



Massey University

ANNUAL REPORT 2004



We are a leading New Zealand
research university, with an
ethos of problem solving and
internationally recognised excellence.



Te Kunenga
ki Pūrehuroa

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Mission Statement

Massey University is committed to meeting the needs of New Zealand and New Zealanders, enhancing access to university study for diverse populations, preparing students for life-long learning, and meeting international standards of excellence in research and teaching. Massey University is an integrated multi-campus institution of higher learning that creates new knowledge and understanding; synthesises, applies and disseminates knowledge; develops advanced learning and scholarly abilities for a national and international student body; and promotes free and rational inquiry. We offer high-quality learning experiences that empower people and their communities to prosper in an increasingly knowledge-dependent and technologically advanced world.

Massey University is driven by a spirit of community relevance and engagement, while maintaining intellectual independence. We will use our multi-campus structure to meet the needs of our constituent regional communities, while our flexible delivery and distance (extramural) education capabilities give a national and international reach to our educational programmes.

Massey University recognises and respects the significance of mana whenua within its regions and the range of Māori organisations contributing to Māori development and advancement. We have demonstrated our commitment to Māori development by providing Māori academic leadership, research opportunities and educational qualifications that assist in the achievement of Māori aspirations.

Our integrated academic structures and organisational arrangements enable and support interdisciplinary and cross-disciplinary research and academic programmes. We pride ourselves on the relevance of our programmes; on our openness to students of diverse backgrounds spanning age, geographic location, educational background, ethnicity and culture; on the support we provide for our students; and on the relationship we have built with our alumni.

REPORT FROM THE

Chancellor



Reflecting on the 2004 year a wide range of outcomes spring to mind.

As detailed elsewhere in this report the level of domestic student enrolments was slightly reduced, both against budget and when compared with the previous year. While this was partially the result of earlier decisions to reduce the number of programmes offered (particularly sub degree), it also reflected the general stability in domestic enrolments being experienced throughout the New Zealand university sector. This reflects the general University commitment to the retention of focus on academic and research quality, but meant that universities collectively received only a small (approximate 16%) portion of the growth in tertiary funding provided by the Government during the year.

We have welcomed the gradual shift in funding from predominantly a volume driven formula to a more value focused approach. While this produced a slight increase in funding from Massey we were disappointed at the overly simplistic comparisons which were highlighted when the performance base research funding (PBRF) outcomes were reported. Clearly there was a lack of consistency in the approach taken amongst universities which regrettably disguised the high level of achievement within Massey.

While domestic comparisons between universities are important, it was perhaps more satisfying to record the high ranking that Massey University received amongst several international surveys released during the year which constantly recognized Massey's high level of positioning both internationally and within New Zealand.

This focus on excellence will continue to be a major theme for 2005 with increased undergraduate enrolment standards, proportionately higher postgraduate enrolments, and further focus on research led teaching being prime examples of this strategy.

International student participation remains strong and above budget despite the policy of enrolment limits being introduced at the commencement of the year. It is interesting to note that during the year Massey joined the ranks of three other New Zealand universities at which the level of international fee contribution exceeded that received from domestic students.

Another satisfactory financial surplus of \$14.8m was achieved for the year. Even allowing for the abnormal contribution from the sale of surplus property, the actual result was in line with

that budgeted and again confirms the effective level of fiscal management maintained within the University. A high level of short term financial investments was maintained throughout the year, which will largely be utilized to fund a broad range of capital investments being undertaken during 2005. Further teaching and research capability is being invested in the Albany campus, but the major focus during 2005 will be experienced within the Palmerston North campus where new student facilities, halls of residence, and revamped science facilities will be completed. Planning is expected to be completed for similar focused investment within the Wellington campus during 2005.

Massey, with its three major campuses and extensive extramural programme, retains a unique position within the New Zealand university scene. Each campus is developing a specialist positioning which over time will result in a largely complementary role being defined. Massey is well aware of its unique contribution to distance learning and during 2005 will be reviewing areas where its role can be further developed and improved.

In conclusion I acknowledge the considerable contribution made to Massey's success by its staff and extensive range of friends and partner organizations, but perhaps above all I acknowledge the contribution that students make to the University and wish all who graduated in 2004 best wishes for their ongoing career or personal self development.

A handwritten signature in black ink, appearing to read 'Nigel Gould', with a large, stylized initial 'G'.

Nigel Gould
Chancellor
Massey University

REPORT FROM THE

Vice-Chancellor

A distinctive quality of Massey University is its future-focused approach and commitment to teaching and research training in a research-led environment, particularly in domains essential to economic, cultural and social progress.



The University's track record in exploration and discovery is a by-word: We are committed to maintaining a strong research-oriented culture and to nurturing domains of excellence and future relevance in which our research stars and the emerging stars amongst our postgraduate students, can succeed, shine and flourish. We are committed to strengthening our extramural programmes that are an important means of access to both initial and further tertiary study for a diversity of New Zealanders – many of whom are mature and in employment, both here and abroad.

Such success does not come without careful planning and investment. For example, we must ensure that our academic staff members have the time, support and equipment they need to achieve success – for themselves and for their research students. As part of this commitment, the University is home to New Zealand's fastest research computer, the Double Helix, and to New Zealand's most powerful nuclear magnetic spectrometer. We are also the host of the Allan Wilson Centre for Molecular Ecology and Evolution, a government-funded Centre of Excellence that is, among many other achievements, extending our knowledge of the role of DNA in evolution.

As a forward-thinking and ambitious university, we are pleased when our investments in research and postgraduate study are fruitful. In particular we note that we now hold the number one position amongst New Zealand tertiary institutions for the highest reported number of research postgraduate degree completions. This confirms that Massey postgraduate degrees are highly sought after. It also means that each person graduating from Massey University with a completed research degree represents a further contribution to New Zealand's stock of knowledge - an important human resource for this country.

Two independent reviews of the world's best universities were commissioned in 2004 by *The Times Higher Education Supplement* and by Shanghai Jiao Tong University. Both reviews ranked only three New Zealand universities in their lists of the world's best and it was pleasing to note that Massey was one of those three.

During 2004 the University began a process of re-focusing to consolidate and grow our distinctive domains of excellence and future focus. This process includes the further strengthening of core areas of academic focus including recruitment of high quality staff in key areas of our flexible modes of delivery, research training and engagement with our local, national and international communities. It involves a health check on the quality of programmes and research activities and reviews of administrative processes and structure across the University to ensure they are consistent with best practice and, where possible, are benchmarked against relevant standards.

On the basis of outcomes of these reviews, the University is increasing its investment in teaching and research in areas of high quality and national strategic importance, including investment in infrastructure and equipment, with a corresponding reduction in less strategic investments that do not serve our core mission as a university of national significance and international standing.

A key factor is to balance the University's commitment to developing and growing domains of excellence with our commitment to access. A further unique factor is the ability to maximise gains from our geographic and disciplinary breadth of expertise.

Examples of initiatives achieved or further developed during 2004:

- Installation of New Zealand's most powerful imaging microscope, the 700 MHz NMR spectrometer on the Palmerston North campus and the commissioning of a supercomputer, the Double Helix, based at the Albany campus.
- Further growth of the Riddet Centre that focuses on fundamental food research from two staff members to 30 within a year, further boosting the University's participation in research training.
- Expansion of the CoRE Alan Wilson Centre (molecular biology), a Centre of Excellence hosted at Massey University in partnership with other leading research institutions.
- Further growth in the community-driven outputs of both the Auckland-based SHORE Centre (alcohol and drug research) and the Wellington-based Centre for Public Health Research.
- A more than 13.3 percent growth in external research and consultancy income from \$44.8 in 2003 to \$50.7 in 2004, fuelled in part by an increased number of successful Marsden grants.
- Establishment of a new cross-campus, cross-Institute School of Engineering and Technology.
- Development of an academic plan for the Wellington campus which will result in a divestment of sub degree programmes which do not staircase into degree programmes and the enhancement of existing and new programmes and research activities appropriate to a university.
- Further investment to ensure continued growth in key strategic areas within the College of Sciences in response to changing student needs and emerging research imperatives, coupled with a review of those areas where staffing may be in excess of current and future demands.
- Introduction of enhanced reward systems for excellence in teaching and research, including the first awards of the Massey Research Medals (for Outstanding Individual Researcher, Supervisor, Early Career Research and Team Research Medal) and the expansion of the Teaching Excellence awards.
- Implementation of the Māori@Massey strategy which focuses on achievement and quality outcomes.
- Establishment of the Massey University Foundation and development of incentives for commercialisation and for tapping external funding sources.
- Greater private sector involvement in research centres and projects – for example Fonterra's sponsorship of the Centre for Business and Sustainable Development.

- Planning for the introduction of new services to enhance learning outcomes for extramural students.

The University's refocus on excellence, academic leadership and critical mass is driven in part by the Government's desire, expressed through the Tertiary Education Commission (TEC), for greater differentiation in the tertiary education sector. The debate on differentiation was heightened during 2004 by a consultation paper from the TEC: *The Distinctive Contributions of Tertiary Education Organisations*. In Massey's response to this paper, we supported a more differentiated tertiary education system in which the role of the universities is characterized by research-led training at postgraduate level and research-informed teaching at both undergraduate and postgraduate levels. In such a system, one hopes that greater recognition will be accorded the role of universities in knowledge generation and national wealth creation. In supporting arguments for a more differentiated and specialised tertiary education sector, Massey must look to its own evolution as a university within that sector.

A key priority is to focus our academic profile more sharply and to build our major academic operations around agreed areas of excellence and emerging areas of excellence, each of which is generated and sustained by the intellectual and creative activities of a critical mass of staff and students. Excellence in these areas will be demonstrated through high quality teaching and research training, international (or national) reputation and intellectual outputs that will include *inter alia* publications and creative works, consultancies, research contracts and commercialisation, with all of these outputs contributing to national wealth and well being. This commitment to focused excellence complements Massey's commitment to access and relevance.

A priority of focused excellence, academic leadership and critical mass will translate in various ways. As a university operating in a national and a global setting, we will continue to build strategic partnerships, particularly with institutions with complementary strengths, to achieve national and institutional benefits. Examples include Massey's partnership with Victoria University to create a joint School of Music, and Massey's membership of a New Zealand consortium to participate in the Australian Synchrotron project. Processes that are consequent to focused excellence include quality assurance measures, international accreditation, benchmarking, strategic partnerships, external membership on course advisory groups, and scholarship strategies.

While Massey is influenced by many external factors and must comply with requirements imposed by groups such as the Tertiary Advisory Monitoring Unit, the Tertiary Education Commission, the Committee on University Academic Programmes and the Auditor-General, the definition of our future strategic directions lies principally in our own hands - a challenging but exciting prospect.



Judith Kinnear
Vice-Chancellor

Year In Review

JANUARY

- The University announces a range of new scholarships called ‘Scholarships for Building New Zealand’ that will provide support for selected first-year undergraduate students and first-year postgraduate students, in most cases for the duration of their study.
- The University is granted \$333,100 per year for the next three-and-a-half years (a total of \$1.165 million) from the Government’s new Pre-Seed Accelerator Fund to help take research proposals with commercial potential to market. It was one of only four universities to receive funds.
- A new Research Centre for Māori Health and Development is formed. The centre consolidates research programmes in Te Putahi-a-Toi, the School of Māori Studies, under the directorship of Professor Chris Cunningham, appointed Professor in Māori Health in January.
- An academic audit of the University returns a favourable result, with the New Zealand University Academic Unit recognising Massey as “a learning institution which undertakes its own investigations of aspects of its operations when and as issues arise”. The Audit Unit made 15 commendations in its report, alongside recommendations for consideration by the University.
- A new Bachelor of Communication (BC) degree is created, combining disciplines from the College of Business and the College of Humanities and Social Sciences, and bringing together diverse perspectives on communication and media.
- Dr Max Scott from the Centre of Functional Genomics is one of 15 scientists from around the world to come together in Vienna to discuss recent progress on the genetic control of insects.

FEBRUARY

- Dr Jeroen Douwes receives a \$500,000 fellowship from the Health Research Council to continue research that could lead to relief for half of New Zealand’s asthma sufferers.
- Massey’s new marine transport design course becomes the first in the world to get formal accreditation from the Royal Institution of Naval Architects.
- A new book by Professor Mason Durie is launched. *Nga Kahui Pou – Launching Māori Futures* is a collection of Professor Durie’s keynote addresses from 1999-2002.
- The Centre for Eighteenth-Century Music, which is based at the Wellington campus, is launched at the National Library in Wellington with a recital of extracts from some of the works the centre will publish this year.
- Cambridge University awards the honour of Doctor of Science to natural scientist John Flenley, a Professor of Geography at Massey and a graduate of Cambridge University.

MARCH

- Incoming Deputy Vice-Chancellor – Auckland, Professor John Raine, makes his first formal

appearance at the University when he joins Acting Principal Professor Ian Watson for Professor Watson's annual address.

