

Evaluating engagement with graduate outcomes across higher education institutions in Aotearoa/New Zealand

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Author post-print (accepted) deposited by Coventry University's Repository

Original citation & hyperlink:

Spronken-Smith, R. , Bond, C. , McLean, A. , Freilick, S. , Smith, N. , Jenkins, M. and Marshall, S. (2015) Evaluating engagement with graduate outcomes across higher education institutions in Aotearoa/New Zealand. Higher Education Research & Development, volume 34 (5): 1014-1030

<http://dx.doi.org/10.1080/07294360.2015.1011098>

DOI 10.1080/07294360.2015.1011098

ISSN 0729-4360

ESSN 1469-8366

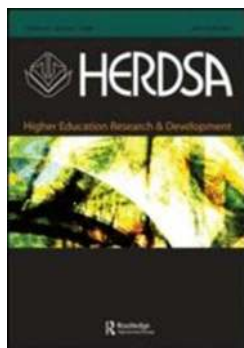
Publisher: Taylor and Francis

This is an Accepted Manuscript of an article published by Taylor & Francis in Higher Education Research & Development on 9th March 2015, available online:

<http://www.tandfonline.com/10.1080/07294360.2015.1011098>

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Journal:	<i>Higher Education Research & Development</i>
Manuscript ID:	CHER-2014-0096
Manuscript Type:	Article
Keywords:	Graduate attributes, Higher education policy, Academic development, Evaluation

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Abstract

Our research addressed two aims: to develop a systematic way to evaluate institutional engagement with graduate outcomes; and to explore such engagement in higher education institutions in Aotearoa/New Zealand. An online survey was completed by 14/29 institutions with nine follow-up interviews to gather information on institutional engagement with graduate outcomes. Using a maturity modelling approach with indicators of planning, systems, delivery, assessment, evaluation and professional development support for graduate outcomes, we assessed the level of engagement for each indicator in each institution. Results revealed patchy engagement across the polytechnic and university sectors. There was strong engagement with the planning, systems and delivery of graduate outcomes, particularly in the polytechnic sector, but much lower engagement with their assessment and evaluation, and overall, weak engagement with professional development support for graduate outcomes. Some mechanisms for promoting engagement with graduate outcomes were strong external drivers, a teaching-focussed culture, strong leadership from the top and enabling structures. Our findings can be used to inform institutional policies and practices in order to support not only compliance, but, more importantly, engagement with the graduate outcome agenda to improve the student learning experience.

Introduction

In Europe, North America and Australia at least, graduate outcomes have been given high priority in higher education agendas. Behind the graduate outcome agenda in these regions is a great deal of funding, commitment and general agreement that graduate outcomes are important, but is this the case in Aotearoa/New Zealand? We believe that Aotearoa/New Zealand may lag significantly behind these global developments in both research and practice – particularly in the university sector. For instance, Aotearoa/New Zealand-based empirical research or sector wide conversations about graduate outcomes have been almost non-existent. However, this picture differs significantly in other parts of the tertiary sector, such as the Private Training Establishments, where funding relies on educational performance including evidence of learners' achievement of graduate profiles at the programme level, the value of outcomes for stakeholders

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3 (including learners), and how programmes meet the needs of learners (see reports at
4 <http://www.nzqa.govt.nz>).

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7 Graduate attributes have been described variously as graduate outcomes, profiles, or
8 generic, transferable, employability or soft skills (de la Harpe et al. 2009). A well cited
9 definition is that by Bowden et al. (2000, p. 3) who said that “graduate attributes are the
10 qualities, skills and understandings a university community agrees its students would desirably
11 develop during their time at the institution and, consequently, shape the contribution they are
12 able to make to their profession and as a citizen.” Thus generic graduate attributes go beyond
13 disciplinary expertise or technical knowledge that has traditionally formed the core of most
14 university courses. “They are qualities that also prepare graduates as agents of social good in an
15 unknown future” (Bowden et al., 2000, p3). In this article we use the term ‘graduate attribute’
16 (GA) to refer to a specific outcome, quality or skill. The term ‘graduate profile’(GP), refers to
17 the summation of GAs, at either the institutional level (GPI), which defines a set of generic
18 attributes that all graduates from the institution should acquire, or at the programme level (GPP),
19 defining a list of GAs specific to the programme. Finally, we use the term ‘graduate outcome’
20 (GO) as an umbrella term, to encompass both graduate attributes and graduate profiles, as shown
21 in Figure 1.
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32 [Figure 1 about here]

33 34 ***Recent history of the graduate outcome agenda***

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36 In the early 1990s employers and researchers were concerned that universities were not
37 producing graduates who were equipped for work. At the same time, issues were arising about
38 the comparability of education systems in Europe. But underlying these initiatives was a more
39 general concern about national prosperity and development (see Barrie, 2006; Bologna
40 Declaration, 1999). To address these concerns, in 1999 European education ministers met in
41 Bologna, Italy, with a key outcome being a declaration that aimed to establish a European
42 Higher Education area by the year 2010 by means of ‘harmonization’ (Dale, 2008) of the
43 disparate systems of higher education in the region. Part of the ‘Bologna Process’ as it became
44 known, was to promote cooperation in ensuring quality via the development of comparable
45 criteria and assessment methodologies for collegiate learning. Out of the Bologna Process came
46 a joint quality initiative that led to the generation of the so-called ‘Dublin descriptors’, which
47 were a framework of comparable and compatible qualifications for higher education systems
48 (Kehm, 2010).
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3 Following on from the Bologna Process was the ‘Tuning Project’ (González & Wagenaar,
4 2003), which, in line with the harmonization theme of Bologna, sought to ‘tune’ structures in
5 Europe with the aim of aligning curricula, programmes and teaching and to integrate quality
6 standards into these. Each course, degree or programme was to have a set of learning outcomes
7 specified and there was a planned shift from teacher-centred to student-centred approaches.
8 Through this tuning process, the detail of how graduates might be equipped for work was able to
9 be mapped out via learning outcomes and curricular experiences. The Tuning Project was
10 initiated in Europe and then, late in 2008, the Lumina Foundation began “Tuning USA” –
11 working with institutions in three states (Indiana, Minnesota and Utah) to draft learning
12 outcomes and map these into the curriculum (see Adelman, 2008; Adelman et al., 2011).

