplication of work.
- The revised **Terms of Reference (ToR)** are based on the SEC ToR and SSC exemplars. The ToR maintain the visibility and focus on the LSP and outcomes for Māori and Pasifika, alongside approval and monitoring of the He Kokonga student success plan, and the oversight of other plans and frameworks relevant to student experience and success.
- The authority of the Committee is enhanced. The SSC will be a decision-making body that coordinates initiatives, monitors progress toward equity-focused retention, progression, and completion targets, and ensures student success is embedded as a core institutional priority. This authority relates to student success strategy, coordination, and monitoring, and does not extend to individual staff performance management or academic judgement.

- Membership of the SEC has been reviewed to balance representative coverage with effective decision-making, while retaining faculty representation (through Associate Deans, Students) and service units with aligned implementation responsibilities. Strong student representation has been maintained, and equity and wellbeing are integrated through both the Terms of Reference and committee membership. The He Kokonga Project Lead will be a member for the term of the project funding.
- Strong student representation has been maintained. Equity and wellbeing are integrated via the ToR and membership. The He Kokonga Project Lead will be a member for the term of the project funding.

5. Implementation

- To meet the He Kokonga project timeline and UC/TEC reporting requirements, the SSC needs to provide input into the He Kokonga student success plan by late February and approve the plan by mid-March. An interim arrangement may be required if the establishment of the SSC requires additional time. This timeline also supports a managed transition for existing SEC members into the SSC role.
- Key actions and milestones:
 - By 31 Jan 2026: Confirm SSC structure, draft ToR and proposed membership.
 - Mid-Feb 2026: SSC convenes first meeting and provides input into the student success plan.
 - By mid-March: SSC approves the student success plan and establishes monitoring and reporting cycle.

Implications, Risks and Mitigations

1. **Risk:** Ambiguity in roles between SSC, APC and LTC

Mitigation: Explicit ToR boundaries; agreed interaction protocols between committees; shared visibility of agendas and minutes.

2. **Risk:** Loss of broad student voice and equity oversight if SEC is disestablished.

Mitigation: Embed student reps on SSC; formal links to equity and wellbeing frameworks; periodic equity reviews.

3. **Risk:** Without the SSC, responsibility for implementing the He Kokonga student success plan will remain unclear, and progress could stall as initiatives compete for attention across existing committees.

Mitigation: Establish SSC as a decision-making body with explicit authority to approve and monitor the student success plan.

4. **Risk:** Delay in SSC establishment impacts March approval milestone and He Kokonga funder and project partner support.

Mitigation: If required, interim arrangement where the SEC operates with an expanded, decision-making mandate, supported by clear communication that this authority applies during the transition period.

APPENDIX – DRAFT Terms Of Reference

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Te Hiwa Meeting Agenda

Wednesday 28 January 2026, 9-10.30am – RS202 Board Room

Attendees: Nic Smith (Chair), Bryony James, Kate Tibbitts, Logan Bannister, Rachel Bruce, Rawinia Higgins, Reece Moors, Robyn Longhurst, Tina Wakefield, and Vicki Faint

In Attendance: Liz Prendergast (Acting DVC (Research))

Apologies:

Karakia tīmatanga (for beginning, starting, opening)

Toko ake te mauri	The life force stirs
Kia tū	Be awake
Kia oho	Be alert
Kia mauri tau	Let your spirit be at peace
Ka puta ki te whaiao, ki te ao mārama	So, we may emerge into the world of light
Tihei mauri ora	Behold there is life.

OPERATIONAL	LEAD	TIME	PAPERS
Out of Scope			

Out of Scope

<p>6. Student Success Committee (Confidential)</p> <ul style="list-style-type: none"> • Evolving the Student Experience Committee into a Student Success Committee (Governance alignment for He Kokonga Whare e Kitea and TEC Commitments) - Executive Summary <p>To Resolve: Approve the evolution of the Student Experience Committee (SEC) into a Student Success Committee (SSC) as a subcommittee of Academic Board.</p> <p>To Resolve: Note this approval relates to the governance structure and mandate; revised Terms of Reference and membership will be confirmed as outlined in this paper.</p>	<p>DVC (Students)</p>	<p>9.35am</p>	<p>26 008</p>
<p>GENERAL BUSINESS</p>	<p>LEAD</p>	<p>TIME</p>	<p>PAPERS</p>

Out of Scope

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MEMORANDUM

TO	Te Hiwa
FROM	Dr Logan Bannister, Deputy Vice-Chancellor, Students
DATE	21 January 2026
SUBJECT	Evolving the Student Experience Committee into a Student Success Committee (Governance alignment for He Kokonga Whare e Kitea and TEC commitments)
TH MEMBERS CONSULTED	Prof Robyn Longhurst, Deputy Vice-Chancellor, Academic
ACTION	APPROVE

Recommendation:

It is recommended that Te Hiwa:

1. Approve the evolution of the Student Experience Committee (SEC) into a Student Success Committee (SSC) as a subcommittee of Academic Board.
2. Note this approval relates to the governance structure and mandate; revised Terms of Reference and membership will be confirmed as outlined in this paper.

Executive Summary:

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¹ Māori students; Pasifika students; students with disabilities; students from refugee backgrounds; students in disciplines with gender disparities; LGBTQIA+ and takatāpui students; and students from low socioeconomic backgrounds.

- **Current gap:** While He Kokonga has created strong momentum in late 2025, there is no dedicated governance structure to ensure ownership, accountability, and sustainability of student success work in Year 2 and beyond. Without this, responsibility remains fragmented, accountability is diffuse, progress risks slowing, and equity targets may not be met. Without this, responsibility remains fragmented, accountability is diffuse, progress risks slowing, and equity targets may not be met.
- **International best practice:** Models such as Achieving the Dream (USA) and Siyaphumelela Network (South Africa) demonstrate that governance is critical for embedding student success institutionally. This is typically achieved through a Student Success Committee (SSC) reporting to the Senate (Academic Board), with authority to:
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 - ensure equity principles guide all actions.

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- Membership of the SEC has been reviewed to balance representative coverage with effective decision-making, while retaining faculty representation (through Associate Deans, Students) and service units with aligned implementation responsibilities. Strong student representation has been maintained, and equity and wellbeing are integrated through both the Terms of Reference and committee membership. The He Kokonga Project Lead will be a member for the term of the project funding.
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5. Implementation

- To meet the He Kokonga project timeline and UC/TEC reporting requirements, the SSC needs to provide input into the He Kokonga student success plan by late February and approve the plan by mid-March. An interim arrangement may be required if the establishment of the SSC requires additional time. This timeline also supports a managed transition for existing SEC members into the SSC role.
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 - By mid-March: SSC approves the student success plan and establishes monitoring and reporting cycle.

Risks and Mitigations

1. **Risk:** Ambiguity in roles between SSC, APC and LTC
Mitigation: Explicit ToR boundaries; agreed interaction protocols between committees; shared visibility of agendas and minutes.
2. **Risk:** Loss of broad student voice and equity oversight if SEC is disestablished.
Mitigation: Embed student reps on SSC; formal links to equity and wellbeing frameworks; periodic equity reviews.
3. **Risk:** Without the SSC, responsibility for implementing the He Kokonga student success plan will remain unclear, and progress could stall as initiatives compete for attention across existing committees.
Mitigation: Establish SSC as a decision-making body with explicit authority to approve and monitor the student success plan.
4. **Risk:** Delay in SSC establishment impacts March approval milestone and He Kokonga funder and project partner support.
Mitigation: If required, interim arrangement where the SEC operates with an expanded, decision-making mandate, supported by clear communication that this authority applies during the transition period.