- Associate Professor in Industrial Design Tony Parker is chief designer in a consortium which unveils plans to create a quality, hand-built performance car.
- The University makes a \$10,000 cash contribution to the lower North Island regional flood recovery fund, along with consultancy services to the value of \$20,000 to support the regional rural response effort. The region was devastated by rain, floods, slip and wind damage after storms that left 400 homes uninhabitable and much of the lower farmland under water.
- The University joins 100 of New Zealand's top science, technology and business leaders at an Innovation Showcase in Christchurch. The New Zealand Trade and Enterprise event is run alongside the 4th APEC Ministers' Meeting on Regional Science and Technology Co-operation.
- The Institute of Technology and Engineering and Carter Holt Harvey Packaging sign an agreement that sees CHH Packaging make available the skills and expertise of its packaging professionals to Bachelor of Technology (Product Development) students, as well as making a financial contribution for each participating student.
- A new School of Engineering and Technology is formed. The cross-institute, cross-campus school is an important outcome of a review of programmes and research across the University by the Technology and Engineering Taskforce
- A tiny refrigerator for storing insulin takes second prize for Product Development lecturer Olaf Diegel in the Emhart 'Create the Future' international design contest.
- A new research and service unit is established within the College of Education at Albany to boost the development of specialist education programmes.
- A study into gifted education in New Zealand, carried out by a team from the College of Education led by Dr Tracy Riley, is released by Education Minister Trevor Mallard.

APRIL

- The Anzode Research Centre is opened at the Palmerston North campus. It is one outcome of a deal struck between the University and a group of United States-based investors to commercialise a new zinc battery technology developed by chemists Drs Simon Hall and Michael Liu.
- Four Vice-Chancellor's Awards for Excellence in Teaching are announced.
- Dr Richard Shaw and Dr Douglas Stirling receive awards for Excellence in Teaching. Professor Richard Buchanan receives an award for Excellence in First-Year Teaching and Dr Mary Simpson, Dr Bill Anderson and Marion Orme receive an award for Excellence in the Creative Use of IT and the Web in Teaching. Each award is valued at \$10,000.
- A new \$1 million state-of-the-art rotary dairy shed is opened at the Palmerston North campus.
- An interdisciplinary research team led by Dr Shane Cronin is awarded \$4.2 million in funding from the Foundation for Research, Science and Technology for a six-year programme to develop a way to forecast when Mt Ruapehu and Mt Taranaki might erupt.
- New Zealand Veterinary Pathology opens. It is the first commercial veterinary diagnostic

laboratory to be situated within a teaching and research environment, enhancing the learning experience for students and increasing research opportunities in the critical fields of disease control and biosecurity.

- The Fonterra Co-operative Group Limited becomes the new major sponsor of the Centre for Business and Sustainable Development. As a sponsor, Fonterra will adopt a total sustainability management programme, a joint venture between the Centre and the Total Sustainability Management team at Herriot Watt University in Britain.
- Professor Ian Watson, retiring Principal of the Albany campus is awarded an Honorary Doctorate, Doctor of Science (honoris causa).
- The graduation season is under way, beginning with the Albany campus where just over 900 graduate.

MAY

- The Vice-Chancellor Professor Judith Kinnear is one of a select few to attend the inaugural meeting of the Australia New Zealand Leadership Forum in Wellington. The forum is to become an annual event, bringing together key leaders from both countries to identify areas in which the relationship between New Zealand and Australia might be enhanced and collaboration improved.
- The New Zealand Centre for Ecological Economics (NZCEE), a joint research centre uniting economists and ecologists from the University and Landcare Research, is launched. Based in Palmerston North, the NZCEE is led by Professor Murray Patterson .
- A team of academics from across various disciplines including business, social work and nursing begins the most comprehensive survey yet of New Zealand's gay and lesbian communities.
- The University and the New Zealand School of Dance come together to offer a postgraduate Diploma in Dance Studies aimed at mid-career dancers, dance teachers, arts administrators, and event managers looking to take the step in professional development.
- The PBRF audit finds Massey has the third-highest concentration of PBRF quality-rated staff (A, B or C), behind Auckland and Otago, ranks third in external research funding behind Auckland and Otago, and is third in the area of research degree completion, behind the medical schools, which received a weighting of 2.5 for each postgraduate degree completion compared with 1 awarded for each business or similar qualification. Consequently, the PBRF funding allocation table for 2004 shows Massey University in third place, behind the universities of Auckland and Otago. It will receive 14 percent of the funds available; a net gain of \$372,000 over the funding it would have received under the previous EFTS-based system.
- About 1600 students graduate in ceremonies in Palmerston North and another 1000 graduate in absentia.
- Professor Neil Pearce, Director of the University's Centre for Public Health Research in Wellington, is awarded a Doctor of Science at the Palmerston North ceremonies.
- Industrial design student Garry Sammons wins the Ducati.com Special Prize for his Velocità coffee maker.
- Professional artist, teacher and academic Professor Sally Morgan is appointed to head the

University's College of Design, Fine Arts and Music.

- Vice-Chancellor Professor Judith Kinnear is one of three new members of the board of the Foundation for Research, Science and Technology. The appointment is for a three-year term from to 30 April 2007.
- Dr Scott Eastham's book *Biotech Time-Bomb – How genetic engineering could irreversibly change our world* is the first book written outside the United States to win the Lewis Mumford Award for Outstanding Scholarship in the Ecology of Technics.

JUNE

- A study of more than 6600 meat industry workers around New Zealand by Dr Dave McLean, Centre for Public Health Research, finds a significantly high rate of cancers, particularly lung cancer, which may be caused by exposure to cancer causing agents carried by animals.
- An adult female great spotted kiwi is sent to the NZ Wildlife Health Centre at the Palmerston North campus for care after breaking the tip of her beak.
- Associate Professor Peter Beatson is chosen as the New Zealand Society of Authors' honorary president for 2004.
- Massey University Rugby Football Club holds its 75th Jubilee Celebrations.
- The Riddet Centre, a partnership between Massey University, the University of Auckland and the University of Otago, appoints three new principals – Professor David Mellor from Massey, a leading mammalian physiologist; Professor Dong Chen from the University of Auckland, an international leader in food engineering, and Professor Jim Mann from the University of Otago, a pre-eminent human nutritionist.
- Playwright, actor, director and multimedia artist Stephen Bain becomes the College of Humanities and Social Sciences' new artist-in-residence.
- Celebrating Research Day brings together for the first time the research community at Massey's Wellington campus and offers staff, students, and the Wellington public the chance to see a cross section of the breadth and vitality of research at Massey.
- The Albany-based Coastal Marine Research Group, lead by Dr Mark Orams, gets a new 5.6metre Stabi-Craft boat 'Aronui-Moana' with funding from a University equipment grant and Hibiscus Coast-based Gulf Land Marine.
- The Riddet Centre, co-directed by Professors Paul Moughan and Harjinder Singh, receives \$13 million from Fonterra and the Foundation for Research, Science and Technology along with German-based multinational BASF for research into POSIFoods – individualised foods, manufactured at point of sale.
- Dr Dave Clarke from the School of Psychology at Albany is subcontracted as a named investigator to a multidisciplinary research team looking at gambling in New Zealand.
- An article examining the use of survey evidence in a recent trademark legal battle wins Professors Janet Hoek and Phil Gendall a prestigious Emerald Award.
- The Conservatorium of Music and the Wellington Branch of Autism New Zealand trial a programme of music experiences for children who have Autistic Spectrum Disorder.
- Five research programmes on health issues are granted funding from the Health Research Council. The Centre for Public Health Research (CPHR) gets \$409,715 for a four-year

study of whether endotoxin exposure can reverse atopy and atopic disease. CPHR is also funded \$120,000 over three years to study cancer in Pacific populations, and researchers in the Institute for Food, Nutrition and Human Health get \$113,945 for research into insulin resistance, muscle triglyceride and Maori. Professor Neil Pearce gets funding of \$790,756 to work on ISAAC phase three analysis, publication and dissemination. Professor Chris Cunningham is collaborating on a housing and health research programme which has been funded for \$3.65 million three years.

- The Engineering and Technology building on the Oteha Rohe precinct of the Albany campus is officially opened.
- David Mellor, Professor of Animal Welfare Science and of Applied Physiology and Bioethics, is awarded the New Zealand Veterinary Association President's Award for 2004 for his significant contribution to the veterinary profession in New Zealand.

JULY

- A two-day conference offering practical information for people who are passionate about Māori success in farming, forestry, horticulture and business is hosted by the University.
- The Albany campus hosts New Zealand's biggest ever conference on boys' education issues.
- Professor Chris Cunningham is a director and Dr Robyn Phipps an investigator on an Otago University Medical School-led research project which has received \$3.65 million funding from the Health Research Council to look at the health and environmental effects of gas versus electric heaters.
- Dr Richard Shaw, School of Sociology, Social Policy, Social Work, receives a national Tertiary Teaching Excellence Award for Sustained Excellence.
- Dr Stephen Stannard of the Institute for Food, Nutrition and Human Health, receives Health Research Council funding of \$113,945 to collaborate on a study of insulin resistance, muscle triglyceride and Māori.
- Twenty-three projects, amounting to a total of \$243,000, receive funding from The Fund for Innovation and Excellence in Teaching.
- Te Mata ō te Tau, the Academy for Māori Research and Scholarship, is officially launched at the Albany campus.
- Robert Lord Winston, 2004 Royal Society of New Zealand Distinguished Speaker, gives a one-off public lecture at the Regent Theatre, Palmerston North.
- Darryn Joseph publishes a children's sci-fi book, *RT3 Ki Tua ō Rangi Ātea*, written in Te Reo Māori.
- The College of Sciences retrofit project, a \$25 million upgrade of the College buildings on the Palmerston North campus, begins.
- The University has a leading role in this year's National Fieldays at Mystery Creek, where the theme is celebrating sustainability in agriculture.
- Major General (Ret.) Piers Reid, senior lecturer in Defence Studies is asked by Civil Defence Minister George Hawkins to chair an independent review of the overall effectiveness of the emergency management of the February 2004 storms and floods.
- Plans are unveiled for a \$60 million facelift for the Palmerston North campus, including an upgrade of the Student Centre building.

- AgResearch's animal health research team is to relocate to a site alongside the Institute of Veterinary, Animal and Biomedical Sciences on the Palmerston North campus, creating a leading international centre for animal health research.
- Professor Colin Holmes is awarded the prestigious McMeekan Memorial Award by the New Zealand Society of Animal Production.

AUGUST

- A \$400,000 pilot programme to develop industry training within the biotechnology sector is announced by Research, Science and Technology Minister Pete Hodgson. The pilot will be steered by a team of Massey biotechnology experts, led by Professor Yusuf Chisti.
- New Zealand's biggest microscope, the \$3 million 700MHz NMR machine arrives at the Palmerston North campus.
- Design graduate Leon Oliver's Sentinel 'man-overboard' boating device wins the 2004 Dyson Product Design Award.
- Prime Minister Helen Clark opens the \$9.4 million Albany campus Recreation Centre.
- The School of Fine Arts announces that the 2004 Massey University Rita Angus Visual Artist in Residence is leading German artist Thomas Bayrle.
- Four individual researchers and one research team are selected as the inaugural University Research Medal recipients. The medals are the highest awards for research to be bestowed by the University and will be awarded annually.
- The inaugural University Research Medal for an outstanding individual researcher is awarded to Professor David Parry, head of the Institute of Fundamental Sciences.
- The 2004 medal for the top research team is awarded to the Allan Wilson Centre for Molecular Ecology and Evolution.
- Dr Jeroen Douwes and Dr Ulrich Zuelicke are awarded Early Career Research Medals.
- Associate Professor Kerry Chamberlain, from the School of Psychology on the Albany campus, is awarded the Supervisor Research Medal.
- Associate Professor Frank Sligo, Dr Cory Matthew, Dr Bernd Rehm, Dr Emily Parker, Dr David Harding, Associate Professor John Overton, Dr Craig Johnson, Professors David Lambert and Mike Hendy, Dr Robyn Phipps and Professor David Penny are awarded funding from the Massey University Postdoctoral Fellowships fund.
- Massey University Technical Assistance Awards of up to \$10,000 are granted to seven lecturers and senior lecturers to assist them in the advancement of research projects.
- Associate Professor Simon Tipping and Professor Margaret Trawick are this year's recipients of Massey University Research Fellowships.
- Nine women academics – Dr Inga Hunter, Dr Mary Salisbury, Dr Barbara Crump, Ms Jeanie Douche, Dr Jean Gilmour, Dr Celia Briar, Dr Sita Venkateswar, Dr Jill Bevan-Brown and Dr Janet Sayers – are awarded research funding through the annual University Women's Awards.
- Jhanitra Murray, from the School of Psychology, is the recipient of the annual University Māori Award.
- Five doctoral students are awarded the Government-funded Top Achiever Doctoral Scholarships.