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20 Around the same time as the European Bologna Process, a series of reports emerged in
21 Australia, highly critical of how underprepared university graduates were for the workplace
22 (e.g., Hager, Holland & Beckett, 2002). In the ensuing years, there was a great deal of research
23 on graduate outcomes in Australian universities (e.g. Barrie 2004, Bath et al., 2004, de la Harpe
24 et al. 2000, Pitman & Broomhall 2009), much of which was calling for a systematic approach to
25 embed graduate outcomes across curricula, in order to realise desired graduate profiles.
26 Subsequently the Australian Qualifications Framework (AQF) oversaw the development of a
27 national policy for regulated qualifications in Australian education and training, involving
28 minimum outcomes for subjects and qualifications (AQF, 2011). This policy was approved in
29 2011.

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So, particularly across Europe, North America and Australia there has been a great deal of
momentum behind a graduate outcome agenda and consequently there has been much research
on curriculum renewal and course design, ascertaining how best to engage with graduate
outcomes. But there is a lack of empirical research about engagement with graduate outcomes at
the institutional level, although several researchers have explored how to promote engagement
with graduate outcomes at the institutional level. For example, Sharp and Sparrow (2002) listed
11 factors necessary for successful implementation: giving a high priority to graduate outcome
initiatives; needing at least two years to implement; customisation of graduate attributes within
disciplines; leadership through a task force; change embedded in course review and development
processes; case studies being a useful mechanism for progress; implementation to focus on a few
graduate attributes rather than all at once; the need for professional development support; and
serious engagement with the teaching and learning process. Barrie, et al., (2009) and Hughes and
Barrie (2010), in a large National Graduate Attributes Project across 39 Australian universities,
identified eight systemic determinants for achieving graduate attributes, presented in a pyramid

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3 shape. At the base was conceptualisation, with a need for extensive institution-wide
4 conversations about the meaning of graduate attributes, why they were important, and whose
5 responsibility it was to implement them, with the second tier being wide stakeholder
6 involvement. The implementation phase included staff development to support curriculum
7 renewal around graduate attributes, a whole of programme approach to curriculum renewal,
8 graduate attributes being embedded in assessment, and quality assurance to ensure attainment of
9 graduate attributes. The final and top part of their pyramid was student-centredness, with the
10 need for students to be actively engaged as partners in the assessment of graduate attribute
11 process.
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18 But what about engagement with, and research on, graduate outcomes in higher education
19 institutions in Aotearoa/New Zealand? The tertiary education sector had been largely silent on
20 the graduate outcome agenda until the last six years. In 2008 the New Zealand Qualifications
21 Authority (NZQA) began a ‘Targeted Review of Qualifications at Levels 1-6’ in order to “ensure
22 that New Zealand qualifications were useful and relevant to current and future learners,
23 employers and other stakeholders” (NZQA, 2013). The result was the development of a New
24 Zealand Qualifications Framework (NZQF), which requires all qualifications that are quality
25 assured to specify Outcome Statements which include three elements:
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32 • **Graduate profiles** that identify the expected learning outcomes of a qualification. This is
33 captured in notions of what a learner will know and understand and be able to do when
34 they achieve the qualification.
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37 • **Education pathways** that identify other qualifications that a graduate could enrol into
38 after completing this qualification. Where qualifications are standalone, and do not
39 prepare graduates for further study, the outcome statement should make this clear.
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42 • **Employment pathways** or contributions to the community that identify the areas in
43 which a graduate may be qualified to work, or the contribution they may make to their
44 community (NZQA, 2011, p. 7).
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48 The Education Act was amended in August 2011 to require all quality assured qualifications in
49 New Zealand to be listed on the NZQF and gave NZQA the power to make rules covering all
50 qualifications listed – both university and non-university. Transition arrangements mean that by
51 the end of 2015 all qualifications listed on the NZQF must meet the relevant new listing
52 requirements which include specifying formal Outcome Statements.
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56 Thus there is now a legislated requirement for degree-granting institutions in Aotearoa/New
57 Zealand to specify Outcome Statements that include graduate profiles, and educational and
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3 employment pathways. While NZQA administers quality assurance for all non-university
4 tertiary education organisations, Universities New Zealand is responsible for quality assurance
5 of all universities, and approves qualifications developed by them. The Committee on
6 University Academic Programmes (CUAP) oversees approval and reviews of new programmes.
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8 They must now ensure that university qualifications specify graduate outcomes in the format
9 required for the NZQF.
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13 Whilst non-university tertiary education organisations have been working with a graduate
14 outcome agenda through NZQA, it is a new requirement for universities. Policy is now in place,
15 but what is the practice? As noted earlier, there is a lack of research discussing whether higher
16 education institutions in Aotearoa/New Zealand provide such outcome statements and if and
17 how these might be translated into the curriculum. Moreover, we have found no systematic way
18 to evaluate the level of engagement with graduate outcomes by institutions. Accordingly, our
19 research has two aims: first to develop a systematic way to gauge the level of engagement with
20 graduate outcomes by institutions; and second to use this method to identify the current level of
21 engagement with graduate outcomes by higher education institutions in Aotearoa/New Zealand.
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31 **Methods**