APPENDIX – DRAFT Terms of Reference

Student Success Committee Terms of Reference

Conveners	Deputy Vice-Chancellor (Students) Assistant Vice-Chancellor (Māori) Assistant Vice-Chancellor (Pasifika)
Related Committees	Faculty of Graduate Research Board Learning and Teaching Committee Academic Programmes Committee Faculty Boards (including Faculty of Graduate Research and Toihuarewa)
Purpose	The purpose of the Student Success Committee is to embed student success as a core institutional priority by providing decision-making governance oversight of the University's Student Success Plan and related initiatives.
Authority	The Committee has no authority independent of the functions delegated to it by the Academic Board or otherwise under the Delegations Statute. It may not sub-delegate authority other than in accordance with the Delegations Statute. Within the authority delegated by Academic Board, the Committee is authorised to make decisions relating to the approval, prioritisation, and monitoring of student success initiatives and plans within its remit.
Membership	<p>Members are appointed in a governance capacity and are expected to contribute to collective decision-making in the interests of the University as a whole, rather than as representatives of individual units.</p> <p>The Committee has the following members:</p> <ul style="list-style-type: none"> • Deputy Vice-Chancellor (Students) • Assistant Vice-Chancellor (Matauranga Māori) • Assistant Vice-Chancellor (Pasifika) • Dean, Faculty of Graduate Research • Associate Deans (Students) or equivalent from each Faculty • Director, Student Experience and Wellbeing • Director, Tītoko • Director, Student and Campus Living • Kaiwhakahaere - Manager, Te Amaru-Disability Services • He Kokonga Whare e Kitea Project Lead • VUWSA President • VUWSA CEO • Tumuaki Takirua, Ngai Taurira <p>One representative from:</p>

	<ul style="list-style-type: none"> • Pasifika Students Council • V-ISA • Disability Students' Association • UniQ <p>Student members participate as full members of the Committee, contributing to both strategic discussion and decision-making.</p> <p>On occasion, non-committee members with relevant expertise on matters before the committee may be invited to attend meetings, at the invitation of the conveners.</p>
Secretary	Executive Assistant to the DVC Māori and Kaitiakitanga
Meeting Frequency	Every two months, with the option for additional meetings during periods of active planning, approval, or review, as determined by the conveners.
Procedures	<p>Requests for agenda items are to be made to members two weeks in advance of each meeting.</p> <p>Papers are to be distributed to members one week in advance of each meeting.</p>
Information and reporting	<p>A list of members of the Committee will be published on the University website and will be regularly updated.</p> <p>Plans and initiatives within the Committee's remit will be considered and approved by the Committee before being reported to, or escalated through, the relevant University Board or Committee.</p>

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TE HIWA MEETING

**Minutes of Meeting Held on Wednesday 28 January 2026 @ 9am
Meeting held in RS202**

Present: Nic Smith (Chair), Bryony James, Kate Tibbitts, Logan Bannister, Rachel Bruce, Rawinia Higgins, Reece Moors, Robyn Longhurst, Tina Wakefield, and Vicki Faint

Apologies:

Attending: Liz Prendergast (Acting DVCR)

Discussion / Decision / Action

Responsibility

Timeframe

Out of Scope

Out of Scope

Student Success Committee	DVC (Students)	
<p>Received Te Hiwa Paper: TH 26 008: Evolving the Student Experience Committee into a Student Success Committee (Governance alignment for He Kokonga Whare e Kitea and TEC Commitments) - Executive Summary</p> <p>Te Hiwa:</p> <ul style="list-style-type: none"> ○ Approved the evolution of the Student Experience Committee (SEC) into a Student Success Committee (SSC) as a subcommittee of Academic Board. ○ Noted this approval relates to the governance structure and mandate; revised Terms of Reference and membership will be confirmed as outlined in this paper. ○ Noted the restructuring of the Student Experience Committee into a Student Success Committee, reducing membership, clarifying decision-making authority, and aligning with TEC and UC requirements to secure funding. 		

- Noted the restructuring is necessary to meet TEC and UC requirements for student success governance, which is a condition for continued funding. The new structure will be a subcommittee of the academic board.
- Noted the need for effective decision-making with maintaining adequate student representation, with some concern about potential pushback if membership is reduced too far.
- Noted the new committee will have end-to-end decision-making power, aligning with other key committees, and will share minutes to ensure coordination and avoid duplication of effort.
- Noted the Chair to be DVC (Students), with two Deputy Chairs being; Assistant Vice-Chancellor (Māori), and Assistant Vice-Chancellor (Pasifika).

Out of Scope



From: [Emma Dunlop-Bennett](#)
To: [Logan Bannister](#); [Meegan Hall](#)
Cc: [Rawinia Higgins](#); [Bryony James](#); [Robyn Longhurst](#)
Subject: RE: Student Success Committee
Date: Tuesday, 3 February 2026 1:29:46 pm
Attachments: [image001.png](#)

Malo lava Logan

A great suggestion by Te Hiwa. Absolutely comfortable with this approach.

Ia manuia

Emma

Dr Emma Dunlop-Bennett
Assistant Vice Chancellor Pasifika
M s 9(2)(a)

Please note that while it suits me to send this email now, I do not expect a response or action outside of your own working hours.

From: Logan Bannister <logan.bannister@vuw.ac.nz>
Sent: Wednesday, 28 January 2026 3:11 pm
To: Meegan Hall <meegan.hall@vuw.ac.nz>; Emma Dunlop-Bennett <emma.dunlop-bennett@vuw.ac.nz>
Cc: Rawinia Higgins <rawinia.higgins@vuw.ac.nz>; Bryony James <bryony.james@vuw.ac.nz>; Robyn Longhurst <robyn.longhurst@vuw.ac.nz>
Subject: Student Success Committee

Kia ora korua,

Today, Te Hiwa considered the paper proposing the evolution of the Student Experience Committee into the Student Success Committee, as we discussed late last year.

There were a few recommendations tabled from Te Hiwa, and one of those was to have one chair, and 2 Deputy Chair's, rather than 3 co-chairs. In this instance, Te Hiwa has proposed that the Chair responsibility sit with the DVC (Students), and we have 2 Deputy Chair's, that being AVC (Māori) and AVC (Pasifika).

I am emailing to test comfort levels with this, and that I am happy to meet to discuss if you would prefer.

Let me know your thoughts,

Thanks and regards

Logan

Dr Logan Bannister

Tumu Whakauru—Deputy Vice-Chancellor (Students)

Te Herenga Waka—Victoria University of Wellington

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PO Box 600, Wellington 6140, New Zealand

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Tel: s 9(2)(a)



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Document 19

From: [Karen Smith](#)
To: [Robert Stratford](#); [Linda Roberts](#); [Robyn Longhurst](#); [Logan Bannister](#); [Lisa Rountree](#)
Cc: [Synonne Rajanayagam](#)
Subject: Re: Student Experience Committee
Date: Wednesday, 4 February 2026 8:14:00 am
Attachments: [image001.png](#)

[@Robert](#) - we're making a couple of edits to the new ToR based on the Te Hiwa recommendations - I will action those this afternoon and share the updated doc with you.