- A Grant Development Fund of up to \$25,000 per year is established to provide funding to help develop teams, normally of three or more, that will be competitive in applying for external funding.
- The new International Visitor Research Fund covering travel costs and up to \$500 towards expenses is established to promote high quality research outputs through international collaboration.
- Double Helix, a super computer using the latest 64-bit technology, is commissioned by the University.

SEPTEMBER

- The University commits \$450,000 over the next three years as part of New Zealand's \$5 million contribution to the Australasian Synchrotron beamlines project.
- A team from the Centre for Public Health Research, led by Professor Neil Pearce, begins a Ministry of Health-funded project to investigate health problems among timber workers exposed to industry chemical PCP.
- Massey is ranked between 67 and 89th in the Asia Pacific region and between 404 and 502 in the world in the annual Shanghai Jiao Tong rating of the top 500 universities in the world.
- Professor David Lambert and his research feature in top science stories showcased by *Australian Science* magazine.
- The University's founding Vice-Chancellor, Sir Alan Stewart, dies. He was awarded the CBE in 1972 and knighted in 1981. In May 1984 he was capped Doctor of Science (honoris causa) by the University.
- The University is hosting an \$8 million project with the Aotearoa New Zealand Social Sciences research network, made up of New Zealand's leading social scientists and led by Professor Paul Spoonley.
- Professor David Penny is awarded New Zealand's top science honour, the Rutherford Medal, by the Royal Society of New Zealand.
- New Zealand's first Bod Pod, a space capsule-like pod that measures and tracks body fat and lean muscle mass using air displacement technology, arrives at Institute of Food, Nutrition and Human Health.
- The University receives more than \$5.1million from the 2004 Marsden Fund, nearly \$2 million more than last year and the largest grant the University has ever received from the Marsden Fund. Eleven Massey projects secure funding – six full Marsden projects and five Fast Start projects.

OCTOBER

- In a study commissioned by the New Zealand Police, Massey's SHORE researchers uncover important new information on the social and economic impact of Amphetamine Type Stimulants in New Zealand.
- The University Council votes not to increase domestic fees for 2005.
- The Council approves a package to allow extramural students to receive a raft of new services to support their learning from February 2005.

- A gala dinner is held at the Palmerston North Convention Centre to present the Vice-Chancellor's Excellence in Teaching Awards and the Massey University Research Medals.
- The New Zealand School of Music, combining the strengths of Massey University and Victoria University, is launched at a celebration concert at Te Papa.
- Professor Marilyn Waring is appointed to undertake review of NZAID, the Government's aid agency and its aid operations and programmes.
- Professor Barrie Macdonald, Pro Vice-Chancellor of the College of Humanities and Social Sciences, is appointed interim head of the College of Business.
- A free bus service supported by the University, Horizons Regional Council and Transfund is to begin in February 2005.
- New research headed by Professor Neil Pearce from the Centre for Public Health Research suggests a higher rate of deaths from cancer for workers exposed to dioxin during the manufacture of herbicides at the Ivon Watkins-Dow (IWD) plant in New Plymouth.

NOVEMBER

- Exposure 2004, an exhibition of work by graduating students from the College of Design, Fine Arts and Music, is held in Wellington.
- Professor Roger Morris donates \$100,000 of commercialisation income to establish the Roger Morris Trust for Animal Health, which is intended to protect the future viability of the EpiCentre he directs.
- At the launch of the Massey University Foundation it is announced that teaching fellowships, and visits by overseas-based star alumni are among its first projects.
- Professor Gaven Martin, widely regarded as the top pure mathematician in New Zealand, joins the Institute of Information and Mathematical Sciences at the Albany campus.
- Best practices in the assessment of learning outcomes are topics in this year's series of Vice-Chancellor's Symposia on all three campuses.
- An exhibition by photographer Anne Noble, of the College of Design, Fine Arts and Music, opens in Wellington. It investigates the presentation of the Antarctic landscape around the world.
- Dr Paul Perry, a senior sociology researcher, is one of three principal investigators on The New Zealand Study of Values funded by the Foundation for Research, Science and Technology.
- The longstanding partnership between the Institute of Food, Nutrition and Human Health and the New Zealand Pork Industry Board is strengthened with a renewal of a three-year contract.
- The Michael Hirschfeld Gallery marks its fifth anniversary with an exhibition by artist and lecturer Richard Reddaway.
- Dr Sue Cassells, lecturer in the Department of Finance, Banking and Property, has undertaken the first New Zealand study into the situation for end-of-life vehicles with support and funding from Toyota New Zealand.
- New Zealand's Unknown Warrior is interred at the National War Memorial in a tomb created by a team led by College of Design, Fine Arts and Music senior lecturer Kingsley Baird.

- Dr Max Scott and the Centre for Functional Genomics and scientists at the University of Melbourne join forces to investigate the genome of the Australian sheep blowfly in a project funded by Australian Wool Innovation.
- Professor Richard Buchanan, who received a Vice-Chancellor's Award for Teaching this year, wins the Distinguished Teacher prize awarded by the International Society for Marketing Advances.
- The newly formed Sir Peter Blake Trust is to be based at the Albany campus. Dr Mark Orams is named Executive Director of the Trust.
- Massey University is ranked 108th in *The Times Higher Education Supplement's* world top 200, behind The University of Auckland in 67th place and ahead of Otago at 114th.
- Tim Harvey, of Agricultural Services, receives a Friendship Award from the Chinese Government.
- A North Island brown kiwi with unique white feathering around his head is nursed back to health by the University's wildlife experts.

DECEMBER

- The Government appoints three new members to Council: Business academic Professor Ngatata Love, accountant and company director Alison Paterson and Wellington lawyer Stephen Kos.
- The Council re-elects Nigel Gould as Chancellor and Dr Liz Gordon as Pro Chancellor.
- Professor Ruth Kane, and Christine Harwood, from the College of Education, receive Teaching and Learning Research Initiative grants from the Government.
- A new ecology laboratory is established at the Albany campus. It brings a talented team of scientists to the University, all widely regarded for research on New Zealand birds.
- A Restorative Justice conference at Albany attracts a top line-up of international speakers and more than 200 delegates from local and international universities and social agencies.
- It is announced that the University will convert from a 100 point standard equivalent full-time year for academic programmes to one of 120 credits.
- Professor Graeme Wake, Director of the Centre for Mathematics in Industry at Albany, is elected as a Fellow to the Royal Society of New Zealand.
- Five senior academics are promoted to professor: Kerry Chamberlain, Anne Noble, Ralph Sims, Velmurugu Ravindran and Keith Thompson.
- PhD graduate Paul Gardner is awarded the Hatherston Medal from the Royal Society of New Zealand for the best paper by a PhD University student, in the physical, earth, mathematical and information sciences.
- Associate Professor Andrew Trlin, from the School of Sociology, Social Policy and Social Work, is appointed to the Human Rights Review Tribunal panel.
- Work of undergraduate and postgraduate students in the Māori Visual Arts programme goes on show in Palmerston North.
- Graphic design senior lecturer Claire Robinson is the co-winner of the 2004 Wallace Award for the book *New Zealand Votes: The General Election of 2002*

2004

Council



Chancellor

Mr Nigel J Gould JP, BCA Vict
FCA.



Vice-Chancellor

Professor J.F. Kinnear,
BEd LaTrobe, MSc, PhD
Melb., GradDipComputerSc
Swinburne UT., FLS



**Appointed by the Minister of
Education**

M.C. Campbell, BA
Macquarie, DipTchg



**Appointed by the Minister of
Education**

P.W. Rieger QSO JP.
Retired Dec 2004



**Elected by Permanent
Members of the Academic
Staff**

A. Vitalis, BA (Hons) Open
DMS MSc, PhD Lond CEng,
MIMech, MErgS



**Appointed by the Academic
Board**

J.A. Codd, MA, PhD, DipEd,
DipTchg



**Appointed by the Massey
University Council on the
Nomination of the Vice-
Chancellor**

J.G. Todd, CBE, BCom Vic, FCA



**Appointed by the Academic
Board**

J. Dowds, BSc (Hons) Belf.,
MBA Ulster, PhD, FCIS,
FCCM



**Elected by Permanent
Members of the General Staff**

A. Davies, BBS



**Student Federation
Representative on Council**

A. Maynard, BTech



**Joint EXMSS/MUSA
Representative**

B. Tipene-Hook, BHthSc



**President Extramural
Students' Society**

E. Barker, BA, DipBusAdmin,
Dip Arts (Media Studies)



**Elected by Court of
Convocation**

E. Gordon, MA (Hons), PhD
Massey



**Elected by Court of
Convocation**

R. Hubbard, ONZM, BSc,
DSc (Honoris causa) Massey,
FNZIFST, FNZIM

**Appointed by the Minister of
Education 3 December 2004**

N. Love, BCom, BCA (Hons), PhD
Well, ACIS, ANZIM
S. Kos, LLB (Hons) *Vict LLM Cam*
A. Paterson, FAC FIoD

2004

Officers of the University

Vice-Chancellor

Professor Judith Kinnear, BEd LaTrobe, MSc, PhD Melb., GradDipComputerSc Swinburne UT., FLS.

Assistant Vice-Chancellor (Academic)

Professor Luanna Meyer, BA Uni W Madison, MS, PhD Indiana

Assistant Vice-Chancellor (Maori)

Professor Mason H Durie, CNZM, MBChB, DPsych (McGill), D.Litt, FRANZCP, FRSNZ

Assistant Vice-Chancellor (Research)

Professor Nigel Long, MSc Auck., PhD Q'ld, FNZPS

University Registrar

Mrs Adrienne Cleland, MBA, FAIBF

Director - Human Resources

Ms Annemarie de Castro, BA, MHRINZ (Resigned 4 June 2004)

Mrs Sheryl Bryant, BEd, PGDip BusAdmin (appointed 8 November 2004)

Deputy Vice-Chancellors

Deputy Vice-Chancellors (Auckland and International)

Professor John Raine, BE (Hons) NZ, PhD, CEng, FIMechE., FIPENZ, MSAE

Deputy Vice-Chancellors (Palmerston North)

Professor I. J. Warrington, MHortSc, DSc, DLitt, FRSNZ, FNZSHS

Deputy Vice-Chancellor (Wellington and Strategic External Relations)

Professor K.J. Heskin, BA (Hons) Belf., MA Dublin, PhD Durh.

Pro Vice-Chancellors

College of Business: Professor Keith White-Hunt, BA (Hons), MSc, DSc (Econ)

College of Design, Fine Arts & Music: Professor Sally J. Morgan, MA *Warw*, KASKA *Antwerp*, BA Hons, *Sheff Hallam*

College of Education: Professor James Chapman, MA *Well*, PhD *Alta.*, DipTchg, FIARLD

College of Humanities and Social Sciences: Professor Barrie Macdonald, BA(Hons) *Well*, PhD ANU

College of Sciences: Professor Robert Anderson, MAgSc, PhD *C'nell*, DDA, FNZIAS

Directory

Bankers

Bank of New Zealand

Auditor

Audit New Zealand on behalf of the Auditor-General

Valuer

Quotable Value New Zealand

Legal Advisors

Buddle Findlay, Wellington

Cooper Rapley, Palmerston North

Russell McVeagh, Wellington

Andrea Craven, Palmerston North

Insurers

Vero Liability Ls, 6

Axiom Risk Insurance Management Limited

QBE Insurance International Ltd

Internal Auditor

PricewaterhouseCoopers

FINANCIAL REVIEW 2004

Introduction

Massey University has had a less buoyant year financially than the prior three years. While the final bottom line result appears sound, in reality the operating results are below budget but in line with the revised forecast promulgated during the year. There continues to be significant commitments made to revitalise the capital stock of the University especially in Palmerston North and Wellington while modest investment is being made to cater for Albany campus growth.

The University maintained its Equivalent Full Time Students (EFTS) numbers during 2004 (23,326) as compared to the previous year (23,342) but fell short by some 444 of the target of 23,770. Continuing gains in international EFTS were almost exactly offset by shortfalls in domestic EFTS while unfunded EFTS remained static. Pressure of increased student numbers continued to be an issue during 2004 in the College of Business but is expected to ease in the 2005 Year.

The managed enrolment scheme started in 2003 worked well in 2004 on all campuses and restricted international student numbers appropriately. Some revenue was forgone in the interests of maintaining a good mix of students.

The University's surplus for the year was \$14.8 million or 4.3% of revenue, marginally higher than the comparable figure of \$14.6 million (4.4%) for 2003 and \$4.2 million above budget of \$10.6 million. The result as stated includes a profit on sale of the St George complex of buildings of \$3.9 million and a gain of \$0.8 million reflecting the downward adjustment in Employee Entitlements. This leaves an operating result of \$10.1 million that is \$0.5 million below the 2004 budget and \$6.6 million less than the 2003 figure. The 2004 operating surplus is a 2.9% return on Revenue and is below the 3% guideline suggested by the Tertiary Advisory Monitoring Unit of the Ministry of Education.