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33 To determine engagement with the graduate outcome agenda, we undertook a stocktake across
34 the 29 higher education institutions within Aotearoa/New Zealand as part of a national project on
35 graduate outcomes (XXXX., 2013). The purpose of the stocktake was an exploratory analysis of
36 current policies and practices regarding graduate outcomes. The stocktake had two parts: an
37 online survey; and interviews with academic leaders of teaching and learning.
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42 First we administered an online survey to 29 higher education institutions within
43 Aotearoa/New Zealand, including eight universities, three wānanga¹ and 18 polytechnics. An
44 email letter of invitation was sent to the 29 academics with positions of responsibility for
45 teaching and learning e.g., leaders of educational development units, deans, deputy deans etc.,
46 with follow-up email reminders sent at appropriate intervals. These academics, hereafter referred
47 to as leaders, were targeted as participants because they tend to have a very good grasp on
48 institutional policies and practices and are often charged with enacting institutional initiatives for
49 curriculum renewal.
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56 The survey was divided into six sections:
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58 ¹ Wānanga are publicly owned institutions that provide tertiary education in a Māori cultural context.
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- 3 1. Institutional characteristics
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- 5 2. Presence of graduate outcomes (attributes and profiles) in the institution
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- 7 3. Development of graduate outcomes in the institution
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- 9 4. Use of graduate outcomes in the institution
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- 11 5. Measurement of graduate outcomes in the institution
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- 13 6. Overall engagement with graduate outcomes
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16 The respondents were sometimes unsure of policies and practices across the institution, but
17 gave their best estimate of the development and use of graduate outcomes within the institution.
18 The leaders were also careful to say that often their views were personal rather than necessarily
19 representing those held across the institution. However, such leaders were typically involved in
20 developing and/or implementing strategies for graduate outcomes, so they were the key people
21 to consult regarding graduate outcome policy and practice.
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26 Second, we conducted follow-up interviews with the leaders in four universities and five
27 polytechnics, to further explore how the institutions were engaging with graduate outcomes.
28 Interviews were conducted by phone and were recorded. The audio files were transcribed
29 verbatim and sent to participants for checking. To ensure anonymity of institutions, each is
30 coded as P – polytechnic or U – university, and given a number.
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35 Survey data were tabulated and graphed. The freeform comments from the survey data and
36 the interview transcripts were analysed using Thomas's (2006) general inductive approach. This
37 approach involves first finding themes in relation to the research objectives and secondly
38 determining other themes that are apparent in these data.
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42 Finally, we developed a systematic way to assess the level of institutional engagement with
43 graduate outcomes, drawing on the concept of 'e-Learning Maturity Modelling (eMM)' (see
44 Marshall & Mitchell, 2003). The Maturity Model proposes that for an institution to be effective
45 in a particular area of work, it must be engaged in processes that are reproducible and
46 sustainable. To apply the model, the facets contributing to engagement are teased out and
47 analysed separately. We determined six indicators of engagement with graduate outcomes:
48 planning; systems to embed them; delivery; assessment; evaluation of attainment; and
49 professional development support. Critical analysis of survey and interview data enabled a
50 professional judgement to be made regarding level of engagement for each indicator, with
51 triangulation from members of the research team. We used a five-point colour rating to indicate,
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3 in a qualitative sense, the level of engagement or embedding of graduate outcomes, ranging from
4 dark blue/black for very strong through to light blue/grey, for very weak.
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8 9 **Engagement with the Graduate Outcome Agenda**

10 11 *Institutional characteristics*

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13 Fourteen institutions completed the survey, giving a response rate of 48%, but not all
14 respondents answered every question. Of the 14, half were universities, giving a very good
15 representation from this sector (7/8 or 88%), a lower representation from the polytechnic sector
16 (7/18 or 39%). Unfortunately, there was no representation from wānanga.
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20 On a scale of very strong to very weak, of the 14 institutions, five (all universities) identified
21 as having a very strong research culture, three institutions were strong (one university and two
22 polytechnics), four were reasonable (one university and three polytechnics), and one each
23 indicated weak (a polytechnic) or very weak (another polytechnic) (Figure 2). Regarding
24 teaching culture, three institutions indicated a very strong teaching culture (two polytechnics and
25 one university), five had a strong teaching culture (all polytechnics), four had a reasonable
26 teaching culture (all universities) and two universities said they had a weak teaching culture.
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32 [Figure 2 about here]
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37 *Graduate outcomes in institutions – presence and policies*

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39 One of the 14 institutions did not offer degree programmes – rather they taught two year
40 diplomas that articulated to degrees with a partner university. Of the 13 degree-granting
41 institutions, three universities had an institutional graduate profile (GPI), 12 institutions had
42 graduate profiles for all degree programmes (i.e. GPPs) and one had graduate profiles for some
43 degrees.
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48 There were a range of outcomes identified by institutions for their graduates in their profiles.
49 These included graduates being a global citizen; a critical thinker; a life-long learner; an
50 independent learner; a scholar; a leader; caring, well-rounded and creative; and connected and
51 ready for the workplace. As one respondent commented:
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54 graduates will have acquired increased general and specific knowledge; a
55 global perspective; information seeking and analysis capability; research; and
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3 presentation skills... graduates will have developed self-esteem and experience
4 to contribute to the unique dual heritage of Aotearoa New Zealand (P2).
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7 Three polytechnics and one university valued distinctiveness so that their graduates
8 stand out from the crowd.
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10 When asked why their institution has graduate outcome statements, all said they had them
11 because of either New Zealand Qualifications Authority (NZQA) or Committee on University
12 Academic Programmes (CUAP) requirements (Figure 3). Moreover, eight said they had them to
13 help students making an informed choice in regard to their qualification and career (P3, P4, P5,
14 P6, P7 and U2, U5, U6), and also to help and direct staff in their teaching and curriculum
15 development (P3, P4, P5, P6 and U1, U4, U6). Stakeholders were another important reason for
16 having graduate outcomes (P2, P3 and U4, U6), with one commenting “It is a commitment to
17 our bicultural focus; a commitment to the community: and knowledge of soft skills that the
18 employers want” (P2). Governance and good practice were the motivator for two universities
19 (U4 and U6) to include GPPs and also to help prioritise academic staff resources. The need to
20 comply with national regulatory bodies was another motivator (P5, P6 and U3, U6) as illustrated
21 by the comment “I suspect we have them because of compliance issues” (U3).
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31 [Figure 3 about here]
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33 When asked whether there had been any recent strategic shifts in the institutional ‘game plan’
34 that might prioritise graduate outcomes, five said there had been (P2, P4, P5 and U2, U6). Such
35 shifts though might be indirect, as illustrated by this comment:
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38 not specifically or directly. However indirectly there is an increasing emphasis on
39 examining graduate attributes from the perspective of the contribution that
40 graduates make to our communities in ways economic; social and otherwise. This
41 is producing an imperative for greater inclusion of graduate attributes in
42 organisational thinking and strategy (P1).
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48 *Development of graduate outcomes*