Thanks,
Karen

From: Robert Stratford
Sent: Tuesday, February 3, 2026 8:16 PM
To: Linda Roberts ; Robyn Longhurst ; Karen Smith ; Logan Bannister ; Lisa Rountree
Cc: Synonne Rajanayagam
Subject: Re: Student Experience Committee

Great stuff Linda! This all seems to be in order. The Learning and Teaching Committee must have gone through the same process, as indeed the Academic Programmes Committee in the move away from the Academic Committee.

These processes could be referenced too in any memo we write. I'm happy to get something started along these lines.

Rob

From: Linda Roberts
Sent: Tuesday, 3 February 2026 7:17 pm
To: Robyn Longhurst ; Karen Smith ; Logan Bannister ; Lisa Rountree ; Robert Stratford
Cc: Synonne Rajanayagam
Subject: Re: Student Experience Committee

Kia ora Robyn,

I think a memo would be sufficient, provided it is prepared in accordance with the governance requirements outlined below.

By way of precedent, the Library and Information Services Committee was transitioned from a liaison committee to a formal strategic committee of Academic Board in 2016 via a memo. I have included a [link](#) for your reference. In that instance, both the revised [Terms of Reference](#) and the previous [Terms of Reference](#) were provided to clearly demonstrate the change in purpose and function.

Governance requirements

Clause 3.6(b) of the Academic Board Statute provides that Academic Board may establish additional committees. Further guidance is set out in the Academic Board Standing Orders, under *Committees and Delegations*:

- **7.1** The Board may appoint advisory committees in accordance with section 3.6(b) of the Academic Board Statute, or delegate power to a group of staff members.
- **7.2** The quorum for an advisory committee of the Board, or of a group to whom the Board has delegated power, shall be a majority of the members then holding office, or a majority of the persons in the group, as applicable.
- **7.3** Every question before a meeting of a committee or group shall be decided by a majority of the votes cast by the members present.

I have also included a [link](#) to Council's delegation of powers to Academic Board. This confirms that Council approves Academic Board delegating, in writing and signed by at least two members of Academic Board, any of the functions, powers, and authorities delegated to it, to such members of University staff as Academic Board determines.

Please let me know if you require any further information.

Kind regards,
Linda

From: Robyn Longhurst
Sent: Tuesday, 3 February 2026 5:10 pm
To: Karen Smith ; Logan Bannister ; Lisa Rountree ; Linda Roberts ; Robert Stratford
Cc: Synonne Rajanayagam
Subject: Re: Student Experience Committee
Kia ora Linda and Rob

As you will recall the other day, I gave you both a heads-up that there is a plan to disestablish the Student Experience Committee and, in its place, have a Student Success Committee.

It would be good at this point please if you could keep this confidential as we have not yet determined the most effective way to communicate this to our community of staff and students.

The new committee will have more authority with it being a committee of Academic Board.

Can you please advise on how to do this?

Time is of the essence because of our commitment to He Kokonga.

I look forward to hearing from you about this ... and thanks in advance.

Warm wishes

Robyn

From: Karen Smith

Sent: Tuesday, February 3, 2026 4:58 pm

To: Robyn Longhurst ; Logan Bannister ; Lisa Rountree

Cc: Synonne Rajanayagam

Subject: Re: Student Experience Committee

Thanks Robyn and Logan, I'll action all the suggestions into the Terms of Reference.

Do we know what's required for getting this to Academic Board? I'm conscious of the tight He Kokonga timeline and getting it to the next AB meeting.

Thanks,

Karen

From: Robyn Longhurst

Sent: Monday, February 2, 2026 10:50 AM

To: Logan Bannister ; Karen Smith ; Lisa Rountree

Cc: Synonne Rajanayagam

Subject: Re: Student Experience Committee

Kia ora Karen and Logan

That's an excellent summary of where we are at, thanks.

- It sounds like we are all good on the chairing front, but yes, good to double-check towards the end of the week with Meegan and Emma.
- I too am happy to follow advice about having all the AD(S) as members. I will be interesting to see Logan if you decide to in the future not have their usual hui therefore. My guess is they will still want it All the AD(A) are members of Learning and Teaching but I still have a regular coffee-catch up with them at Milk and Honey every few months (but not as formal a meeting as you have with the AD(S)s.

- I think we probably do need the FGR Dean. A different perspective is often provided on post-grads. It would seem like a gap not to have this representation (even though I know the overall numbers are large).
- I think having a SA coach (someone external to our organisation) as a member would be challenging in that it could shut down more honest conversations about our challenges. The middle ground might be that a coach is invited to be in attendance (but the time-difference means that in reality they probably wouldn't attend, or at least attend very few meetings). As Logan says, happy to share minutes of course.

Ngā mihi
Robyn

From: Logan Bannister
Sent: Monday, February 2, 2026 9:41 AM
To: Karen Smith ; Robyn Longhurst ; Lisa Rountree
Subject: RE: Student Experience Committee

Kia ora Karen and Robyn,

Thanks for the summary and advice.

I am yet to hear back from Meegan and Emma, but I think I did say just let me know if this didn't sit well. I am happy to follow up later in the week. [@Lisa](#), can you remind me please.

My thinking is that I am happy to follow advice and include DVC(S), and this may replace their AD(S) hui ([@Lisa](#), something for us to consider moving forward once this committee membership is set and rolling).

I will also follow the lead on FGR Dean, but happy if other parties cover this cohort off. Probs a question more for [@Robyn](#) / Sally?

With regards to the Manager, Te Amaru – Disability services, this could be covered off by the reporting upline of Director Student Experience % Wellbeing.

I don't know how I feel about a coach being a member, my preference is probably not, but happy for her to have minutes.

Thanks both

Logan

Dr Logan Bannister

Tumu Whakauru—Deputy Vice-Chancellor (Students)

Te Herenga Waka—Victoria University of Wellington

Gate 2 Kelburn Parade

PO Box 600, Wellington 6140, New Zealand

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Tel: s 9(2)(a)



From: Karen Smith

Sent: Sunday, 1 February 2026 8:39 pm

To: Robyn Longhurst ; Logan Bannister

Subject: Re: Student Experience Committee

Kia ora Logan and Robyn,

Logan, thank you for presenting the Student Success Committee proposal at Te Hiwa.

I'm following up on the feedback/recommendations:

1. **Chair and deputy chairs** (rather than co-chairs) - Logan, please let me know when you hear back from Meegan and Emma.
2. **Reducing the size of the committee** to ensure it's effectiveness

As I discussed with Robyn on Thursday, I caution about reducing to only two ADs . I've drawn on the advice of our He Kokonga coaches and the exemplar ToR they shared, as well as reviewing UC's committee membership.

Our proposed membership broadly reflects that suggested in the **exemplar**:

The SSC is constituted as follows:

1. DVC/ Vice Principal: ...
2. Any other Executive members
3. Registrar or Deputy Registrar
4. All faculties – one representative each (should have academic status, should be above the level of HoD – possibly Associate Dean/ Head of Teaching and Learning Committee – someone able to influence all academic departments within the Faculties)
5. He Kokonga leads
6. Director: Planning and Analysis/ Academic Planning/ Quality Assurance and Enhancement/ Business Intelligence/ Institutional Research (one or more directorates)
7. Director: Centre for Teaching, Learning and Assessment
8. Director: Student Affairs
9. Director: Student Administration
10. Director: Student Finance
11. Director: ICT Systems and Operations
12. Director: Library and Information Services
13. Director: Residences
14. Director: Communication, Marketing and Events
15. Student representatives (at least 2 but maybe more)

The Chair may invite other relevant stakeholders on an **ad hoc** basis.