Statement of Financial Performance

Major variances against both the budget and last year's performance for the University are explained below:

- 1 Total Revenue
Revenue has increased 6.5% over 2003 and by 1.6% as compared to budget. This has been mainly due to increases in international fees offset partly by decreases in domestic fees and government grants. Interest income was much higher than budgeted due to higher holdings of cash while charges for services and research were 8% up on 2003.
- 2 Total Cost of Operations
The University budgeted for a significant increase in costs for 2004 of 8.9% over 2003 actual but in the event costs slightly exceeded budget, increasing by 9.2% i.e. over budget by 0.3%. Staff costs were slightly under budget by 1.8% although more than the 2003 actual by 6.8%. This included a further increase in the holiday pay provision. Other increases in costs included Asset Related costs where increased use of electronic subscriptions caused this area to be over budget.
- 3 Depreciation
This was higher than budget due largely to a miscalculation in the budget that did not allow sufficiently for library depreciation.
- 4 Employee Entitlements
This decreased for the first time in several years due to an increase in the number of staff retiring or otherwise leaving the University and a slight increase in interest rates.

Statement of Financial Position

The relatively healthy state of the University's financial position reflects the surpluses that have been accumulated over several good years. The capital plan before the University far exceeds cash on hand and the cash deficit needs to be met from future surpluses or less desirably, from borrowing. A university normally operates on very slim margins and any reduction in surplus because of interest paid on money borrowed is hard to justify. The loan capital also has to be repaid from the same slim surpluses. Asset sales are unlikely to meet much of the shortfall.

1 Working Capital

This has improved due to the generation of additional cash from the surplus and a less than expected spend on capital assets. The working capital ratio is 1.13:1 for 2004 as compared to a budget of 0.69:1 and the 2003 figure of 1.05:1. This figure is budgeted to deteriorate for 2005 as the catch-up of capital expenditure occurs.

2 Non Current Assets

These are above last years due mainly to a shift in classification of investments back to long term from current assets.

3 Non Current Liabilities

The increase as compared to last year is due to the draw down of the loan funding the Sports Leisure and Cultural centre at the Albany Campus. The total is less than budgeted for due to a reclassification of a loan funding the E-Centre at Albany to current liabilities.

Statement of Cashflows

Cashflows for the year have been satisfactory. This resulted from a higher than expected inflow from international students and a lower than expected capital spend.

Net operating cash flows were significantly lower than 2003 by \$20.3 million but higher than budget by \$2.8 million. Investing activities were well below budget (-\$30.4 million) but less than the previous years figure (-\$4.2 million).

Conclusion

The University has a sound financial base from which to launch into a significant capital expenditure phase. There are clouds on the horizon however as the budgeted surplus for 2005 is set at \$7.0 million – less than is ideal - and the resultant cash flow for the year will be far less than the projected capital spending. There will need to be continued emphasis on increasing revenue sources, cost reduction and efficiencies if progress is to be made on the reinvestment plan in the years beyond 2005. All of these are essential elements in maintaining Massey University's place in the top 200 universities in the world.



Trevor Sew Hoy

Director - Finance Operations

SUMMARY FACTS AND FIGURES

	2004	2003	2002	2001	2000
Students					
Equivalent Full-Time Students (EFTS)	22,649	22,690.1	21,079	19,846.4	19,668.3
Change Over Previous Year (%)	(0.18%)	7.86%	5.84%	0.9%	(3.2%)
Total Student Enrolments	41,436	41,662	39,745	37,060	36,391
Change Over Previous Year (%)	(0.54%)	4.82%	7.25%	1.8%	(3.50%)
Examination pass rate -internal student (passed/sat)	89.1%	87.1%	87.7%	88.8%	86.9
-extramural study (passed/sat)	90.1%	89.8%	88.5%	87.7%	89.6
Staff					
College Academic Staff (Full-Time Equivalent)	1,307	1,283	1,166	1,138	1,204
Student: Staff ratio	17.3:1	17.5:1	18:1	17.4:1	16.3:1
Total General Staff (Full-Time Equivalent)	1,583	1,601	1,444	1,174	1,154
Total General: College Academic Staff	1.21	1.25	1.23	1.26	0.95
Financial Performance					
Net Cost of Services per EFTS	\$11,316	\$10,731	\$10,218	\$9,914	\$9,990
Net Operating Surplus/(Deficit) (\$000)	14,762	14,282	16,459	15,229	5,599
Return on Total Assets	2.48%	2.44%	3.01%	2.6%	0.97%
Return on Total Income	4.20%	4.40%	5.43%	5.65%	2.21%
Financial Position					
Capital Expenditure per EFTS	\$1,605	\$1,899	\$1,363	\$1,498	\$3,127
Short Term Liquidity	1.13:1	0.99:1	0.84:1	0.48:1	0.43:1
Working Capital Ratio	1.19:1	1.05:1	0.92:1	0.58:1	0.51:1
Debt to Equity	1.37%	0.37%	0.49%	1.72%	16.75%
Change in Equity	2.61%	8.22%	4.31%	3.20%	1.93%

*General staff includes technical and casual, excluded Contract and Trading

EFTS funded included MOE Funded plus Full-Fee/International

STATEMENT OF RESPONSIBILITY

In the financial year ended 31 December 2004, the council and management of Massey University were responsible for:

- the preparation of the financial statement and the judgements used therein
- establishing and maintaining a systems of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

In the opinion of the Council and management of Massey University the financial statements for the financial year fairly reflect the financial position and operations of Massey University.



N Gould
Chancellor



J Kinnear
Vice-Chancellor



T. Sew Hoy
Director, Finance Operations



**REPORT OF THE AUDITOR-GENERAL
TO THE READERS OF MASSEY UNIVERSITY AND GROUP'S
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2004**

The Auditor-General is the auditor of Massey University (the University) and group. The Auditor-General has appointed me, L H Desborough, using the staff and resources of Audit New Zealand, to carry out the audit of the financial statements of the University and group, on his behalf, for the year ended 31 December 2004.

Unqualified opinion

In our opinion the financial statements of the University and group on pages 26 to 135:

- comply with generally accepted accounting practice in New Zealand; and
- fairly reflect:
 - the University and group's financial position as at 31 December 2004;
 - the results of operations and cash flows for the year ended on that date; and
 - the service performance achievements measured against the performance targets adopted for the year ended on that date.

The audit was completed on 29 April 2005, and is the date at which our opinion is expressed.

The basis of our opinion is explained below. In addition, we outline the responsibilities of the Council and the Auditor, and explain our independence.

Basis of opinion

We carried out the audit in accordance with the Auditor-General's Auditing Standards, which incorporate the New Zealand Auditing Standards.

We planned and performed the audit to obtain all the information and explanations we considered necessary in order to obtain reasonable assurance that the financial statements did not have material misstatements whether caused by fraud or error.

Material misstatements are differences or omissions of amounts and disclosures that would affect a reader's overall understanding of the financial statements. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

The audit involved performing procedures to test the information presented in the financial statements. We assessed the results of those procedures in forming our opinion.

Audit procedures generally include:

- determining whether significant financial and management controls are working and can be relied on to produce complete and accurate data;
- verifying samples of transactions and account balances;
- performing analyses to identify anomalies in the reported data;
- reviewing significant estimates and judgements made by the Council;
- confirming year-end balances;
- determining whether accounting policies are appropriate and consistently applied; and

- determining whether all financial statement disclosures are adequate.

We did not examine every transaction, nor do we guarantee complete accuracy of the financial statements.

We evaluated the overall adequacy of the presentation of information in the financial statements. We obtained all the information and explanations we required to support our opinion above.

Responsibilities of the Council and the auditor

The Council is responsible for preparing financial statements in accordance with generally accepted accounting practice in New Zealand. Those financial statements must fairly reflect the financial position of the University and group as at 31 December 2004. They must also fairly reflect the results of operations and cash flows and service performance achievements for the year ended on that date. The Council's responsibilities arise from the Public Finance Act 1989.

We are responsible for expressing an independent opinion on the financial statements and reporting that opinion to you. This responsibility arises from section 15 of the Public Audit Act 2001 and section 43(1) of the Public Finance Act 1989.

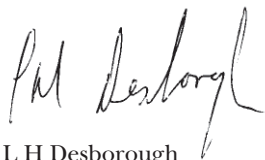
Independence

When carrying out the audit we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the Institute of Chartered Accountants of New Zealand.

In addition to the audit we have carried out assignments in the following assurance areas:

- auditing the Chief Executive Officer's declaration on the Performance-Based Research Fund External Research Income;
- quality assurance services over the University Student Management System Renewal Project.

These are compatible with those independence requirements. Other than the audit and these assignments, we have no relationship with or interests in the University or any of its subsidiaries.



L H Desborough

Audit New Zealand

On behalf of the Auditor-General

Palmerston North, New Zealand

Matters relating to the electronic presentation of the audited financial statements

This audit report relates to the financial statements of the University and group for the year ended 31 December 2004 included on the University's website. The Council is responsible for the maintenance and integrity of the University's website. We have not been engaged to report on the integrity of the University's website. We accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website.

We have not been engaged to report on any other electronic versions of the University's financial statements, and accept no responsibility for any changes that may have occurred to electronic versions of the financial statements published on other websites and/or published by other electronic means.

The audit report refers only to the financial statements named above. It does not provide an opinion on any other information which may have been hyperlinked to/from these financial statements. If readers of this report are concerned with the inherent risks arising from electronic data communication they should refer to the published hard copy of the audited financial statements and related audit report dated 29 April 2005 to confirm the information included in the audited financial statements presented on this website.

Legislation in New Zealand governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

STATEMENT OF ACCOUNTING POLICIES

for the year ended 31 December 2004

The Reporting Entity

Massey University was established as a university under the Massey University Act 1963 (founding legislation).

These financial statements have been prepared in accordance with Section 41 of the Public Finance Act 1989 and Section 203 of the Education Act 1989, which refers to the provisions of Section 41(2) of the Public Finance Act 1989.

Massey University comprises the following areas of significant activity for teaching, research and community service:

Colleges of

- Business
- Design, Fine Arts and Music
- Education
- Humanities and Social Sciences
- Sciences

The group consists of Massey University and its subsidiaries, Creative Campus Enterprises Limited (formerly known as Wellington Polytechnic Enterprises Limited) 100% owned, Massey University Holdings Limited 100% owned, and Estendart Limited 100% owned by Massey University Holdings Limited.

All the above-mentioned companies have a balance date of 31 December.

Measurement Base

The financial statements have been prepared on a historical cost basis, modified by the revaluation of certain fixed assets.

Accounting Policies

The following accounting policies which materially affect the measurement of financial performance and financial position have been applied:

1. Basis of Consolidation

The Consolidated Financial Statements are prepared from the financial statements of the University and all subsidiaries as at 31 December 2004 using the purchase method. Corresponding assets, liabilities, revenues, expenses and cashflows are added together on a line by line basis.

2. Budget Figures

The budget figures are those approved by the Council at the beginning of the financial year.

The budget figures have been prepared in accordance with generally accepted accounting practice and are consistent with the accounting policies adopted by the Council for the preparation of the financial statements.

3. Allocation of Overheads

Administrative and indirect teaching and research costs are allocated to significant activities on the basis of total equivalent full-time students (EFTS) in each college. Exceptions to this rule are allocated on the following basis:

- (i) Regional Facilities Management - by floor space
- (ii) Recreation Centre - by internal full-time students
- (iii) Student Services - by internal equivalent full-time students
- (iv) Annual leave - by general staff numbers for general staff and from academic department leave records for academic staff

4. Revenues

Government Grants, which include a capital component, are recognised as income on entitlement.

Trust Funds, including donations of a capital nature, are recognised as income when money is received, or entitlement to receive money is established.

Income for research which is externally funded is recognised in the Cost of Services Summary (see note 3) as "Charges for Services" when research expenditure is incurred. Research funds which are not expended at year end are included in the Statement of Financial Position as "Receipts in Advance".

5. Foreign Currencies

Foreign Currency transactions are converted at the New Zealand dollar rate of exchange ruling at the dates of the transactions. Foreign currency balances have been converted into New Zealand dollars using the exchange rate at the close of business on 31 December 2004. Foreign exchange gains and losses have been recognised in the Statement of Financial Performance.

6. Investments

Government Stock investments are stated at cost plus/less the proportion of any premium/discount on purchase allocated over the time to maturity. Other investments, including those in subsidiaries, are stated at the lower of cost or net realisable value.

7. Receivables

Accounts Receivable are stated at their estimated realisable value after providing for amounts not considered recoverable.

8. Inventories

Inventories, excluding livestock, are valued at the lower of cost (using the first-in first-out basis) or net realisable value. Livestock are valued at herd values (average market values), as supplied by the Inland Revenue Department. All consumables are charged direct to expenditure.