49 Six institutions (P2, P4, P5 and U2, U4, U6) said they had developed an institutional graduate
50 profile (GPI) of generic graduate attributes as an institutional initiative. For example, the
51 respondent from U4 commented “The generic attributes were developed by Council and
52 announced to the University as part of a previous university strategic plan”. Two institutions (P4
53 and P5) said it was also a grass-roots initiative, being led by academic developers who were
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3 promoting the use of outcomes as a core element of good learning design at the programme
4 level.
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7 Twelve of the 13 degree-granting institutions reported developing graduate profiles for
8 compliance reasons imposed by accrediting bodies, eight because of an NZQA requirement, and
9 four as it was a CUAP requirement. For example, the respondent from P3 commented
10 “Graduate profiles have always been required as part of qualification development activity and
11 this information has been required by NZQA”. However, many institutions also have them to
12 help ensure students’ preparedness and others saw them as a key element of programme design.
13 Although knowing they were fundamental to sound design, there was a recognition that much
14 work still needed to be done in many institutions to embed them. This is illustrated at U1, where
15 the respondent commented, “I would imagine that it was in recognition of the need to
16 synchronise the whole programme. To be honest; links between the graduate profile; the
17 curriculum design; learning outcomes and assessment are still an area that our unit has to do a lot
18 of work with staff on. Some don't seem even to have encountered the concept before; let alone
19 be able to articulate the reasons for it”.
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29 Five institutions (P2, P3, P4, U1, U7) said they did have a framework for the development
30 of graduate outcomes, whilst another commented “No - it was a fraught process. In revising of
31 graduate profile a working group with representation across the university was tasked with this.
32 At programme level, lecturers develop them, often in response to professional bodies” (U6). In
33 terms of the specific processes, some institutions used a mixture of course teams and working
34 parties, while at others the graduate outcomes were developed by committees of academic
35 stakeholders. Sometimes academic developers were brought on-board to assist with the process
36 and in other cases they were developed through seminars with accrediting bodies. In many cases
37 professional bodies or other community stakeholders were involved in the development of GPPs,
38 particularly when local or provider qualifications were being developed. For example, the
39 respondent from P4 said:
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48 Under the new Tertiary Review of Qualifications over the next five years all
49 stakeholders including industry and staff in the Industry Training sector from
50 representative institutions will progressively work on all sub-degree level
51 programmes; especially those covered by Unit Standards.
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3 In the universities, for more vocationally-oriented programmes in Engineering, Business,
4 Education, Law, and Health Sciences there was close liaison with accrediting bodies in the
5 development of GPPs.
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8 *Use of graduate outcomes in the institution*

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10 Graduate outcomes are used for a range of purposes in higher education institutions. Figures 4-6
11 show the various uses of graduate outcomes: administrative, pedagogical and other uses, but
12 note there may be some overlap in categories. For example, although graduate outcomes may be
13 required for programme approval, the reason for this is firmly grounded in a desire for sound
14 pedagogical design of the programme.
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19 Figure 4 shows the administrative use of graduate outcomes. In all institutions graduate
20 profiles (either GPI or GPP) were required in the documentation for approval of new
21 programmes. Most institutions also required them in the documentation for approval of new
22 courses and six institutions used them to determine accreditation of prior learning.
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26 Figure 5 shows the use of graduate outcomes for pedagogical purposes in the institutions.
27 At the sub-programme level (i.e. for courses and modules), it is the graduate attributes that are
28 the relevant graduate descriptor. In the polytechnics six out of the seven reported graduate
29 attributes as being mapped throughout their programmes and intentionally aligned with learning
30 outcomes and five said they were also aligned with assessment. For the universities, three said
31 graduate attributes were mapped throughout their programmes and intentionally aligned with
32 learning outcomes with two commenting that graduate attributes were also aligned with
33 assessment. However, four universities reported that graduate attributes were mapped
34 throughout *some* degree programmes and only three said they were also aligned with assessment
35 in *some* programmes. Eleven institutions reported using graduate attributes to provide guidance
36 for students regarding the attributes they should acquire.
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45 Figure 6 shows the use of graduate outcomes for other purposes. In most institutions
46 graduate outcomes provide guidance for employers and other stakeholders about the attributes of
47 graduates as well as being used for quality assurance purposes. Nine institutions also reported
48 using them for quality enhancement purposes and in five institutions they are also used to inform
49 extra-curricular activities. Two polytechnics reported also using them for marketing purposes.
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54 [Figure 4 here]

55 [Figure 5 here]

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5 When asked about links between graduate outcomes and policies, out of the 15 institutions
6 10 responded, with eight saying graduate outcomes were linked to policies (P2, P3, P5, P7 and
7 U1, U3, U4, U7), while a university and a polytechnic said they were not. Some examples
8 given of graduate outcome inclusion in policies were programme portfolios, the institutional
9 teaching and learning plan, and programme development, approval and accreditation policies.
10 However, there was also recognition that while graduate outcomes may feature in policies, staff
11 may not put these into practice. For example, one respondent said, “I don’t in all honesty think
12 that most teaching staff 'promote' the concept of graduate profiles albeit that they most often will
13 have mapped and re-articulated graduate attributes in accordance with their discipline” (U3).
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21 In only three institutions (P1, P2 and U2), teaching and learning awards emphasised
22 engagement with graduate outcomes. However, in institutions where this was not a criterion,
23 there was recognition that such engagement was part of good teaching practice. For example,
24 one respondent commented “There is no emphasis but staff making links with them would
25 receive a positive response from the committee” (U4).
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30 In terms of informing managers and leaders about graduate outcomes, programme
31 development processes were the main vehicle as well as an expectation that such leaders were
32 expected to read policies. Most institutions informed their teaching staff of graduate outcomes
33 through the processes of programme development, while four polytechnics (P1, P4, P5, P6) and
34 three universities (U1, U5, U6) also used workshops and two others (P3, P6) ran specific
35 courses. One university respondent commented on the process:
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40 The ones who attend our workshops are inducted into the synchronicity of the
41 whole deal. The ones who don't attend may well be inducted through their
42 departments and faculties; but we still find ignorance of the process and
43 importance of graduate profiles when we work with staff; including some who
44 have been here a good while (U1).
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49 Another university respondent (U6) commented on how the process could be very variable.
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52 Seven institutions (three universities and four polytechnics) said they provided professional
53 development support specifically for engagement with graduate outcomes, while two
54 universities provided generic support. Such support was typically provided by academic
55 developers, professional development bodies, and senior academics. Five institutions (two
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3 universities and three polytechnics) said no professional development support was in place to
4 promote the use of graduate attributes in curricula.
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7 Despite many institutions having policies for graduate outcomes, there was a recognition
8 that staff can be remiss about reading and enacting policies.
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11 Most institutions said they inform students about graduate outcomes through student
12 handbooks which are given to students at enrolment but, like staff, it cannot be assumed that
13 students will read this material. Thus there are usually other mechanisms put in place to inform
14 students of graduate outcomes, although the widespread use of a range of such means is not
15 guaranteed. For example, U7 said:
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19 This is impossible to characterize for the entire University. Some students, in
20 some programmes, will be provided with more information in these areas, such as
21 through pre-employment briefings or capstone courses or experiences. Others,
22 will have very little engagement or recognition of anything outside course-by-
23 course learning objectives and outcomes.
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28 So, as well as handbooks, other methods include teachers discussing graduate outcomes as part
29 of their courses, institutional induction processes, student learning and career advisors, and
30 discussions with employers.
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34 Six institutions (P3, P4 and U1, U3, U5) have no processes to help students track attainment
35 of graduate outcomes, but five polytechnics (P1, P2, P5, P6, P7) said they use formative,
36 summative assessment workplace-based learning allowing learners to receive real time feedback.
37 Three polytechnics, (P2, P3 and P7) help students to actively track their progress towards
38 attainment of graduate outcomes by comparing learning outcomes and achievement at the end of
39 course, and/or students have to produce a portfolio at the end of their studies. The process is
40 more variable in universities, but in professional courses, it is more likely that there will be
41 processes to help students track attainment of graduate outcomes. Some universities use
42 ePortfolios – either for specific programmes (U6) or more widely (U2).
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49 ***Measurement and monitoring of graduate outcomes***