Also, as a comparison, this is UC's SSC membership:

- Co-Chair DVC Academic (ex officio)
- Co-Chair — Programme Director - Student Success
- Co-Chair — An Associate Dean (yearly, rotating appointment)
- Associate Deans of all other Faculties

- Representative from the Office of the Treaty partnership
- Representative from the Pacific Development team
- Associate Director Student Success
- Off-shore Coach – Professor Nthabiseng Ogude.
- Committee Secretary
- Such other persons as are recommended by the Committee to ensure adequate representation of Faculties or Departments

2.1) Our coaches advised the importance of having faculty ownership and buy-in to the students success plan, and this is best achieved through each faculty being represented on the committee through an academic who is able to influence across their faculty (e.g., an Associate Dean). I therefore caution having only two ADs and **propose we retain the AD(Students) from the six faculties, but do could re-consider including the Dean of FGR?**

2.2) We have six student representatives - this is more than the exemplar, but this aligns with the transition from the SEC and our aim of embedding a diverse student voices.

2.3) The third group are CSU leaders. We actually have fewer than the exemplar, and we took the membership of other committees (esp. L&T Committee) into account (e.g., not including Director of CAD). As recommended at Te Hiwa, we will remove the **Director of Titoko**. The others are:

- Director, Student Experience and Wellbeing
- Director, Student and Campus Living
- Kaiwhakahaere - Manager, Te Amaru-Disability Services
- VUWSA CEO

The **Manager, Te Amaru-Disability Services** is within the Student Experience and Wellbeing directorate so is that a similar situation to the Titoko Director?

2.4) When I visit UC on Tuesday, one of the agenda items is the **role of the coaches in Year 2** of the project. Giselle noted that, with the time difference, Nthabiseng has not joined the SSC meetings but she receives the meeting papers and provides input where relevant. From the HK perspective, I suggest we include Nthabiseng as an attending member of our SSC for 2026 using a similar approach.

Please let me know what you think of the above suggestions and I will revised the ToR and we can incorporate the changes in whatever is required for Academic Board too.

Thanks

Karen

Ahorangi | Professor Karen A. Smith, PFHEA (she/her)
 Project Lead – He Kokonga Whare e Kitea (Accelerating Student Success)
 Te Herenga Waka | Victoria University of Wellington
 HU 015 Hunter Building | Kelburn Campus and RH 822 Rutherford House | Pipitea Campus
 Phone/Teams: s 9(2)(a)
karen.smith@vuw.ac.nz | [About me](#) | [ORCID](#) | [Connect on LinkedIn](#)

From: Robyn Longhurst <robyn.longhurst@vuw.ac.nz>

Sent: Thursday, January 29, 2026 8:16 AM

To: Karen Smith <karen.smith@vuw.ac.nz>

Cc: Logan Bannister <logan.bannister@vuw.ac.nz>

Subject: Student Experience Committee

Good morning Karen

I am looking forward to meeting this afternoon. Just a quick heads-up ahead of our meeting - yesterday Te Hiwa considered the paper proposing the evolution of the Student Experience Committee into the Student Success Committee, as discussed late last year.

There were a few recommendations tabled from Te Hiwa, and one of those was to have one chair, and two Deputy Chair's, rather than three co-chairs. In this instance, Te Hiwa proposed that the Chair responsibility sit with the DVC (Students), and we have two Deputy Chair's, that being AVC (Māori) and AVC (Pasifika). Logan has am emailed Meegan and Emma to test comfort levels with this, and is happy to meet to discuss with then if they would prefer.

The other recommendation was to reduce membership slightly to help ensure the Committee is effective, more specifically to have just two AD (Students) and not have the Director, Titoko.

Happy to discuss further this afternoon.

Ngā mihi

Robyn

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From: [Karen Smith](#)
To: [Lisa Rountree](#)
Subject: Re: Student Experience Committee
Date: Wednesday, 4 February 2026 10:09:27 am
Attachments: [image001.png](#)
[Outlook-3cyft4gz](#)

Good spotting Lisa. Thanks

I'll work on the doc this afternoon and make sure that hasn't snuck in somewhere.

Karen

From: Lisa Rountree
Sent: Wednesday, February 4, 2026 8:21 AM
To: Karen Smith
Subject: Re: Student Experience Committee

Mōrena Karen

One quick thing to note for the TOR. The title of Kaiwhakahaere - Manager, Te Amaru-Disability Services no longer exists, this was replaced with the title Associate Director, Student Equity and Wellbeing. I understand from Logan's emails that they will not be in the membership, but just in case this will be noted anywhere.

Ngā mihi

Lisa Rountree

Kaiāwhina Matua - Executive Assistant to Dr Logan Bannister
Tumu Whakauru - Deputy Vice-Chancellor (Students)
Office of the Vice Chancellor
Te Herenga Waka - Victoria University of Wellington
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www.wgtn.ac.nz | M+ 9(2)(a) | 0800 04 04 04



From: Karen Smith
Sent: Wednesday, 4 February 2026 8:17 am
To: Robyn Longhurst ; Linda Roberts ; Logan Bannister ; Lisa Rountree ; Robert Stratford
Cc: Synonne Rajanayagam
Subject: Re: Student Experience Committee

Emails overlapped - I also have the current SEC ToR and can share that.

I'm having a coffee with Varsha this morning so I can give her a heads up.

Karen

From: Robyn Longhurst
Sent: Wednesday, February 4, 2026 8:09 AM
To: Linda Roberts ; Karen Smith ; Logan Bannister ; Lisa Rountree ; Robert Stratford
Cc: Synonne Rajanayagam
Subject: Re: Student Experience Committee

This is very helpful, thanks Linda.

Our change would be similar to the LISC change expect a little more - an amendment to both the name of the committee and terms of reference - but I still think this is an appropriate process to follow.

Karen, do you think Nicole would be able to pull together the documentation we need?

The next step is to work out when and how to communicate this change. Should we bring Varsha into this?

Ngā mihi
Robyn

From: Linda Roberts
Sent: Tuesday, February 3, 2026 7:17 PM
To: Robyn Longhurst ; Karen Smith ; Logan Bannister ; Lisa Rountree ; Robert Stratford
Cc: Synonne Rajanayagam
Subject: Re: Student Experience Committee

Duplicate material

From: [Karen Smith](#)
To: [Robert Stratford](#)
Subject: Re: Student Experience Committee
Date: Wednesday, 4 February 2026 3:23:05 pm
Attachments: [image001.png](#)

Actually, you make a good point.

My role (He Kokonga Project Lead) is listed, but we were talking about the He Kokonga Coach (from South Africa). Both roles only run to Dec 2026 so maybe we treat similarly? Although I will come to the meetings whereas the coach won't

From: Robert Stratford
Sent: Wednesday, February 4, 2026 3:18 PM
To: Karen Smith
Subject: Re: Student Experience Committee

Oh, actually, I think your email already answers that question.