9. Fixed Assets

(i) Valuation

Asset Category	Valuation By	Frequency	Last Valuation
• Land and Buildings	Quotable Value New Zealand	Triennially	1 January 2003
• Furniture and Fittings			
- Equipment	Valued at historical cost	-	-
- Implements	Valued at historical cost	-	-
- Furniture	University staff	Triennially	31 December 2003
	(The valuation methodology used is checked and approved by Quotable Value New Zealand)		
- Art Collection (Palmerston North Campus)	Christopher Moore Gallery Wellington	Triennially	31 December 2004
- Art Collection (Albany Campus)	Portfolio Gallery Auckland	Triennially	31 December 2004
- Art Collection - Silver	Philip Rhodes Antiques Palmerston North	Triennially	31 December 2004
• Other Assets			
Aircraft	Premi-Air Aviation Limited H. Maidment MIPMV (Registered Valuer)	Annually	31 December 2004
Motor Vehicles	Valued at historical cost	-	-
Capital Works in Progress	Valued at historical cost	-	-
Leasehold Improvements	Valued at historical cost	-	-
Library Collection	Valued at historical cost	-	-

Land is valued on the basis of highest and best use.

Buildings (which include land improvements, reticulated services and forestry) are valued at depreciated replacement cost on the basis of highest and best use.

Additions between valuations are recorded at cost.

Aircraft are valued on the basis of highest and best use.

Capital Work in Progress is valued on the basis of expenditure incurred and Certified Gross Progress Claim Certificates up to balance date.

Furniture is valued at depreciated replacement cost.

Art collections are valued on the basis of their estimated market value as a permanently retained collection.

The level at which individual assets are capitalised as fixed assets is \$2,000.

(ii) Depreciation

The depreciation rates used in the preparation of these statements are as follows:

Asset Class	Depreciation Rate	Method
Buildings	15 to 100 years	Straight Line
Reticulation	20 to 50 years	Straight Line
Leasehold Improvements	10%	Straight Line
Equipment, Furniture and Implements	5%-33%	Straight Line
Computers and Research Equipment	25%	Straight Line
Computer Software	33.33%	Straight Line
Motor Vehicles	20%-25%	Straight Line
Aircraft	6%	Straight Line
Library Collection (current use)	10%	Straight Line

Land, forestry, permanently retained library collections, art collections and archives are not depreciated.

Leasehold improvements are depreciated based upon their estimated useful life and the term of lease.

Work in Progress is not depreciated. The total cost of a project is transferred to the relevant asset class upon completion and then depreciated.

(iii) Crown Owned Assets

Crown owned land and buildings that are used by Massey University are included as part of Massey University's fixed assets. These were first recognised on 31 December 1989. Although legal title has not been transferred, Massey University has assumed all the normal risks and rewards of ownership.

10. Employee Entitlements

Annual leave for Academic and General Staff has been accrued. In addition an accrual has been made for retirement gratuities for both Academic and General Staff and long service leave for General Staff. Both retirement gratuities and long services leave have been accrued on the following basis:

- leave and gratuities which have vested in the employee (an entitlement has been established) have been measured at nominal value using remuneration rates current at reporting date. This is included as a Current Liability.
- leave and gratuities which have not yet vested in the employee (no entitlement has been established) have been measured using the present value measurement basis which discounts expected future cash outflows. This is treated as a Non-Current Liability. It is included to comply with "generally accepted accounting practice" as defined in the Financial Reporting Act 1993 and results from the adoption of Australian Accounting Standard AASB 1028: "Accounting for Employee Entitlements".

Duty leave overseas for Academic Staff has not been accrued as this leave is a commitment subject to eligibility and is not an entitlement.

11. Goods and Services Tax (GST)

The financial statements are prepared on a GST exclusive basis, with the exception of accounts receivable and accounts payable.

12. Taxation

Tertiary institutions are exempt from the payment of income tax as they are treated by the Inland Revenue Department as charitable organisations. Accordingly, no charge for income tax has been provided for.

Massey University's subsidiaries are also exempt from paying income tax, except for Estendart Limited, which has allowed for income tax.

13. Leases

Finance leases effectively transfer to Massey University substantially all the risks and benefits incidental to ownership of the leased item. These are capitalised at the lower of fair value of the asset or the present value of the minimum lease payments. The leased assets and corresponding lease liabilities are disclosed and the leased assets are depreciated over the period Massey University is expected to benefit from their use.

Operating lease payments, where the lessor effectively retains substantially all the risks and benefits of ownership of the leased items, are included in the determination of the operating profit in equal instalments over the lease term.

14. Financial Instruments

Massey University and its subsidiaries are party to financial instruments as part of their normal operations. These financial instruments include bank accounts, investments, debtors, creditors and loans. All financial instruments are recognised in the Statement of Financial Position and all revenues and expenses in relation to the financial instruments are recognised in the Statement of Financial Performance.

15. Joint Venture

The University has a 50% interest in a joint venture with Capital Hill Limited. The University's interest in the joint venture is accounted for using the proportionate method of consolidation.

Changes in Accounting Policies

There have been no changes in accounting policies and the policies have been applied on a basis consistent with prior years.

STATEMENT OF FINANCIAL PERFORMANCE

for the year ended 31 December 2004

		<i>University</i>			<i>Consolidated</i>	
		Budget 2004 (000)	Actual 2004 (000)	Actual 2003 (000)	Actual 2004 (000)	Actual 2003 (000)
	Notes					
Government Grants	1	143,340	138,935	136,794	138,935	136,794
Student Fees		128,541	126,577	118,366	126,577	118,366
Interest		1,729	4,191	3,638	4,231	3,639
Charges for Services		72,632	76,690	66,051	80,199	68,619
Trust Funds	9	720	1,141	1,429	1,141	1,429
Total Operating Revenue		346,962	347,534	326,278	351,083	328,847
Staff Related Costs	2	202,592	198,998	186,347	199,991	187,033
Depreciation	2	22,900	26,185	24,879	26,276	24,929
Other Direct Costs	2	110,150	111,252	98,242	113,778	100,202
Trust Funds	9	720	952	78	952	78
Total Cost of Operations		336,362	337,387	309,546	340,997	312,242
Operating Surplus before adjustment for Employee Entitlements		10,600	10,147	16,732	10,086	16,605
Employee Entitlements	8	-	795	(2,123)	795	(2,123)
Profit on Sale of St George Complex		-	3,881	-	3,881	-
Net Surplus	13	10,600	14,823	14,609	14,762	14,482

The Statement of Accounting Policies and Notes to the Financial Statements form part of and are to be read in conjunction with these statements.

STATEMENT OF MOVEMENTS IN EQUITY

for the year ended 31 December 2004

		<i>University</i>			<i>Consolidated</i>	
		Budget 2004 (000)	Actual 2004 (000)	Actual 2003 (000)	Actual 2004 (000)	Actual 2003 (000)
Public Equity as at 1 January		578,372	576,442	532,546	576,347	532,578
Equity at 1 January		578,372	576,442	532,546	576,347	532,578
Net Surplus		10,600	14,823	14,609	14,762	14,482
Increases/(Decreases) in revaluation	10	-	270	29,287	270	29,287
Total recognised revenues and expenses for the period		10,600	15,093	43,896	15,032	43,769
Public Equity as at 31 December	11	588,972	591,535	576,442	591,379	576,347

The Statement of Annual Accounting Policies and Notes to the Financial Statements form part of and are to be read in conjunction with these statements.

STATEMENT OF FINANCIAL POSITION

as at 31 December 2004

		<i>University</i>			<i>Consolidated</i>	
		Budget 2004 (000)	Actual 2004 (000)	Actual 2003 (000)	Actual 2004 (000)	Actual 2003 (000)
	Notes					
ASSETS						
Current Assets						
Cash and Bank		1,300	2,032	-	2,433	-
Prepayments		3,500	6,052	5,067	6,058	5,072
Accounts Receivable and Accruals	14	19,627	31,599	17,988	32,205	18,386
Inventories	4	5,633	4,348	4,241	4,491	4,357
Short Term Investments	5	15,754	44,500	46,000	48,912	46,000
Long Term Investment Maturing 2005	5	-	4,775	10,416	4,775	10,416
Total Current Assets		45,814	93,306	83,712	98,874	84,231
Non Current Assets						
Term Investments	5	14,199	15,091	4,331	9,996	3,971
Fixed Assets	6	627,345	594,487	592,262	594,920	592,617
Total Non Current Assets		641,544	609,578	596,593	604,916	596,588
Total Assets		687,358	702,884	680,305	703,790	680,819
LIABILITIES AND EQUITY						
Current Liabilities						
Cash and Bank		-	-	946	-	403
Accounts Payable and Accruals	15	26,684	27,429	28,412	27,944	29,020
Loans	7	-	2,250	19	2,290	19
Provision for Employee Entitlements	8	9,480	14,144	11,054	14,253	11,119
Receipts in Advance		30,000	38,469	39,574	38,776	40,053
Total Current Liability		66,164	82,292	80,005	83,263	80,614
Non-Current Liabilities						
Loans	7	12,427	8,114	2,117	8,205	2,117
Provision for Employee Entitlements	8	19,795	20,943	21,741	20,943	21,741
Total Non-Current Liabilities		32,222	29,057	23,858	29,148	23,858
Total Liabilities		98,386	111,349	103,863	112,411	104,472
Public Equity	11	588,972	591,535	576,442	591,379	576,347
Total Liabilities and Public Equity		687,358	702,884	680,305	703,790	680,819

The Statement of Annual Accounting Policies and Notes to the Financial Statements form part of and are to be read in conjunction with these statements.

STATEMENT OF CASH FLOWS

for the year ended 31 December 2004

		University			Consolidated	
		Budget 2004 (\$000)	Actual 2004 (\$000)	Actual 2003 (\$000)	Actual 2004 (\$000)	Actual 2003 (\$000)
	Notes					
CASHFLOWS FROM OPERATING ACTIVITIES						
Cash was provided from						
	Government Grants	143,300	138,420	138,793	138,420	138,793
	Student Fees	128,541	143,885	128,582	143,885	128,582
	Other Income	70,198	59,076	62,234	62,916	65,104
	Interest on Operating Income	3,500	4,628	3,364	4,665	3,365
	Trust Funds	720	416	1,204	416	1,204
		346,259	346,425	334,177	350,302	337,048
Cash was applied to						
	Payments to Employees and Suppliers	313,475	312,400	278,961	316,414	281,619
	Interest Paid	600	418	74	432	77
		314,075	312,818	279,035	316,846	281,696
Net Cashflow from Operating Activities		32,184	33,607	55,142	33,456	55,352
CASHFLOWS FROM INVESTING ACTIVITIES						
Cash was provided from						
	Withdrawal of Investments	9,259	10,381	-	10,381	-
	Sale of Fixed Assets	-	728	2,287	742	2,287
		9,259	11,109	2,287	11,123	2,287
Cash was applied to						
	Purchase of Investments	10,000	10,340	539	10,631	279
	Purchase of Fixed Assets	66,676	36,346	43,014	36,358	43,087
		76,676	46,686	43,553	46,989	43,366
Net Cashflow from Investing Activities		(67,417)	(35,577)	(41,266)	(35,866)	(41,079)

The Statement of Annual Accounting Policies and Notes to the Financial Statements form part of and are to be read in conjunction with these statements.

		<i>University</i>			<i>Consolidated</i>	
		Budget 2004 (\$000)	Actual 2004 (\$000)	Actual 2003 (\$000)	Actual 2004 (\$000)	Actual 2003 (\$000)
	Notes					
Cashflows from Financing Activities						
<i>Cash was provided from</i>						
Loans Raised		10,300	8,500	-	8,501	-
<i>Cash was applied to</i>						
Loans Repaid		-	272	480	343	480
Loan to Subsidiary		-	4,780	-	-	-
Net Cashflow from Financing Activities		10,300	3,448	(480)	8,158	(480)
Net Increase /(Decrease) in Cash Held		(24,933)	1,478	13,396	5,748	13,793
Cash Brought Forward		41,987	45,054	31,658	45,597	31,804
Ending Cash Carried Forward		17,054	46,532	45,054	51,345	45,597
<i>Cash in Hand is made up of</i>						
Bank of New Zealand Accounts		1,300	2,032	(946)	2,433	(403)
Short Term Investments		15,754	44,500	46,000	48,912	46,000
		17,054	46,532	45,054	51,345	45,597

The Statement of Annual Accounting Policies and Notes to the Financial Statements form part of and are to be read in conjunction with these statements.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ending 31 December 2004

1. Government Grants

The Ministry of Education provides income to the University by way of a grant which is based on equivalent full-time students (EFTS). Funding is provided by means of a tuition subsidy according to different cost categories for the courses being offered.

2. Cost of Operations

• *Staff Related Costs*

Includes direct staff related costs allocated to colleges, support services and regions. Employee Entitlements relating to actuarial calculations are shown separately.

• *Depreciation*

Includes all depreciation on all assets held by the University.

• *Other Direct Costs*

Includes all direct costs of operating and maintaining the University. It also includes the cost of research including salaries and wages.