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51 Five institutions (P5, P6 and U1, U3, U6) said they use both formative and summative
52 assessment to measure graduate outcomes. A university respondent (U6) said “One would
53 expect that attributes are embedded in the papers and assessment and that achievement of grades
54 in papers/assessments let students see whether and how well they are developing the qualities
55 and skills needed”. However, it was recognised that while assessment should be well aligned
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3 with outcomes, the link may not always be that clear – particularly to students. As Figure 5
4 shows, most institutions have graduate outcomes aligned with assessment in either all or some
5 programmes.
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9 In two polytechnics (P2 and P6) assessment was *always* aligned with the graduate profile,
10 and in three more it was *mostly* aligned. In the universities it was more common for assessment
11 to be *sometimes* aligned with the graduate profile and in five universities *sometimes* course
12 evaluations asked about achievement of *some* of the graduate outcomes. In P3 and U2 *all* course
13 evaluations asked about achievement of *all* graduate outcomes (i.e. achievement of the graduate
14 profile).
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19 Several institutions do not have an institutional graduate profile, but for those that do, this
20 tends to be measured through assessment processes (though with varying levels of alignment),
21 surveys of graduates reporting on perception of attainment of graduate outcomes, data for
22 accreditation, graduating year review and quality assurance processes, and feedback from
23 employers. At the programme level, monitoring methods include assessment (but again with
24 varying levels of alignment), quality assurance processes, feedback from employers, course
25 evaluations, accreditation and graduating year review processes. Graduate surveys are also used
26 to monitor attainment of graduate outcomes and occasionally alumni are surveyed as well.
27 Across all institutions the most common form of monitoring was via data for quality assurance
28 processes, followed by employer feedback, data for accreditation processes and data for graduate
29 year reviews. Four institutions (P6, U1, U2, and U7) also reported surveying alumni for
30 feedback on attainment of graduate outcomes.
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40 When asked *why* monitoring of graduate outcomes was undertaken, the reasons given
41 included this being an integral part of self-evaluation and engagement with continuous quality
42 improvement and assurance, as well as to ensure relevance and currency for students and
43 stakeholders.
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47 It was apparent that not many institutions were routinely informing staff and students of the
48 results from monitoring graduate outcomes. Although staff were sometimes informed of
49 monitoring results, students were seldom informed. For the few that did inform staff and
50 students, mechanisms used included reports from surveys, employer, alumni and other
51 stakeholder consultation, graduating year reviews and accreditation reports. One respondent
52 (U7) commented:
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3 This depends on the college and/or programme involved. Externally accredited
4 programmes tend to have higher levels of briefings for staff regarding the
5 processes and monitoring of students' attainment of graduate profiles. Informing
6 students of these same processes is generally a less common occurrence. In
7 accomplishing this, graduating year reviews and accreditation reports are probably
8 the two most common and recognized forms of monitoring the progress and
9 attainment of graduate profiles. Depending on the specific programme, these may
10 or may not also require programme-wide briefings for academic staff and, on
11 occasion, students.
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18 ***Overall engagement with graduate outcomes***

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20 Figure 7 uses the results of the Maturity Modelling to show each institution's rating of how
21 strongly they are engaged with the six indicators: planning, systems, delivery, assessment,
22 evaluation and professional development support for graduate outcomes. Regarding overall
23 engagement with graduate outcomes, there is reasonable to strong engagement with the
24 planning, systems and delivery of a graduate outcome agenda, but much lower engagement with
25 assessment and evaluation of graduate outcomes and six institutions report weak or very weak
26 professional development support for graduate outcomes. Five of the seven polytechnics
27 reported reasonable to very strong engagement with planning, systems, delivery and assessment
28 of graduate outcomes. However, there were lower levels of engagement with evaluation of
29 graduate outcomes and professional development support, with the exception of one polytechnic.
30 For the universities, two reported stronger levels of engagement, particularly with planning and
31 systems, and one also reported strong engagement with delivery, assessment and evaluation. In
32 contrast the five other universities reported mainly weak or reasonable engagement for all
33 aspects.
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44 [Figure 7 here]
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49 **Discussion and Conclusions**