From: Robert Stratford
Sent: Wednesday, February 4, 2026 3:11 PM
To: Karen Smith
Subject: Re: Student Experience Committee

Thanks Karen, I'll get onto it asap.

With regard to the He Kokonga lead rep - is this a role that will continue past the initial contract period?

Rob

From: Karen Smith
Sent: Wednesday, February 4, 2026 2:56 PM
To: Robyn Longhurst ; Linda Roberts ; Logan Bannister ; Lisa Rountree ; Robert Stratford
Cc: Synonne Rajanayagam
Subject: Re: Student Experience Committee

Hi all,

Updated [Student Success Committee TOR.docx](#)

I've actioned all the discussed changes except for the He Kokonga coach as an attending member in 2026 (who, in reality, will receive the minutes). I think this can be covered by "*On occasion, non-committee members with relevant expertise on matters before the committee may be invited to attend meetings, at the invitation of the conveners.*" But we can attend if deemed necessary.

And this is the TOR for the SEC: [Student Experience Committee FINAL TOR.docx](#)

[@Robert Stratford](#) - please share the memo draft when you need my input.

Thanks all,

Karen

From: Karen Smith
Sent: Wednesday, February 4, 2026 8:17 AM
To: Robyn Longhurst ; Linda Roberts ; Logan Bannister ; Lisa Rountree ; Robert Stratford
Cc: Synonne Rajanayagam
Subject: Re: Student Experience Committee

Emails overlapped - I also have the current SEC ToR and can share that.

I'm having a coffee with Varsha this morning so I can give her a heads up.

Karen

From: Robyn Longhurst
Sent: Wednesday, February 4, 2026 8:09 AM
To: Linda Roberts ; Karen Smith ; Logan Bannister ; Lisa Rountree ; Robert Stratford
Cc: Synonne Rajanayagam
Subject: Re: Student Experience Committee

This is very helpful, thanks Linda.

Our change would be similar to the LISC change expect a little more - an amendment to both the name of the committee and terms of reference - but I still think this is an appropriate process to follow.

Karen, do you think Nicole would be able to pull together the documentation we

need?

The next step is to work out when and how to communicate this change. Should we bring Varsha into this?

Ngā mihi

Robyn

From: Linda Roberts

Sent: Tuesday, February 3, 2026 7:17 PM

To: Robyn Longhurst ; Karen Smith ; Logan Bannister ; Lisa Rountree ; Robert Stratford

Cc: Synonne Rajanayagam

Subject: Re: Student Experience Committee

Duplicate material

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Document 22

From: [Robert Stratford](#)
To: [Karen Smith](#)
Subject: Re: Karen Smith left a comment in "Academic Board Memo_2026_Student Experience Committee"
Date: Tuesday, 10 February 2026 1:07:30 pm
Attachments: [78033d89-ba48-4030-be7f-15fa5a7d1725.png](#)
[dfb8391a-e31b-4b66-befd-c7db379b2fa5.png](#)
[1390dd97-8091-4b17-958c-2f1b87aa13ce.png](#)
[faea5c44-c2fb-44fb-ab4f-77911ef8eb9f.png](#)

Yeah, I agree, I was wondering about this too.

From: Karen Smith <karen.smith@vuw.ac.nz>
Sent: Tuesday, February 10, 2026 1:06 PM
To: Robert Stratford <robert.stratford@vuw.ac.nz>
Subject: Re: Karen Smith left a comment in "Academic Board Memo_2026_Student Experience Committee"

I wonder if we should add a line about the SSC membership, i.e., including faculty representation and student voice. The SEC has these, and we plan for that to continue (with some tweaks).

Otherwise, good for you to send that to Robyn

Thanks

Karen

From: Karen Smith <karen.smith@vuw.ac.nz>
Sent: Tuesday, February 10, 2026 1:02 PM
To: Robert Stratford <robert.stratford@vuw.ac.nz>
Subject: Re: Karen Smith left a comment in "Academic Board Memo_2026_Student Experience Committee"

Lunch interrupted my commenting so let me just check if there was anything else!

From: Robert Stratford <robert.stratford@vuw.ac.nz>
Sent: Tuesday, February 10, 2026 12:31 PM
To: Karen Smith <karen.smith@vuw.ac.nz>
Subject: Re: Karen Smith left a comment in "Academic Board Memo_2026_Student Experience Committee"

Hi Karen,

I've made some changes based on your comments - thanks!. Okay to send the draft memo through to Robyn?

Rob

From: SharePoint Online <no-reply@sharepointonline.com>

Sent: Tuesday, February 10, 2026 12:18 PM

To: Robert Stratford <robert.stratford@vuw.ac.nz>

Subject: Karen Smith left a comment in "Academic Board Memo_2026_Student Experience Committee"



Academic Board Memo_2026_Student Experience Committee.docx



Karen Smith added a comment

There was email discussion about referencing a previous similar situation of moving from an advisory committee to a AB committee. Should that be highlighted?

...e Kitea. continue beyond the current funding period provided by the Tertiary Education Commission (TEC).

It is requested that the Academic Board:

To approve:

a. The establishment of the Student Success Committee as a committee of Academic Board

Background

The Academic Board Statute states that the Academic Board has the power to establish committees.

There are a range of such committees currently, including the permanent committees of

Toiuharewa and those of each Faculty Board. The Learning and ...

[Go to comment](#)



Karen Smith added a comment

Does this need to be capitalised? Yes when referring to SSC, but otherwise I don't think it does.

...f a Student Success Committee as a sub-committee of Academic Board. This committee will also replace the current Student Experience Committee. The updated Terms of Reference for this intended committee (attached) reflects a stronger focus on Student Success, as developed through He Kokonga Whare e Kitea.

The key difference between the previous Student Experience Committee (SEC) and the intended Student Success Committee (SSC) will be the formal authority asked for in relation to decisions rela...

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Document 23

From: [Robert Stratford](#)
To: [Emma Dunlop-Bennett](#); [Robyn Longhurst](#); [Karen Smith](#); [Meegan Hall](#); [Logan Bannister](#)
Subject: Re: Student Experience Committee
Date: Friday, 13 February 2026 3:30:18 pm
Attachments: [image004.png](#)
[image005.png](#)
[image006.png](#)

Fa'afetai lava Emma, and all the best for the big events coming up for the next wee while.

The DVC Māori dimension has been a focus for the conversation, so good spotting. I think we have worked some of the other details out now, but I'll follow up on this point before submitting the paper later today.

The soft launch materials and website look great too btw!

Rob

From: Emma Dunlop-Bennett
Sent: Friday, February 13, 2026 12:07 PM
To: Robyn Longhurst ; Karen Smith ; Robert Stratford ; Meegan Hall ; Logan Bannister
Subject: RE: Student Experience Committee

Tālofa tatou

Firstly, arohamai for my delay on looking at this more fully. As background, I have had to be more involved in Pasifika Orientation (right down to the grocery shop this morning) and so I am woefully behind. I have just finished the first session with our #cohort26 – which was fantastic. At a headline level, my session:

- Unpacked wellbeing from a culturally grounded perspective
- Introduced foundational concepts for accelerating learner success re: He Kokonga
- Highlighted the ecosystem of support e.g: aiga/family (Vaka Tangata Moana) and the nu'u/village (Student Learning, Mauri Ora etc)

In designing the programme, I have been intentional in ensuring that these key threads are weaved throughout.