3. Cost of Services Summary 2004 (Refer Page 48)

Cost of Services includes the net costs of services for the significant activities of the University, and is represented by Charges for Services less Costs of Services. Significant activities comprise the Colleges of the University, as shown in the entity statement, that provide teaching, research and community services.

The costs of inputs necessary in providing teaching, research and community services are analysed in the Cost of Services Summary to follow. These inputs are as follows:

• *Staff Related Costs*

Includes only salaries and wages of those staff directly allocated to the college. Other salaries and wages are included in the appropriate overhead area in which they are incurred. Also includes expenses of training and development, employers contribution to superannuation funds, retirement related costs and accident insurance premiums.

• *Other Direct Costs*

Includes all other direct costs of operating and maintaining colleges. It also includes the cost of operating research and service centres directly attached to them.

• *Divisional and Regional Costs*

Includes all costs associated with the support service divisions and regions. The activities include all support functions managed under the following groupings:

Academic Services, Research Services, Resources, Support Services, Vice-Chancellor's Office and Regional Administration and Infrastructure.

- **Depreciation**

Includes only depreciation on those assets directly held by the college. All other depreciation is included in Divisional and Regional Costs.

C O S T O F S E R V I C E S S U M M A R Y 2 0 0 4

	2004	2003				
	Business (\$000)	Design, Fine Arts & Music (\$000)	Education (\$000)	Humanities & Social Sciences (\$000)	Sciences (\$000)	Total (\$000)
Staff Related Costs	31,508	10,369	21,774	27,784	53,650	145,085
	29,460	9,059	20,638	25,636	51,338	136,131
Other Direct Costs	14,052	2,614	7,351	8,635	21,978	54,630
	13,501	2,352	7,592	6,732	20,549	50,726
Divisional Costs	34,387	13,215	14,174	20,585	45,422	127,783
	32,581	11,901	14,009	18,774	40,125	117,390
Depreciation	810	665	346	510	3,159	5,490
	800	658	346	450	3,042	5,296
Total Costs	80,757	26,863	43,645	57,514	124,209	332,988
	76,342	23,970	42,585	51,592	115,054	309,543
Charges of Services	9,645	1,862	15,773	14,795	34,615	76,690
	5,999	738	15,918	11,460	31,936	66,051
Net cost of Services	71,112	25,001	27,872	42,719	89,594	256,298
	70,343	23,232	26,667	40,132	83,118	243,492

4. Inventories

	<i>University</i>		<i>Consolidated</i>	
	2004	2003	2004	2003
	(\$000)	(\$000)	(\$000)	(\$000)
Material and Stores	1,362	1,337	1,505	1,453
Livestock	2,986	2,904	2,986	2,904
Total	4,348	4,241	4,491	4,357

5. Investments

	<i>University</i>		<i>Consolidated</i>	
	2004 (\$000)	2003 (\$000)	2004 (\$000)	2003 (\$000)
Short Term	44,500	46,000	48,912	46,000
Long Term Investment Maturing 2005	4,775	10,416	4,775	10,416
Total Short Term	49,275	56,416	53,687	56,416
Long Term	15,091	4,331	9,996	3,971
Total	64,366	60,747	63,683	60,387
Current Portion				
Bank of New Zealand	3,100	9,250	3,100	9,250
ASB Bank	12,000	20,500	16,412	20,500
National Bank	21,630	24,130	21,630	24,130
Westpac	2,500	2,500	2,500	2,500
Kiwi Bank	10,000	-	10,000	-
Loans	45	36	45	36
Total	49,275	56,416	53,687	56,416
Term Portion				
Bank of New Zealand	7,750	2,100	7,750	2,100
Loans	5,103	113	109	113
	12,853	2,213	7,859	2,213
Shares	2,238	2,118	2,137	1,758
Total	15,091	4,331	9,996	3,971

Refer to Note 12 for weighted average interest rate.

Shares in Subsidiaries.

Name of Entity: Creative Campus Enterprises Limited (previously known as Wellington Polytechnic Enterprises Ltd)

Principal Activity: Accommodation Management

Ownership: 100%

Owner: Massey University

Contribution: \$82,638 Loss (2003: \$128,000 Loss)

The fair value of Massey University's investment in Creative Campus Enterprises Limited as approximated by the net assets of the company as at 31 December 2004 is \$(79,193). (\$3,444 as at 31 December 2003)

Name of Entity: Massey University Holdings Limited

Principal Activity: Holding Company

Ownership: 100%

Owner: Massey University

Contribution: Nil

The fair value of Massey University's investment in Massey University Holdings as approximated by the net assets of the company as at 31 December 2004 is \$0. (\$0 as at 31 December 2003)

Name of Entity: Estendart Limited
Principal Activity: Animal health services
Ownership: 100%
Owner: Massey University
Contribution: \$9,545 Loss (2003: \$1)

The fair value of Massey University's investment in Estendart Limited as approximated by the net assets of the company, and included in Massey University Holdings Limited, as at 31 December 2004 is \$246,803. (\$602 as at 31 December 2003)

Name of Entity: Massey University Foundation
Principal Activity: Investment
Ownership: 100%
Owner: Massey University
Contribution: \$36,000

The fair value of Massey University's investment in Massey University Foundation as approximated by the net assets of the company as at 31 December 2004 is \$36,000.

6. Fixed Assets

	<i>University 2004</i>			<i>University 2003</i>		
	Cost / Valuation	Accumulated Depreciation	Net	Cost / Valuation	Accumulated Depreciation	Net
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
Land	74,045	-	74,045	78,605	-	78,605
Buildings	446,657	26,738	419,919	424,955	13,961	410,994
Total Land and Buildings	520,702	26,738	493,964	503,560	13,961	489,599
Equipment (incl Computer)	103,525	75,856	27,669	95,124	68,686	26,438
Implements	175	159	16	175	156	19
Furniture and Fittings	1,775	1,060	715	1,800	913	887
Art Collections	1,512	-	1,512	935	-	935
Total Furniture and Equipment	106,987	77,075	29,912	98,034	69,755	28,279
Aircraft	2,881	-	2,881	1,338	94	1,244
Vehicles	3,088	2,451	637	3,441	2,777	664
Capital Works in Progress	32,180	-	32,180	39,125	-	39,125
Leasehold Improvements	2,187	333	1,854	329	319	10
Total Other Assets	40,336	2,784	37,552	44,233	3,190	41,043
Library Collection	47,800	14,741	33,059	43,327	9,986	33,341
Total Fixed Assets	715,825	121,338	594,487	689,154	96,892	592,262

	Consolidated 2004			Consolidated 2003		
	Cost / Valuation (\$000)	Accumulated Depreciation (\$000)	Net (\$000)	Cost / Valuation (\$000)	Accumulated Depreciation (\$000)	Net (\$000)
Land and Buildings	520,702	26,738	493,964	503,560	13,961	489,599
Equipment (incl Computer)	104,174	76,183	27,991	95,601	68,942	26,659
Implements	175	159	16	175	156	19
Furniture and Fittings	1,894	1,101	793	1,914	942	972
Art Collections	1,512	-	1,512	935	-	935
Total Furniture and Equipment	107,755	77,443	30,312	98,625	70,040	28,585
Aircraft	2,881	-	2,881	1,338	94	1,244
Vehicles	3,134	2,464	670	3,494	2,781	713
Capital Works in Progress	32,180	-	32,180	39,125	-	39,125
Leasehold Improvements	2,187	333	1,854	329	319	10
Total Other Assets	40,382	2,797	37,585	44,286	3,194	41,092
Library Collection	47,800	14,741	33,059	43,327	9,986	33,341
Total Fixed Assets	716,639	121,719	594,920	689,798	97,181	592,617

Asset values included in the Statement of Financial Position as at 31 December 2004 include all land and buildings as occupied and utilised by Massey University. The exception to this is the land on Riverside farm (leased from the Sydney Campbell Foundation).

Legal ownership of land and buildings is detailed as follows (at Statement of Financial Position values):

	2004 Land (\$000)	2003 Land (\$000)	2004 Buildings (\$000)	2003 Buildings (\$000)
i) Massey University owned	46,062	50,622	250,157	237,843
ii) Crown Owned (includes buildings on Crown owned land)	27,983	27,983	169,762	173,151
	74,045	78,605	419,919	410,994

7. Loans (Parent and Consolidated)

	<i>University</i>		<i>Consolidated</i>	
	2004	2003	2004	2003
	(\$000)	(\$000)	(\$000)	(\$000)
Opening Balance	2,136	2,616	2,136	2,616
Repayments	(272)	(480)	(272)	(480)
Loans Raised	8,500	-	8,631	-
Closing Balance	10,364	2,136	10,495	2,136
Current Portion	2,250	19	2,290	19
Term Portion	8,114	2,117	8,205	2,117

Details of loans are as follows:

Loan	Interest Rate	2004	2003	2004	2003
		(\$000)	(\$000)	(\$000)	(\$000)
BNZ - Fixed Interest Rate Facility	6.60%	8,247	-	8,247	-
Tindall Foundation	2.77% - 3.38%	2,000	2,000	2,000	2,000
Staff Club	6.0%	117	136	117	136
Other		-	-	131	-
Total Loans		10,364	2,136	10,495	2,136

The average interest rate for 2004 was 5.86% (2003: 3.20%)

Borrowings are unsecured.

8. Employee Entitlements (University and Consolidated)

	<i>University</i>		<i>Consolidated</i>	
	2004	2003	2004	2003
	(\$000)	(\$000)	(\$000)	(\$000)
Annual Leave	12,908	10,877	13,017	10,942
Long Service Leave	892	1,311	892	1,311
Retirement Gratuities	21,287	20,607	21,287	20,607
Total	35,087	32,795	35,196	32,860
Current	14,144	11,054	14,253	11,119
Non-Current	20,943	21,741	20,943	21,741
Total	35,087	32,795	35,196	32,860

9. Trust Funds (University and Consolidated)

	Opening Balance 01.01.04 (\$000)	Movement (\$000)	Closing Balance 31.12.04 (\$000)
Helen Akers Bequest	777	12	789
Massey University Agricultural Research Foundation (MUARF)	380	15	395
MU Common Fund	7,256	123	7,379
Sasakawa Foundation	5,598	22	5,620
Delahunty Trust	413	9	422
Norwood Trust	50	3	53
A G East Memorial Trust	20	2	22
Tony Drakeford Memorial Trust	55	3	58
Total Trust Funds	14,549	189	14,738

Although these items are trusts, Massey University has control over them and obtains benefits associated with ownership of them. They have therefore been treated as equity in the Parent and Consolidated Statement of Financial Position. Details of Trust Funds are as follows:

Helen Akers Bequest

Funds bequeathed from the Estate of Helen Akers to provide scholarships for students.

Massey University Agricultural Research Foundation

Trust fund established for agricultural research by students and staff.

Massey University Property Foundation

Foundation established to support the Department of Finance, Banking and Property Studies and the real estate industry.

Massey University Common Fund

Pool of funds used for holding and paying out scholarships and prize monies to students.

Sasakawa Foundation

Scholarships provided from the Sasakawa Foundation, Japan, for students.

Delahunty Trust

Trust fund established to provide research grants to foster primary industry accounting research to students living in New Zealand.

Norwood Trust

Prizes for students for achievements in trade courses.

A G East Memorial Trust

Educational scholarships for technical and trade courses

Tony Drakeford Memorial Trust

Educational scholarships for commerce courses.

10. Asset Revaluation Reserves (University)

	2004	2003
	(\$000)	(\$000)
Aircraft		
Balance 1 January	2,709	2,787
Movement	(589)	(78)
Balance 31 December	2,120	2,709
Furniture & Fittings		
Balance 1 January	3,568	3,410
Movement	10	158
Balance 31 December	3,578	3,568
Land & Buildings		
Balance 1 January	99,721	70,514
Movement	(3,925)	29,207
Balance 31 December	95,796	99,721
Art Collections		
Balance 1 January	176	176
Movement	533	-
Balance 31 December	709	176
Library Books		
Balance 1 January	741	741
Movement	-	-
Balance 31 December	741	741
Total		
Balance 1 January	106,915	77,628
Movement	(3,971)	29,287
Balance 31 December	102,944	106,915

11. Public Equity

The University Public Equity is made up as follows:

	Opening Balance 01.01.04 (\$000)	Movements (\$000)	Operating Surplus/ Deficit (\$000)	Closing Balance 31.12.04 (\$000)
Trust Funds	14,549	-	189	14,738
Asset Revaluation Reserves	106,915	(3,971)	-	102,944
Special Reserves	17,581	(100)	-	17,481
General Reserves	437,397	4,341	14,634	456,372
Total	576,442	270	14,823	591,535

The Consolidated Public Equity is made up as follows:

	Opening Balance 01.01.04 (\$000)	Movements (\$000)	Operating Surplus/ Deficit (\$000)	Closing Balance 31.12.04 (\$000)
Trust Funds	14,549	-	189	14,738
Asset Revaluation Reserves	106,922	(3,971)	-	102,951
Special Reserves	17,579	(100)	-	17,479
General Reserves	437,297	4,341	14,573	456,211
Total	576,347	270	14,762	591,379

- Special Reserves includes funds set aside for uninsured risks, residential capital development, building replacement (farms and research/service units), farms development and replacement of implements and plant (farms and research/service units). In terms of Massey University Treasury Management Policy, special reserves, along with trust funds, should have 50% coverage by cash reserves. As at 31 December 2004 this coverage is as follows:

	2004 (\$000)	2003 (\$000)
Total Cash & Investments	64,106	59,801
Trust Funds (50% cover)	(7,369)	(7,275)
Special Reserves (50% cover)	(8,740)	(8,790)
Available to cover General Reserves	47,997	43,736

- General Reserves include funds set aside for departmental reserves and University capital.