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51 The first aim of our research was to develop a systematic way to gauge the level of engagement
52 with graduate outcomes by institutions. The use of Maturity Modelling with six indicators of
53 engagement can provide utility at both the institutional and national higher education levels. For
54 example, institutions could use the approach to gauge their level of engagement, identifying
55 areas of strength and areas where improvements are required. When the approach is
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3 implemented across the higher education sector, comparisons can be made between different
4 parts of the sector (e.g., universities and polytechnics), and different institutions, as well as
5 comparing levels of engagement with the different indicators. Such information is likely to be of
6 use to those with responsibility for higher education policy, as well as organisations tasked with
7 supporting the higher education sector.
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11 The second aim was to use this systematic method to identify the current level of
12 engagement with graduate outcomes by higher education institutions in Aotearoa/New Zealand.
13 The analysis suggests that engagement with graduate outcomes in 14 higher education
14 institutions in Aotearoa/New Zealand is at best patchy. That is, there are areas where graduate
15 outcome engagement is strong, and other areas where there is less evidence of engagement.
16 While there is reasonable to strong engagement with the planning, systems and delivery of
17 graduate outcomes, particularly in the polytechnic sector, there is much lower engagement with
18 the assessment and evaluation of graduate outcomes, and overall, weak engagement with
19 professional development support for graduate outcomes. While many survey participants felt
20 that graduate outcomes should be used as an integral part of curriculum design, they noted that
21 there are issues with how they are developed, particularly regarding stakeholder input, and how
22 they are embedded within curricula. The qualitative data from the interviews reinforce these
23 results.
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34 Figure 8 shows a continuum of engagement with graduate outcomes from weak to strong,
35 together with key influencing factors. As a generalisation, universities tended to be located on
36 the left hand side of the continuum whilst the polytechnics tended to be located on the right. The
37 main reasons for the stronger engagement evident in the polytechnic sector were associated with
38 external drivers (e.g., NZQA, professional bodies and accrediting bodies), a teaching-focussed
39 culture, strong leadership from the top and enabling structures. Conversely, institutions that
40 were less engaged typically placed less emphasis on external drivers and were more focussed on
41 research. They tended to lack senior leadership in the graduate outcome agenda – instead
42 relying on individual champions. In these institutions, the graduate outcome agenda was more
43 poorly resourced and lacked authorised supporting structures.
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51 [Figure 8 about here]
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53 There is a paucity of research with which to compare our results. We have not located any
54 similar research for Aotearoa/New Zealand, nor more widely. Our continuum of engagement in
55 Figure 8 shows some similarities with this past research in terms of enablers – particularly the
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3 need for leadership and enabling structures such as staff development (e.g., see Hughes & Barrie
4 2010; Sharp & Sparrow 2002). However, by virtue of our study being across the tertiary sector,
5 we also identified the importance of external drivers and a teaching-focussed culture as key
6 enablers.
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10 Our study had several limitations. Ideally we wanted to provide a comprehensive stocktake
11 across the higher education sector reporting on engagement with graduate outcomes for
12 universities, polytechnics and wānanga. However, we only gained a 48% response rate to our
13 survey. Whilst this is a good response by higher education research standards, it meant that
14 rather than being able to provide a comprehensive stocktake of the status of play, our study is
15 more of an exploratory one. Moreover, it was unfortunate that we did not get any wānanga
16 participating, so we are unable to comment on their level of engagement with graduate
17 outcomes. In collecting data for our stocktake we targeted leaders of teaching and learner
18 centres, since we felt they were the most likely group to know about initiatives and whether
19 policy was being enacted. It was clear from our data that bringing about curriculum change can
20 be highly political, and thus it was not surprising that our survey respondents and interviewees
21 were quick to point out that the view being shared was a personal one, rather than representing
22 the institution. Whilst this may limit what conclusions we can draw, we do feel that we have a
23 strong dataset, and one from a group of leaders that are, in this case, the most relevant, since they
24 often oversee the enactment of curriculum initiatives.
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35 Our research has provided a systematic way to evaluate engagement with graduate outcomes
36 within higher education institutions, as well as presenting much needed insight into engagement
37 with graduate outcomes at both polytechnics and universities in Aotearoa/New Zealand. Given
38 the engagement is limited, particularly for the university sector, it is important to take the next
39 step to identify which factors promoted engagement with graduate outcomes in our sample.
40 Whilst some mechanisms for promoting engagement were revealed in our analysis, such as
41 strong external drivers, a teaching-focussed culture, strong leadership from the top and enabling
42 structures, a more in-depth analysis of the interview data from leaders of teaching and learning
43 centres would enable the development of a framework to illustrate enablers of engagement with
44 graduate outcomes. This focus is pursued in an ensuing article by YYYY et al., (2014).
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55 Acknowledgements

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This research was supported through the Ako Aotearoa National Project Fund 2011. Thanks are due to our project advisor Simon Barrie.

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Figure captions

Figure 1: Definitions of graduate outcomes, profiles and attributes that we adopt in this article.

Figure 2: Self-rating of the strength of the research and teaching culture at the participating institutions (n=14).

Figure 3: Reasons given for why the institution has graduate outcomes (n=14). NZQA is the New Zealand Qualifications Authority and CUAP is the Committee on University Academic Programmes.

Figure 4: The use of graduate outcomes for administrative purposes (n=13). Note GP is graduate profile.

Figure 5: The use of graduate outcomes for pedagogical purposes (n=13). LOs are learning outcomes.

Figure 6: The use of graduate outcomes for other purposes (n=13). GP is graduate profile.

Figure 7: Institutional rating of engagement with graduate outcomes. P is polytechnic, U is university, and Prof Dev is professional development.

Figure 8: Continuum of engagement with graduate outcomes, from weaker engagement (in light grey) to stronger engagement (in black) with influencing factors shown above the arrow.