The TOR captures our discussion last year (fa'afetai **Karen** for your work in recrafting this), and I welcome student success being more visible in the SSC re: memo (fa'afetai **Robyn**). Very minor: Rawinia is described as Deputy Vice-Chancellor (Māori) on page 2 and then Deputy Vice-Chancellor (Māori and Kaitiakitanga) in the TOR. On chairing, one chair, co-chairs etc, I'm relaxed at how this unfolds.

On a peripheral matter, there has been a soft launch of the OAVCP as Vaka Tangata Moana as part of us – as Pacific peoples - developing a coherent strategic narrative about ourselves:

- Te Herenga Waka: our place where we anchor/moor/hitch our canoe
- Vaka Tangata Moana: the canoe of peoples of and from the Pacific (re: the OAVCP who work with and alongside our students, championing them every step of the way)
- Le Malaga: the continuing journey from those who have gone before us, and the direction in which we are going (re: arc of the student's journey at Te Herenga Waka)
- Wan Tautai: the team of navigators (Advisers) who journey alongside our students.

The website has been updated to reflect this, with branding and marketing stepping up over the next couple of weeks.

la manuia

Emma

Dr Emma Dunlop-Bennett

Assistant Vice Chancellor Pasifika

Vaka Tangata Moana, Office of the Assistant Vice Chancellor Pasifika

Te Herenga Waka Waka I Victoria University of Wellington

Kelburn Campus. Wellington. New Zealand

M s 9(2)(a) E Emma.Dunlop-Bennett@vuw.ac.nz

Follow the University on: www.wgtn.ac.nz/pasifika, [Facebook](#), [Instagram](#) and [LinkedIn](#).



Please note that while it suits me to send this email now, I do not expect a response or action outside of your own working hours.

From: Robyn Longhurst

Sent: Friday, 13 February 2026 11:21 am

To: Karen Smith ; Robert Stratford ; Meegan Hall ; Logan Bannister ; Emma Dunlop-Bennett

Subject: Re: Student Experience Committee

My apologies everyone. I was emailing on my phone at the coastal ecology lab when I ought to have been listening to the speaker and thought I was just sending the message to Rob. It was a bit curt for the group.

It should have said something much more polite along the lines of "Thanks Ra and Logan for advising on this matter. Rob, both would be delighted to have Meegan and Emma in the role of co-chairs"

Ngā mihi

Robyn

From: Robyn Longhurst <robyn.longhurst@vuw.ac.nz>

Sent: Friday, 13 February 2026 9:07 am

To: Karen Smith <karen.smith@vuw.ac.nz>; Robert Stratford <robert.stratford@vuw.ac.nz>; Meegan Hall <meegan.hall@vuw.ac.nz>; Logan Bannister <logan.bannister@vuw.ac.nz>; Emma Dunlop-Bennett <emma.dunlop-bennett@vuw.ac.nz>

Subject: Re: Student Experience Committee

I've talked to Ra and Logan. They will go with Meegan as deputy chair.

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From: Karen Smith <karen.smith@vuw.ac.nz>

Sent: Friday, February 13, 2026 8:43:12 AM

To: Robert Stratford <robert.stratford@vuw.ac.nz>; Meegan Hall <meegan.hall@vuw.ac.nz>; Robyn Longhurst <robyn.longhurst@vuw.ac.nz>; Logan Bannister <logan.bannister@vuw.ac.nz>; Emma Dunlop-Bennett <emma.dunlop-bennett@vuw.ac.nz>

Subject: Re: Student Experience Committee

Kia ora Meegan,

Thanks for picking that version up difference up.

[@Logan Bannister](#) - I'd got the ToR from Lisa so, while this might be moot with the proposed evolution of the SEC, she might want to update her copy too.

[@Meegan Hall](#) - can you resend the link as it currently goes to a role description.

Best wishes

Karen

From: Robert Stratford <robert.stratford@vuw.ac.nz>

Sent: Friday, February 13, 2026 8:12 AM

To: Meegan Hall <meegan.hall@vuw.ac.nz>; Robyn Longhurst <robyn.longhurst@vuw.ac.nz>; Logan Bannister <logan.bannister@vuw.ac.nz>; Emma Dunlop-Bennett <emma.dunlop-bennett@vuw.ac.nz>

Cc: Karen Smith <karen.smith@vuw.ac.nz>

Subject: Re: Student Experience Committee

Kia ora Meegan,

It would be great if you could check in with Rawinia.

Thanks heaps

Rob

From: Meegan Hall <meegan.hall@vuw.ac.nz>

Sent: Thursday, 12 February 2026 6:17 pm

To: Robyn Longhurst <robyn.longhurst@vuw.ac.nz>; Logan Bannister <logan.bannister@vuw.ac.nz>; Robert Stratford <robert.stratford@vuw.ac.nz>; Emma Dunlop-Bennett <emma.dunlop-bennett@vuw.ac.nz>

Cc: Karen Smith <karen.smith@vuw.ac.nz>

Subject: Re: Student Experience Committee

Kia ora koutou

Thanks for pulling this together, Rob. I've updated the SEC Terms of Reference to reflect the most current version approved 15 August 2023 ([linked here](#)). I can check with Rawinia tomorrow if she wants to be listed as Co-Convenor. I was just her delegate on the SEC. Apart from these minor changes, I'm happy for the memo to go to AB.

Ngā mihi,

Meegan

From: Robyn Longhurst <robyn.longhurst@vuw.ac.nz>

Sent: Thursday, 12 February 2026 3:43 pm

To: Logan Bannister <logan.bannister@vuw.ac.nz>; Robert Stratford <robert.stratford@vuw.ac.nz>; Meegan Hall <meegan.hall@vuw.ac.nz>; Emma Dunlop-Bennett <emma.dunlop-bennett@vuw.ac.nz>

Cc: Karen Smith <karen.smith@vuw.ac.nz>

Subject: Re: Student Experience Committee

I too am happy for it to go forward. Many thanks, Rob and Karen, for your work on this.

Ngā mihi

Robyn

From: Logan Bannister <logan.bannister@vuw.ac.nz>
Sent: Thursday, 12 February 2026 2:45 pm
To: Robert Stratford <robert.stratford@vuw.ac.nz>; Meegan Hall <meegan.hall@vuw.ac.nz>;
Emma Dunlop-Bennett <emma.dunlop-bennett@vuw.ac.nz>
Cc: Robyn Longhurst <robyn.longhurst@vuw.ac.nz>; Karen Smith <karen.smith@vuw.ac.nz>
Subject: RE: Student Experience Committee

Thanks Rob,

This reads well and has all 'the things' needed I would say.

Happy for this to go forward.

Thank you

Dr Logan Bannister

Tumu Whakauru—Deputy Vice-Chancellor (Students)

Te Herenga Waka—Victoria University of Wellington

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Tel: s 9(2)(a)



From: Robert Stratford <robert.stratford@vuw.ac.nz>
Sent: Thursday, 12 February 2026 2:38 pm
To: Meegan Hall <meegan.hall@vuw.ac.nz>; Emma Dunlop-Bennett <emma.dunlop-bennett@vuw.ac.nz>; Logan Bannister <logan.bannister@vuw.ac.nz>
Cc: Robyn Longhurst <robyn.longhurst@vuw.ac.nz>; Karen Smith <karen.smith@vuw.ac.nz>
Subject: Fw: Student Experience Committee
Importance: High

Kia ora koutou,

Robyn has asked me to share the memo below with you all before we look to submit to Academic Board for potential approval to establish a Student Success Committee.