12. Financial Instruments

Massey University is party to financial instrument arrangements as part of its everyday operations. These financial instruments include Bank Accounts, Bank Deposits, Accounts Receivable, Accounts Payable and Term Borrowings, and are recognised in the Statement of Financial Position. The weighted average interest rate for 2004 was 6.31% (2003: 5.86%).

A facility to borrow up to \$30 million (2003: \$30 million) has been arranged with the Bank of New Zealand.

Credit Risk

Financial instruments which potentially subject Massey University to credit risk principally consist of bank balances and accounts receivable.

Maximum exposures to credit risk at balance date are:

	University		Consolidated	
	2004 (\$000)	2003 (\$000)	2004 (\$000)	2003 (\$000)
Bank Deposits	64,160	58,629	63,979	58,629
Receivables and prepayments	37,651	23,055	38,263	23,458
Investments - Shares	2,236	2,118	2,137	1,758

The above maximum exposures are net of any recognised provision for losses on these financial instruments. No collateral is held on the above amounts.

Massey University invests funds in deposits with registered banks, and limits the amount of credit exposure to any one institution. There are no major concentrations of credit risk with respect to accounts receivable.

Fair Value

The fair value of Massey University's investment in Massey University Holdings Limited, Estendart and Creative Campus Enterprises is disclosed in Note 5 of these financial statements.

The fair value of other financial instruments is approximately equivalent to the carrying amount disclosed in the Statement of Financial Position.

Interest Rate Risk

The effective interest rates on the loans is at a margin above the 90 day bank bill rate. Trust Funds are credited with the actual return received from investments made purchased with these funds.

Currency Risk

Massey University holds a bank current account in United States dollars which is subject to exchange rate fluctuations. The University has taken out forward cover to cover known commitments.

13. Statement of Financial Performance Disclosures

	<i>University</i>		<i>Consolidated</i>	
	2004	2003	2004	2003
	(\$000)	(\$000)	(\$000)	(\$000)
The net surplus is after charging:				
Audit Fees	83	79	122	89
Other Services Provided by principal auditor	25	19	25	19
Internal Audit Fees	78	48	78	48
Bad debts written off	510	885	526	895
Increase/ (Reduction) in provision for bad debts	(286)	192	(280)	192
Council members' fees	55	56	55	56
Depreciation Buildings	12,088	12,019	12,088	12,019
Reticulation	1,012	997	1,012	997
Leasehold Investments	14	32	14	32
Aircraft	80	115	80	115
Furniture and Fittings	178	151	192	156
Equipment	7,846	7,836	7,913	7,877
Implements	3	4	3	4
Vehicles	209	247	218	251
Library	<u>4,755</u>	<u>3,478</u>	4,755	3,478
Total	26,185	24,879	26,275	24,929
Interest expense	434	75	442	75
Rental expense on operating leases	3,316	2,796	3,356	2,800
Net Profit/(Loss) on disposal of fixed assets	3,791	170	3,790	170
Asset write offs	-	70	-	70

14. Accounts Receivable and Accruals

	<i>University</i>		<i>Consolidated</i>	
	2004	2003	2004	2003
	(\$000)	(\$000)	(\$000)	(\$000)
Trade Debtors	27,046	12,570	26,906	12,935
Less Provision for doubtful debts	(1,219)	(1,505)	(1,238)	(1,527)
Net Receivables	25,827	11,065	25,668	11,408
Other amounts receivable	5,772	6,923	6,537	6,978
Total	31,599	17,988	32,205	18,386

15. Accounts Payable and Accruals

	<i>University</i>		<i>Consolidated</i>	
	2004	2003	2004	2003
	(\$000)	(\$000)	(\$000)	(\$000)
Trade Creditors	23,000	25,211	22,589	25,444
Amounts Payable	4,429	3,201	5,355	3,576
Total	27,429	28,412	27,944	29,020

16. Council members' fees paid during 2004 year

	2004	2003
N Gould	19,500	19,500
C Campbell	10,980	10,980
J Todd	4,335	4,590
P Reiger	4,590	4,845
E Barker	3,060	3,060
R Hubbard	2,295	3,570
B Tipene-Hook	3,060	2,550
M Evetts	-	3,060
W Vercoe	-	1,275
L Gordon	3,060	3,060
A Maynard	3,060	-
A Paterson	255	-
N Love	255	-
S Kos	255	-
Total 2004	54,705	56,490

17. Related Party Information

The Crown

The Government influences the roles of the University as well as being its major source of revenue.

Creative Campus Enterprises Limited

Massey University charges interest at wholesale deposit rate + 1% to Creative Campus Enterprises Limited on short term funding. During the year Massey University entered into transactions with Creative Campus Enterprises Limited. All transactions between the entities were conducted on an arm's length basis using commercial terms.

Massey University charged Creative Campus Enterprises Limited \$332,907 (2003: \$288,755) including GST for rental, power, gas, postage and salary of the General Manager. The amount owed to Massey University by Creative Campus Enterprises Limited at the year end was \$63,297 (2003: \$75,486), payable under normal trading terms.

Creative Campus Enterprises Limited charged Massey University \$56,250 (2003: \$56,250) including GST for pastoral care services. A loan was raised by Creative Campus Enterprise Limited from Massey University for \$100,000.

The amount owed to Creative Campus Enterprises Limited by Massey University at the end of the year was \$523,299 (2003: \$325,508) being:

- \$7,722 (2003: \$20,723) which is payable on normal trading terms
- \$515,577 (2003: \$304,529) - funds held by Massey University (largely investments) which Creative Campus Enterprises Limited administer on behalf of the owners of Te Awhina and Drummond Street apartments.

Estendart Limited

During the year Massey University entered into transactions with Estendart Limited. All transactions were conducted on an arm's length basis using commercial terms.

Massey University charged Estendart Limited \$95,959 (2003: \$332,976) including GST for rental, postage, insurance and fixed asset. The amount owed to Massey University by Estendart Limited at the year end was \$2,192 (2003: \$366,726), payable under normal trading terms.

Estendart Limited charged Massey University \$128,876 (2003: \$15,765) including GST for professional services.

The amount owed to Estendart Limited by Massey University at the end of the year was Nil (2003: \$11,171), payable under normal trading terms.

Massey University Holding Limited

During the year Massey University entered into no transactions with Massey University Holdings Limited.

Massey University Foundation

During the year Massey University entered into no transactions with Massey University Holdings Limited.

Members of Council

During the year Massey University purchased goods and services from or sold goods and services to:

- Hubbards Foods Limited, of which Mr R Hubbard, a Councillor of Massey University, is a shareholder and director. These goods were supplied on normal commercial terms at a cost of \$840, with a Nil balance owing to Massey University at the end of the year.
- Reigers Copy Centre Limited, of which Mr P Reiger, a Councillor of Massey University, is a shareholder and director. These goods were supplied on normal commercial terms at a cost of \$1,345, with a Nil balance owing to Reigers Copy Centre Limited at the end of the year.
- There were no transactions between Massey University and other Councillors.

18. Segmental Information

Massey University operates predominantly in the tertiary education sector in New Zealand with major campuses at Albany, Palmerston North and Wellington. Regional locations include Napier and New Plymouth.

19. Reconciliation of the Net Surplus on Operations with the Net Cash Flows from Operating Activities

	<i>University</i>		<i>Consolidated</i>	
	2004	2003	2004	2003
	(\$000)	(\$000)	(\$000)	(\$000)
Surplus /(Deficit) on Operations	14,823	14,609	14,762	14,482
Add Non Cash Items				
Depreciation	26,185	24,879	26,276	24,929
Asset Disposals	(3,712)	640	(3,718)	640
Provision for Bad Debts	(286)	192	(286)	192
Foreign Exchange Loss /(Gain)	106	90	106	90
Shares Movement	(120)	241	(120)	241
Increase/Decrease In Employee Entitlements	(798)	3,520	(798)	3,520
	21,375	29,562	21,460	29,612
Movements In Working Capital				
Decrease/(Increase) in Prepayments	(985)	(1,547)	(985)	(1,552)
Decrease/(Increase) in Account Receivable	(2,024)	3,674	(2,155)	3,082
Decrease /(Increase) in Stocks	(107)	1,327	(85)	1,275
Increase /(Decrease) in Accounts Payable	1,630	1,960	1,678	2,506
Increase /(Decrease) in Receipts in Advance	(1,105)	5,557	(1,219)	5,947
	(2,591)	10,971	(2,766)	11,258
Net Cashflow from Operating Activities	33,607	55,142	33,456	55,352

20. Statement of Commitments

As at 31 December 2004.

The following Commitments for capital projects have been made (University and Consolidated).

	Projected Total cost of Project (\$000)	Expenditure to 31.12.04 (\$000)	Unspent Commitment (\$000)
Total Project Commitments 2004	38,673	8,590	30,083
Total Project Commitments 2003	43,445	27,196	16,249

In addition, the University had operating commitments in respect of leases of land, buildings and equipment:

	University		Consolidated	
	Actual 2004 (000)	Actual 2003 (000)	Actual 2004 (000)	Actual 2003 (000)
Due not later than one year	3,272	3,583	3,327	3,587
Due later than one year and not later than two years	4,238	2,300	4,290	2,304
Due later than two years and not later than five years	3,651	3,457	3,708	3,459
Due later than five years	4,206	5,013	4,206	5,013
	15,367	14,353	15,531	14,363

21. Statement of Contingent Liabilities

As at 31 December 2004.

Massey University had the following contingent liability (University and Consolidated):

There were five employees contractual claims against the University proceeding as at 31 December 2004.
Contingent liability assessed at \$160,000 (2003: \$80,000).

22. Post Balance Date Events

There are no significant post balance date events (2003: Nil)

MASSEY UNIVERSITY MISSION

(Excerpt from the Massey University Charter)

- 1.1 Massey University is committed to meeting the needs of New Zealand and New Zealanders, enhancing access to university study for diverse populations, preparing students for life-long learning, and meeting international standards of excellence in research and teaching. Massey University is an integrated multi-campus institution of higher learning that creates new knowledge and understanding; synthesises, applies and disseminates knowledge; develops advanced learning and scholarly abilities for a national and international student body; and promotes free and rational inquiry. We offer high-quality learning experiences that empower people and their communities to prosper in an increasingly knowledge-dependent and technologically advanced world.
- 1.2 Massey University is driven by a spirit of community relevance and engagement, while maintaining intellectual independence. We will use our multi-campus structure to meet the needs of our constituent regional communities, while our flexible delivery and distance (extramural) education capabilities give a national and international reach to our educational programmes.
- 1.3 Massey University recognises and respects the significance of mana whenua within its regions and the range of Māori organisations contributing to Māori development and advancement. We have demonstrated our commitment to Māori development by providing Māori academic leadership, research opportunities and educational qualifications that assist in the achievement of Māori aspirations.
- 1.4 Our integrated academic structures and organisational arrangements enable and support interdisciplinary and cross-disciplinary research and academic programmes. We pride ourselves on the relevance of our programmes; on our openness to students of diverse backgrounds spanning age, geographic location, educational background, ethnicity and culture; on the support we provide for our students; and on the relationship we have built with our alumni.

STATEMENT OF SERVICE PERFORMANCE

PERFORMANCE REVIEW

The Massey University Interim Profile 2004-2006 states specific performance indicators and measures under each of the University's eight primary aim headings. These are reported on in the Statement of Service Performance. The Appendices provide additional information and detail on the University's profile.

PRIMARY AIM HEADINGS

The eight primary aims of Massey University are:

- Research and Creative Work**
- Teaching and Learning**
- Treaty of Waitangi**
- Students**
- Staff**
- The University and The Wider Community**
- Internationalisation**
- Organisation and Management**

Goals and objectives stated at the beginning of each primary aim section are excerpts from the Massey University 10 Year Plan (Strategic Plan).

RESEARCH AND CREATIVE WORKS

GOALS

1. To advance the reputation and performance of Massey University as a research university of international standing.
2. To strengthen our contribution to New Zealand's economic, social and cultural advancement, through excellent, accessible and relevant research, scholarship and creative work.