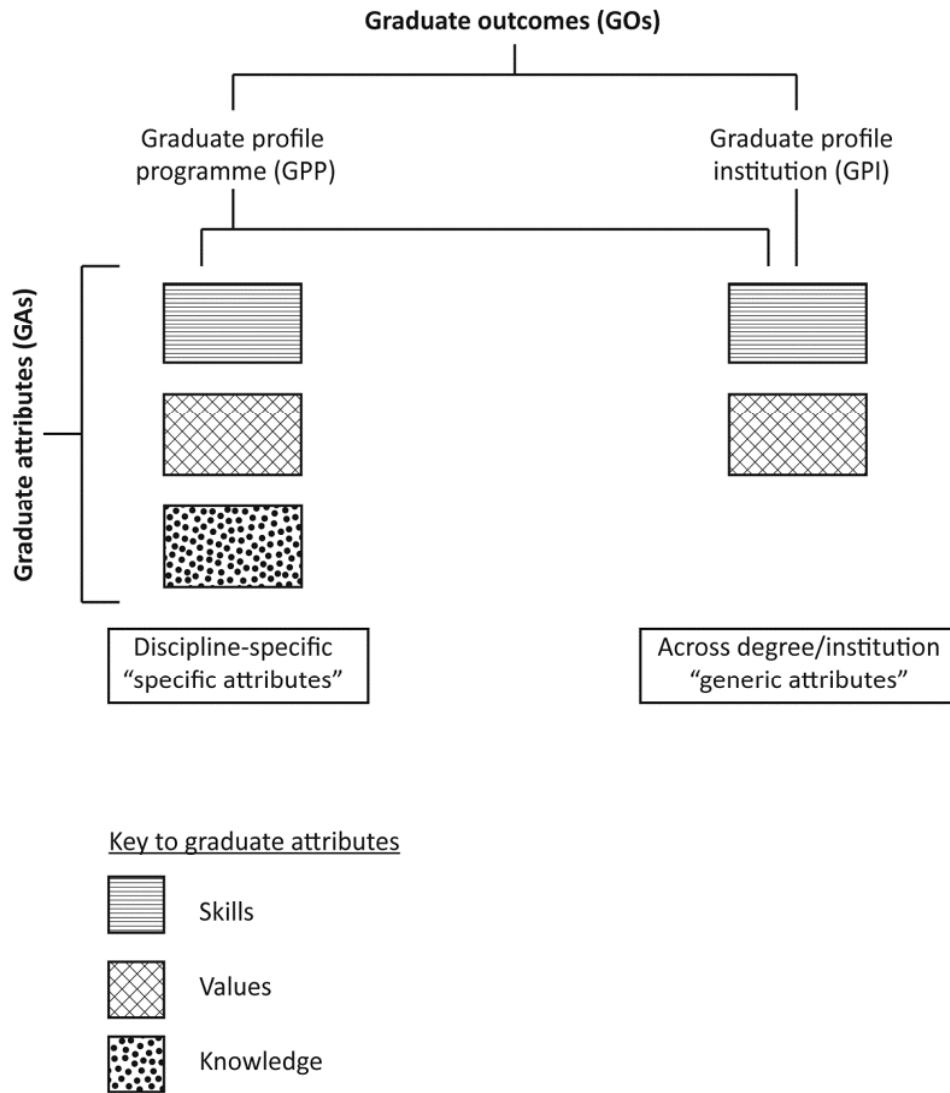


Figure 1

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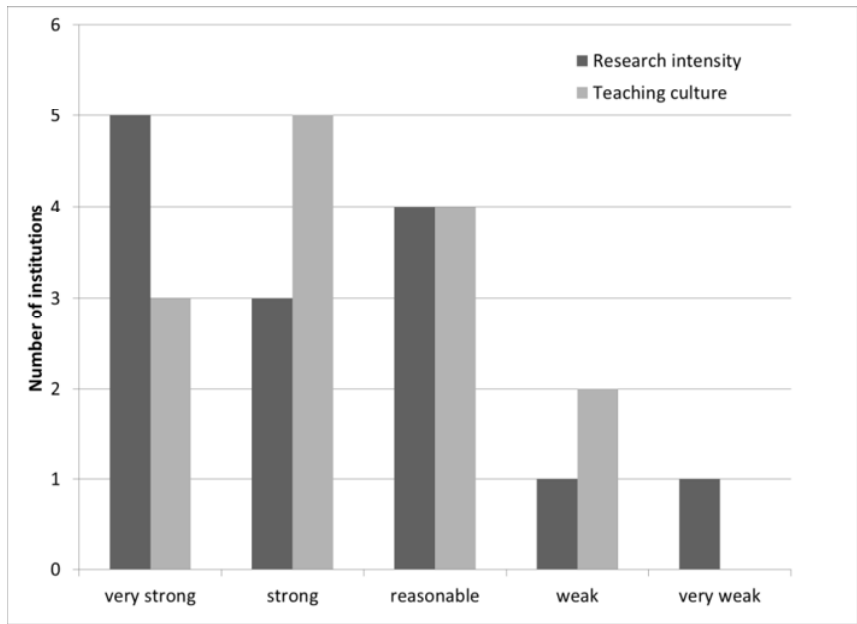


Figure 2

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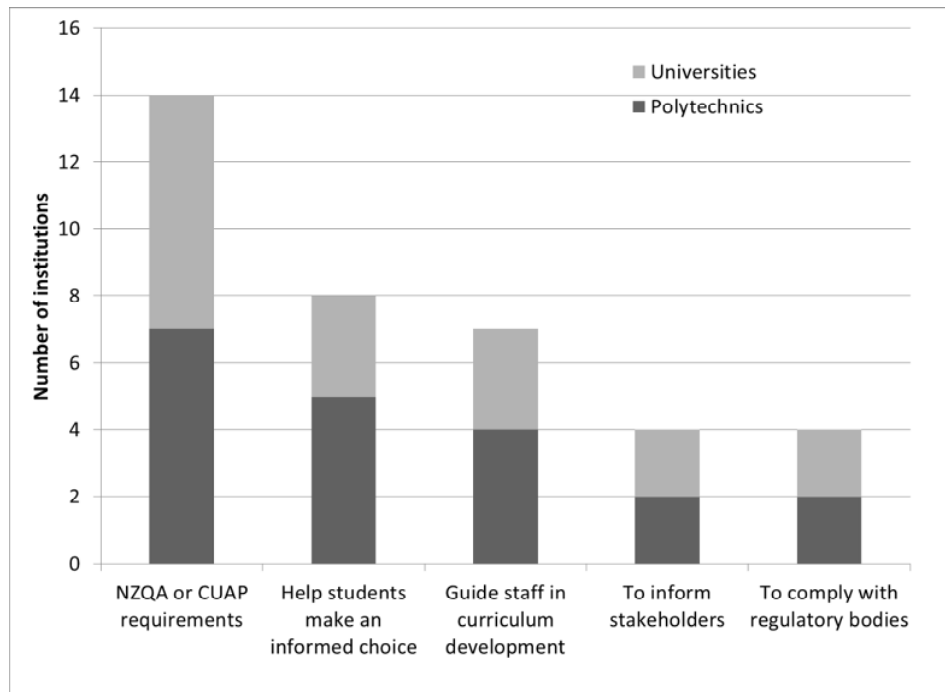


Figure 3

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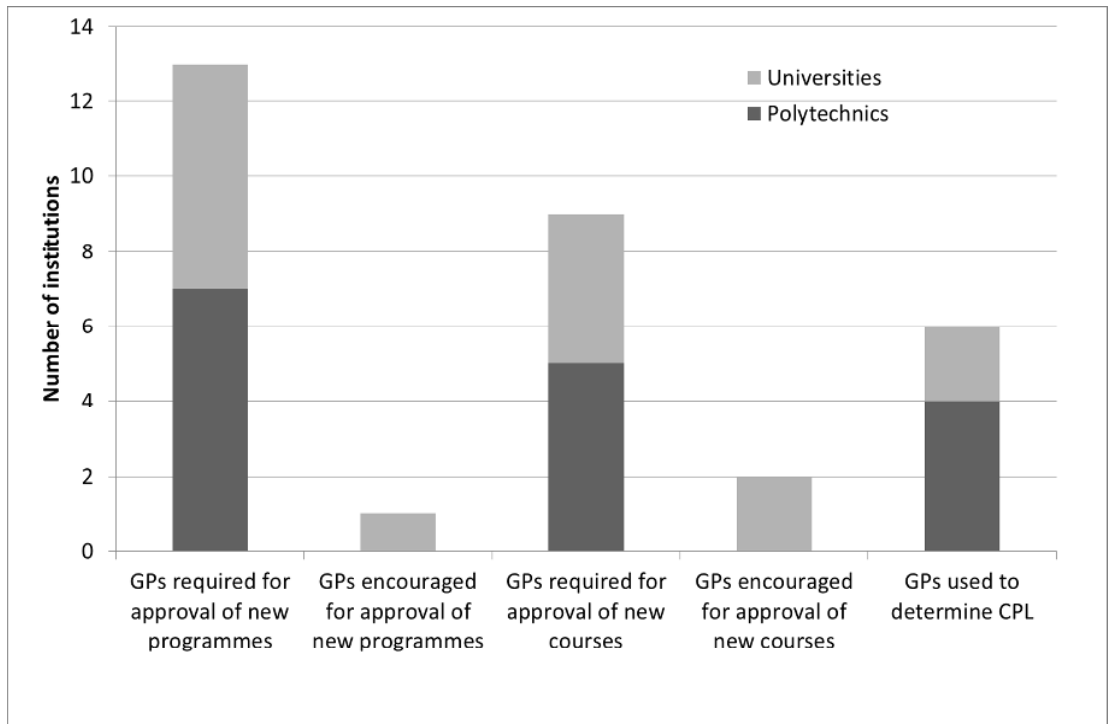