Technically, this paper is due to the Governance Secretary tomorrow, so I apologise in advance for the red exclamation point.

[📎 Academic Board Memo_2026_Student Experience Committee.docx](#)

Rob

Dr Robert Stratford (*ia/he/him*)

Mata Awhinuku, Kounga me te Kaupapa Here - Manager, Quality and Policy

Te Waikura - The Academic Office

Te Herenga Waka—Victoria University of Wellington

Rankin Brown – Level 7

Victoria University of Wellington, Gate 2 Kelburn Parade

PO Box 600, Wellington 6140, New Zealand

s 9(2)(a)

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<https://intranet.wgtn.ac.nz/learning-teaching>

From: Robert Stratford <robert.stratford@vuw.ac.nz>

Sent: Tuesday, February 10, 2026 1:48 PM

To: Robyn Longhurst <robyn.longhurst@vuw.ac.nz>; Karen Smith <karen.smith@vuw.ac.nz>

Cc: Linda Roberts <linda.roberts@vuw.ac.nz>; Varsha Narasimhan <varsha.narasimhan@vuw.ac.nz>

Subject: Re: Student Experience Committee

Kia ora Robyn,

Karen and I have worked out a paper for Academic Board in the move from Student Experience to Student Success.

[📎 Academic Board Memo_2026_Student Experience Committee.docx](#)

Rob

From: Robyn Longhurst <robyn.longhurst@vuw.ac.nz>

Sent: Wednesday, February 4, 2026 3:37 PM

To: Karen Smith <karen.smith@vuw.ac.nz>; Varsha Narasimhan <varsha.narasimhan@vuw.ac.nz>

Cc: Linda Roberts <linda.roberts@vuw.ac.nz>; Logan Bannister <logan.bannister@vuw.ac.nz>; Lisa Rountree <lisa.rountree@vuw.ac.nz>; Robert Stratford <robert.stratford@vuw.ac.nz>

Subject: Fw: Student Experience Committee

Thanks for this, Karen.

I have forwarded to Varsha as I've asked her to please consider a comms plan for us.

Hopefully this is all good with you Logan but please let me know, if as the Chair of this newly created committee, you would prefer a different approach

Ngā mihi

Robyn

From: Karen Smith <karen.smith@vuw.ac.nz>

Sent: Wednesday, February 4, 2026 2:56 PM

To: Robyn Longhurst <robyn.longhurst@vuw.ac.nz>; Linda Roberts <linda.roberts@vuw.ac.nz>; Logan Bannister <logan.bannister@vuw.ac.nz>; Lisa Rountree <lisa.rountree@vuw.ac.nz>; Robert Stratford <robert.stratford@vuw.ac.nz>

Cc: Synonne Rajanayagam <synonne.rajanayagam@vuw.ac.nz>

Subject: Re: Student Experience Committee

Hi all,

Updated [Student Success Committee TOR.docx](#)

I've actioned all the discussed changes except for the He Kokonga coach as an attending member in 2026 (who, in reality, will receive the minutes). I think this can be covered by "*On occasion, non-committee members with relevant expertise on matters before the committee may be invited to attend meetings, at the invitation of the conveners.*" But we can attend if deemed necessary.

And this is the TOR for the SEC: [Student Experience Committee FINAL TOR.docx](#)

[@Robert Stratford](#) - please share the memo draft when you need my input.

Thanks all,

Karen

From: Karen Smith <karen.smith@vuw.ac.nz>

Sent: Wednesday, February 4, 2026 8:17 AM

To: Robyn Longhurst <robyn.longhurst@vuw.ac.nz>; Linda Roberts <linda.roberts@vuw.ac.nz>; Logan Bannister <logan.bannister@vuw.ac.nz>; Lisa Rountree <lisa.rountree@vuw.ac.nz>; Robert Stratford <robert.stratford@vuw.ac.nz>

Cc: Synonne Rajanayagam <synonne.rajanayagam@vuw.ac.nz>

Subject: Re: Student Experience Committee

Emails overlapped - I also have the current SEC ToR and can share that.

I'm having a coffee with Varsha this morning so I can give her a heads up.

Karen

From: Robyn Longhurst <robyn.longhurst@vuw.ac.nz>

Sent: Wednesday, February 4, 2026 8:09 AM

To: Linda Roberts <linda.roberts@vuw.ac.nz>; Karen Smith <karen.smith@vuw.ac.nz>; Logan Bannister <logan.bannister@vuw.ac.nz>; Lisa Rountree <lisa.rountree@vuw.ac.nz>; Robert Stratford <robert.stratford@vuw.ac.nz>

Cc: Synonne Rajanayagam <synonne.rajanayagam@vuw.ac.nz>

Subject: Re: Student Experience Committee

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Document 24

From: [Robert Stratford](#)
To: [Robyn Longhurst](#); [Karen Smith](#); [Meegan Hall](#); [Logan Bannister](#); [Emma Dunlop-Bennett](#)
Subject: Re: Student Experience Committee
Date: Friday, 13 February 2026 3:49:35 pm
Attachments: [image001.png](#)
[image002.png](#)

Kia ora koutou,

I'm happy to make the co-chair change - but I wonder if for the memo itself we just leave the 'or delegate' role in place - just so it leaves the DVC M/K delegation in place - even if it's actually always the AVC Māori?

Rob

From: Robyn Longhurst <robyn.longhurst@vuw.ac.nz>
Sent: Friday, 13 February 2026 11:20 am
To: Karen Smith <karen.smith@vuw.ac.nz>; Robert Stratford <robert.stratford@vuw.ac.nz>; Meegan Hall <meegan.hall@vuw.ac.nz>; Logan Bannister <logan.bannister@vuw.ac.nz>; Emma Dunlop-Bennett <emma.dunlop-bennett@vuw.ac.nz>
Subject: Re: Student Experience Committee

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Official Information Act 1982

From: [Lisa Rountree](#) on behalf of [Logan Bannister](#)
To: [Logan Bannister](#); [Robyn Longhurst](#)
Bcc: [Meegan Hall](#); [Emma Dunlop-Bennett](#); [Karen Smith](#); [Matthew Tucker](#); [Helen Andreae](#); [Khai Dye-Brinkman](#); [Kirsty McClure](#); [Linda Hogg](#); [Mark Bennett](#); [Neil Dodgson](#); [pasifikastudentcouncilvuw@gmail.com](#); [PGSA President](#); [Polly Stupples](#); [Rachel Anderson-Smith](#); [Simon Johnson](#); [Stephen Marshall](#); [Tumuaki](#); [vuwdsa@gmail.com](#); [vuwvisa@gmail.com](#); [Anita Brady](#); [Jenny Wollerman](#); [Pawel Dmochowski](#); [Liban Ali - President](#); [Matt Tucker](#); [AssociateDeans](#); [Deans](#); [Central Service Unit Directors](#); [Varsha Narasimhan](#); [wgtn-hos@lists.vuw.ac.nz](#); [Faculty Operations Managers](#); [School Managers](#); [Allan Sylvester](#); [Linda Bowden](#)
Subject: Setting up our Student Success Committee
Date: Friday, 27 February 2026 10:05:13 am
Attachments: [Outlook-fnyfid4s.png](#)

This email is sent to Deans, Directors, Heads of Schools, Associate Deans, Faculty Managers, Schools Managers, and members of the Student Experience Committee on behalf of Dr Logan Bannister, Deputy Vice-Chancellor, Students, and Professor Robyn Longhurst, Deputy Vice-Chancellor, Academic.

Kia ora koutou,

A proposal to evolve the Student Experience Committee into a Student Success Committee was approved at the Academic Board meeting held on Tuesday 24 February. Thanks to everyone who participated and shared valuable feedback and suggestions, especially with regard to the overall purpose of the new committee and its membership.

As previously indicated, the Student Experience Committee was set up in 2023 primarily to monitor the implementation of the Learner Success Plan (LSP). The scope of the committee's role has been reduced with the LSP reporting moving from a quarterly to a biannual cycle, and this presents us with the perfect opportunity to evolve the Student Experience Committee into the Student Success Committee.

The Student Success Committee is being set up as part of He Kokonga Whare e Kitea, a strategic priority for the University that is focused on accelerating student success. The purpose of the committee is to embed student success as a core institutional priority by providing decision-making governance oversight of the University's Student Success Plan and related initiatives. It will act as both a strategic hub and an operational driver, enabling mechanisms for sustainable, institution-wide improvements that are aligned with equity and inclusion commitments.

The committee will be chaired by the Deputy Vice-Chancellor, Students, with the Deputy Vice-Chancellor, Māori and Kaitiakitanga, and the Assistant Vice-Chancellor, Pasifika, as Deputy Chairs. Membership of the committee will be aimed at balancing representation from faculties and service units with effective decision-making. Strong student representation will also be maintained with representatives from VUWSA, Ngai Tauira, Pasifika Students Council, PGSA, V-ISA, Disability Students' Association, and UniQ.

The committee will work closely with the Academic Programmes Committee and the Learning & Teaching Committee, with all three reporting to Academic Board. We will also look at how it works with other committees at the University and Faculty levels.

Please feel free to contact us if you have any further questions.

Ngā mihi,

Logan and Robyn

Dr Logan Bannister

Tumu Whakauru—Deputy Vice-Chancellor (Students)

Te Herenga Waka—Victoria University of Wellington

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PO Box 600, Wellington 6140, New Zealand
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Official Information Act 1982

From: [Andrew Tipton](#)
To: [Karen Smith](#)
Cc: [Tim Price-Walker](#); [He-Kokonga](#)
Subject: Re: He Kokonga and the PGSA
Date: Saturday, 8 November 2025 12:30:57 pm
Attachments: [image001.png](#)
[Outlook-0tbiyb0y.png](#)

I would be happy to meet with both of you on Thursday morning. I've sent an invite for 9:30am which looks like it works for all of us, but you're welcome to peek at my calendar and find a different time if needed.

I'm not sure if the PGSA will be able to put forward any representatives for the workstreams, because we're a 100% volunteer organisation this year (our funding from the university has been reduced to almost nothing) and our executive time is very limited. But I definitely want to learn more about the planned workstreams and see if we can find a way for you to incorporate the postgraduate student voice in your work.

Enjoy your weekend! Look forward to hearing from you upon your return next week.

Cheers
-Andrew

Andrew Tipton
President of the Postgraduate Students' Association (PGSA)
Te Herenga Waka — Victoria University of Wellington

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www.vuwpgsa.ac.nz // pgsa@vuw.ac.nz

From: Karen Smith <karen.smith@vuw.ac.nz>
Sent: Friday, 7 November 2025 4:48 pm
To: Andrew Tipton <andrew.tipton@vuw.ac.nz>
Cc: Tim Price-Walker <tim.price-walker@vuw.ac.nz>; He-Kokonga <He-Kokonga@vuw.ac.nz>
Subject: RE: He Kokonga and the PGSA

Kia ora Andrew

Thanks for following up and it would be great to meet. I'll also introduce you to our project Change Manager Tim Price-Walker. We're both available for a coffee on Thursday morning next week (say 10.30am at The Lab, Kelburn) if that works for you. Or suggest some other times and we'll see what we can do.

We'd also like to involve PGSA in at least a couple of the workstreams. As President you may well be committed to the various committees etc. that come with the role, but if you wanted to be personally involved, then the Tūāpapa - Leveraging Data for Student Success workstream could be a good fit.

Would there be other PGSA exec members who would be interested in engaging in the other workstreams over the next few months? You have the details in the L&TC paper but I've put the short descriptions of the workstreams below. I would say the priorities for PGSA input would be workstream 2 Enhancing Curriculum (a Masters student would be great here) and workstream 3 – Enriching Journeys.

Let us know what you think, and happy for you to bring others to our coffee meet if that's useful.

Have a lovely weekend,

Karen

Workstream 1: Tūāpapa - Leveraging Data for Student Success

This workstream will identify initiatives to strengthen the student success data ecosystem, aligning with the University's Data Reporting & Analytics Blueprint. It will focus on improving infrastructure, governance, and staff capability to enable trusted, accessible, and co-designed data use, thereby empowering staff to take informed, equity-focused action in teaching, advising, and support.

Workstream 2: Tāhuhu - Enhancing Curriculum for Student Success

This workstream will identify data-informed initiatives to strengthen curriculum design, delivery, and evaluation. It focuses on how learning activities, assessment, and programme structures can be shaped by data to improve student success. Aligned with the Curriculum Mapping and Curriculum Transformation Programme, as well as the Learner Success Plan, it will identify opportunities for inclusive, responsive, and evidence-based curriculum practices that reflect diverse learner needs.

Workstream 3: Heke - Enriching Journeys for Student Success

This workstream will focus on the student journey as a relational, data-informed experience. It will identify initiatives that embed student voice, cultural identity, and wellbeing into institutional design and support, thereby enhancing visibility, equity, and responsiveness from recruitment and onboarding through to graduation and alumni engagement. This workstream is aligned with the Learner Success Plan and the experiences of Māori and Pacific learners.

Workstream 4: Tukutuku - Embedding an Organisational Culture of Student Success

This workstream will focus on institutional enablers - governance, leadership, and staff empowerment - that support a sustainable culture of student success. It will surface initiatives that strengthen operating frameworks, monitoring and evaluation, and

recognition, ensuring staff are supported to act on data-driven and equity-focused priorities across the University.

Ahorangi | Professor Karen A. Smith, PFHEA (she/her)
Project Lead – He Kokonga Whare e Kitea (Accelerating Student Success)
Te Herenga Waka | Victoria University of Wellington

From: Andrew Tipton <andrew.tipton@vuw.ac.nz>
Sent: Thursday, 6 November 2025 11:01 pm
To: Karen Smith <karen.smith@vuw.ac.nz>
Subject: He Kokonga and the PGSA

Kia ora Karen,

Thanks for your presentation today with an overview of your work on He Kokonga. I'm pleased to see that you're pushing forward with a data-driven approach. My background is in data science and (currently) statistics and I always enjoy looking at the data and using it to answer important questions and inform decisions. And, as I am starting to discover, this university has quite a lot of interesting data scattered around in all the various systems!

I would be happy to accept your invitation for a meeting to learn more about what your team has planned for the coming months. I should have some time next week if that suits.

Thanks
Andrew Tipton

Andrew Tipton
President of the Postgraduate Students' Association (**PGSA**)
Te Herenga Waka — Victoria University of Wellington

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