Figure 4

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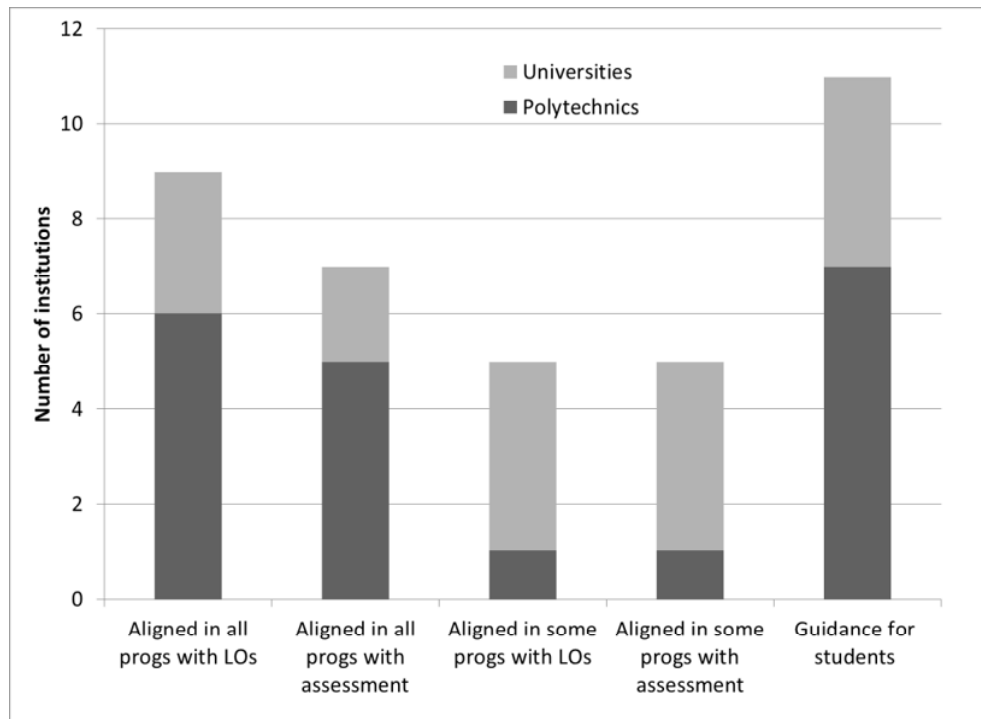


Figure 5

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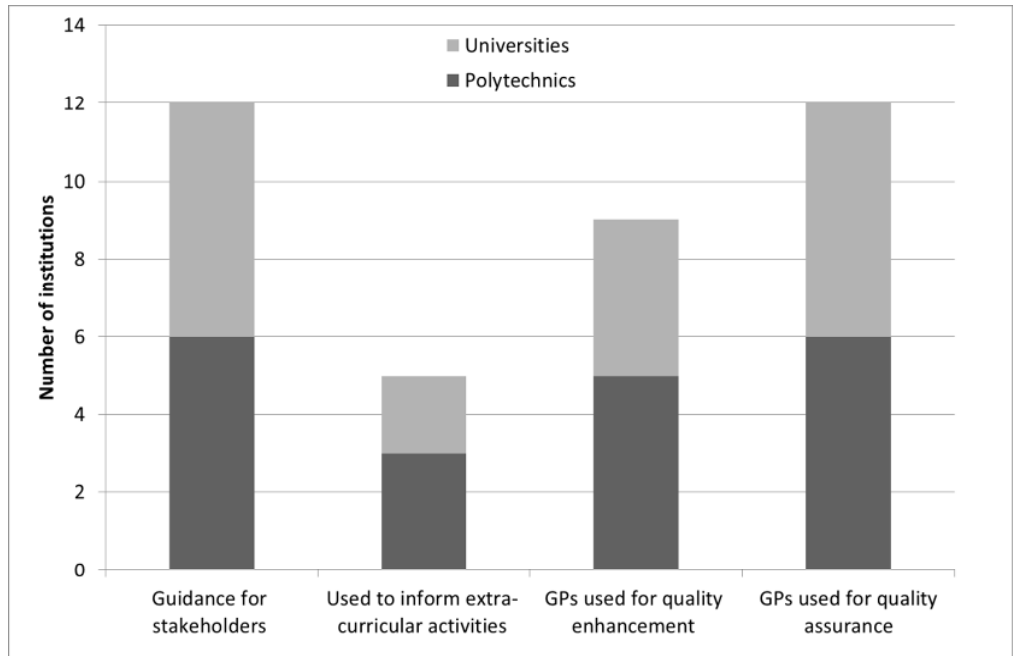


Figure 6

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	Planning	Systems	Delivery	Assessment	Evaluation	Prof dev support
P1	very strong	very strong	very strong	very strong	strong	strong
P2	strong	very strong	very strong	very strong	weak	weak
P3	very strong	very strong	very strong	very strong	strong	weak
P4	very strong	strong	strong	strong	strong	strong
P5	strong	strong	strong	weak	weak	weak
P6	very strong	very strong	very strong	very strong	very strong	very strong
P7	very strong	very strong	very strong	strong	strong	strong
U1	very strong	very strong	strong	strong	weak	strong
U2	very strong	very strong	very strong	very strong	very strong	strong
U3	weak	weak	strong	weak	weak	weak
U4	strong	strong	strong	weak	weak	strong
U5	weak	weak	weak	weak	weak	weak
U6	weak	strong	weak	weak	weak	strong
U7	strong	strong	strong	strong	weak	weak

Legend:

very strong	very strong
strong	strong
reasonable	reasonable
weak	weak
very weak	very weak

Figure 7

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Figure 8

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