OBJECTIVES

- To encourage research, scholarship and creative work in the University's chosen disciplines in the pursuit of academic excellence and to recognise and reward outstanding achievement.
- To build the overall research capability of the University by :
 - ensuring all campuses and colleges attain and maintain a high proportion of staff who are research active and qualified doctorally or with the appropriate terminal degree for the discipline,
 - providing researchers with infrastructure and support of international standard,
 - identifying and nurturing new or emerging areas of research, relevant to our overall strategy,
 - promoting collaborative arrangements, innovative research, and technology transfer aimed at improving the economic performance, social well-being and sustainable development of our regions and New Zealand,
 - measuring research excellence, relevance and accessibility through regular, systematic benchmarking against national priorities and international standards,
 - placing a high priority on the commercialisation of intellectual property and the growth of external research funding from government, industry and international sources,
 - increasing the numbers of students undertaking postgraduate research programmes and the level of scholarship and other support available to them,
 - placing a greater emphasis on the professional development of staff who are able to lead and direct research programmes and research teams and on staff who are willing to work in collaborative research teams,
 - establishing at an international standard, 4 - 5 Centres of Research Excellence, and to establish at a national standard, 6 - 10 Centres of Research Excellence,
 - ensuring that all research is conducted to the University's protocols and ethical standards,
 - augmenting and enhancing research into all aspects of the environment, across a range of disciplines.

PERFORMANCE 2004

2004 was a very successful year for research at Massey University and our international research reputation was confirmed in The Times Higher Education Supplement which ranked only two New Zealand universities in the world's top 200. Massey University's world ranking of 108th clearly places us among the world's best and this performance has been confirmed by other international comparisons.

Closer to home, these comparisons would place us about 15th among Australasian universities. Considering the financial support most of these universities receive, this is a most creditable level of performance.

While rankings are a very public indicator of our relative standing, they do not capture the true essence of the research culture within Massey University. This is very much more difficult to measure and we must always be aware of the other important indicators of research. In this regard Massey University has world class researchers in nearly all of the major disciplinary areas in which we claim special expertise. Our continued success in all research endeavours will ensure our research culture will be sustained into the future.

In 2004 Massey University's research and contracts income grew by 13.3% to \$50.7 million. This increased revenue was achieved by a combination of a record number of external grants and a significant increase in the revenue of our rapidly growing research centres. As an example, the University received over \$5.1 million from the Marsden Fund in 2004. This is the largest grant we have received from the Marsden Fund, nearly \$2 million more than last year. Eleven Massey projects secured funding.

Research training, as measured by research degree completions, grew in 2004 by 16% from 861 to 999 EFTS. Research postgraduate enrolments at 1,372 EFTS were also well ahead of target (1,108 EFTS) for 2004. The University's postgraduate EFTS as a proportion of total EFTS continues to increase and at the end of 2004 was 21.49%. This level of performance makes Massey University New Zealand's largest provider of post-graduate education. Continuing to maintain this level of graduate supervision and research training is a major endeavour and can be expected to contribute positively to New Zealand's economic and social well being.

To help support staff with their research, the University has continued to invest in new research equipment (including the Nuclear Magnetic Resonance 700MHz spectrometer) and through the award of Massey University Research Funds and strategic grants.

The University's focus on rewarding outstanding research endeavour has been boosted with four major new medals. The honours, to be known as Massey University Research Medals, will be awarded annually to the University's highest achieving researchers. The individual Research Medal will be given to a researcher who has made an outstanding research contribution in a particular discipline. This award will be the highest award for research bestowed by the University. Details of the 2004 award recipients are provided at the end of the Performance Indicators section below.

This year also highlights new research initiatives from Colleges which will focus more on identifying and supporting areas of research strength and enhancing networking with partners with a similar research focus. These partnerships will enable teams to come together to form the critical research infrastructure which is necessary to achieve success in the competitive research pools. A number of Chairs have been established and filled in targeted discipline areas.

Performance Indicators

Target 2004:

- 1 Continue the Advanced Degree Award fund to assist staff to complete research qualifications, with a view to increasing the proportion of staff who are doctorally qualified or hold an appropriate terminal degree for the discipline.

Outcome/Progress 2004:

Achieved - Ongoing

Majority of award recipients have completed degree on schedule with others expected to complete within a year.

- 2 Establish five Chairs in targeted discipline areas including chairs in Sport, Software Engineering, Māori Health, and Speech and Language Therapy.

Achieved - Ongoing

Highlights included:

Established and filled:

- Chair in Māori Health (Wellington)
- Chair in Software Engineering
- Chair in Nursing (Wellington)
- Chair in Languages (Palmerston North)
- Chair in Public Policy (Personal Chair)
- Chair in Telecommunications and Network Engineering
- Chair in Theoretical Chemistry (Albany)
- Chair in Pure Mathematics (Albany)
- Chair in Information Sciences and Technology
- MAF Professor in Food Safety and Veterinary Public Health Chair in Cell Biology (Palmerston North)

Established and in process of being filled:

- Chair in Sport and Exercise Sciences
- Chair in Natural Hazards Planning
- Chair in Computer Science
- Chair in Statistics (Palmerston North)

A Chair in Speech and Language Therapy was established, however, an Associate Professor of Speech Language Therapy was appointed in place of a professorial level appointment.

- 3 Continue to encourage comprehensive research endeavour of a high standard through access to internal research funds, and increased support for researchers applying to external research funds through mentoring schemes.

Achieved - Ongoing

Highlights included:

- Appointment of a Marsden mentor.
- Contractors engaged to support Foundation of Research, Science and Technology, Health Research Council, and Tertiary Education Commission funding opportunities.

- 4 Initiate at least three new centres of research excellence by 2006 which could include:

- literacy
- middle level education
- Māori community development
- environment
- creative industries
- 18th Century music
- food
- agriculture and life sciences
- sport
- governance

Achieved - Ongoing

Highlights included:

New Centres established:

- Research Centre for Māori Health and Development.
- New Zealand Centre for Ecological Economics.
- Centre for Design Values and Practice.
- Centre for 18th Century Music.
- Centre for Studies in Sport & Exercise.
- Centre for Particle Formulation & Processing.
- Massey Anzode Research Centre.
- Centre for Organisational Excellence in Research.

- Māori governance

- 5 Continue to explore a strategic alliance with Lincoln University to build on mutual strengths in Agriculture and the Life Sciences (Palmerston North campus) and to support the aspirations and development of the biological economy nationwide.

- 6 Renew and strengthen research technology transfer partnerships with Crown Research Institutes and economic agencies and in particular:

- support AgResearch in the establishment of an optimal expanded presence in Palmerston North,

Research excellence network:

- Massey University was chosen to host and lead the new BRCSS (Building Research Capability in the Social Sciences) Network. A groundbreaking \$8million was awarded to the Aotearoa New Zealand Social Sciences Research Network is the largest single investment ever in a social science project in this country. The University will be working with eminent researchers from the University of Auckland, University of Canterbury, Lincoln University, Victoria University, Waikato University and the Family Centre in Lower Hutt. The funding will be used to develop research capability and to encourage and mentor new research.

Achieved - Ongoing

Discussions on the possibility of a strategic alliance continue.

Highlights included:

- Collaboration on projects and research based in the National Centre for Advanced Bio-Protection Centre of Excellence at Lincoln.
- Partnership for Excellence application involved staff from both universities and is focussed on building technological and human capability at Massey, Lincoln and in industry to ensure that the on-farm and near-farm sectors of New Zealand agriculture and biological industries are led and managed by outstanding individuals, sustain a steady influx of New Zealand's best and brightest young minds, supported and informed by leading edge research and technology development.

Achieved – Ongoing

Highlights included:

- Expanded presence of AgResearch on the Palmerston North campus is on track. Detailed planning is currently taking place around the type of physical facilities required and Massey staff will meet early in 2005 with AgResearch Senior Management in order to underline the

already strong relationship and identify further collaborative opportunities between the two enterprises as a result of this relocation.

- establish the Manawatu Bio-Commerce Centre in collaboration with Vision Manawatu and Palmerston North based Crown Research Institutes in 2004,	Achieved - Ongoing <i>Highlights included:</i> • Bio-Commerce Centre established. • Massey University representation on Board and on Trust. • Activities with Vision Manawatu strengthened.
- evaluate an expansion of the e-Centre initiative on the Albany campus in 2004 in collaboration with the North Shore City Council and industry partners,	Achieved - Ongoing <i>Highlights included:</i> • Three-year business plan developed for the e-centre with the aim of enhancing its business focus and providing strong regionally-based, business-linked governance.
- expand collaborative Creative Capital initiatives with Wellington City Council and Victoria University of Wellington, and	Achieved - Ongoing <i>Highlights included:</i> • New Zealand School of Music (NZSM) officially launched in partnership with Victoria University of Wellington. • Secured Civic Square site for new building to house the NZSM from Wellington City Council.
- explore opportunities under the Partnerships for Excellence scheme over the planning period.	Achieved - Ongoing <i>Other initiatives focused on technology transfer partnerships included:</i> • Completed Memo of Understanding with the BioCommerce Centre Ltd and commenced work with the BioCommerce Centre, Crown Research Institutes and Vision Manawatu to identify and progress a variety of technology transfer projects. • Massey University was chosen to host the new BRCSS (Building Research Capability in the Social Sciences) Network. This is a partnership of five universities and a private research centre. It will bring research opportunities for other staff and strong networks of support for postgraduate students in a wide range of fields.
7 Establish the University Graduate Research Office in 2004 and appoint a Director of Postgraduate Studies.	Achieved Graduate Research School established in Palmerston North and Dean appointed.

8 Initiate at least two new Māori research initiatives in each college by 2005.

Partially Achieved – Ongoing

Highlights included:

- Te Au Rangahau completed research in the area of Māori business; an annotated bibliography of the other available research reports related to Māori business and establishment of a database of Māori business.
- Two major projects have been initiated by University historians: a history of the Māori war effort in World War Two, and a history of the relationship between Ngati Porou, the Crown and the Church in the 19th Century.
- Health Research Council funded study initiated into insulin resistance and muscle triglyceride in Māori.
- Health Research Council funded study completed on *Mediation and the public negotiation of health inequalities: Comparing Māori and mainstream media*.
- Two-year Foundation of Research, Science & Technology funded project initiated to develop technologies for making unique produce from Taewa Māori.
- Joint study entitled *The Papawai Marae and Stream Project* initiated through the Wellington Regional Council to research the health of the stream catchment and its links to the Papawai Marae.
- Research study in partnership with Ngati Whitikaupeka and Te Rūnanga o Otaihape initiated focusing on a threatened lizard found exclusively on private land.
- Te Mata o Te Tau was awarded Innovation and Development Funding from the Tertiary Education Commission for \$644,000.

9 Establish a project to update and integrate the University's various systems for the management of research and consultancy activity across the University and provide appropriate reporting mechanisms to support PBRF (Performance-Based Research Fund) implementation.

Partially Achieved - Ongoing

Highlights included:

- Research management database *Research Master 4* purchased and installed, implementation planned for 2005.

10 Implement the University's commercialisation model over the planning period and in particular:

- complete risk framework for commercialisation,

Partially Achieved - Ongoing

Risk framework and implementation of commercial model progressed.

- identify and progress two commercialisable intellectual property opportunities.

Highlights included:

- Progressed strategy and business plan for commercialisation of intellectual property at Massey University.
- Initiated development of a Governance Charter for Massey University Holdings Limited which should be complete in 2005.
- New or revised policies approved during 2004 included; Policy on Conflict of Commitment and Interest, Policy in Formation of Start-up Companies.
- Developed templates for subsidiaries for Constitution/Shareholders Agreement.
- Established inaugural two-day training programme for Directors of University Subsidiaries.
- Established appointment letter template for University appointed Directors together with an induction programme.

Achieved - Ongoing

Highlights included:

- Nine intellectual property opportunities selected for commercialisation in 2004 and progressed as follows:

New patent applications:

- Five new inventions have progressed through market due diligence to be filed as patent applications :
- A super-emulsifier composed of dairy proteins for potential use in a wide variety of food products, replacing the need for natural gums which are a limited resource.
- A novel method of encapsulating omega-3 oils so that they can be ingested without the taste of fish.
- Light-gathering chemical compounds which can convert light to electricity within a solar cell.
- A novel design of handcuff.
- A novel method for screening for pharmaceutical drug leads.

Spin-out companies:

- Two spin-out companies have been formed and a third business is already planned for 2005.

Licence agreements:

- A patented flow meter has been licensed to an

Australian mining company for applications in mineral processing.

Other highlights focused on Research & Creative Work:

Highlights included:

- Installation of the 700MHz spectrometer took place this year and the expansion of the NMR (Nuclear Magnetic Resonance) suite has been necessary to also house the 500 and 400MHz spectrometers and the widebore magnet. The 700MHz NMR Unit was officially opened in December by the Right Honourable Helen Clark.
- Helix Supercomputer based at the Albany campus has been upgraded (effectively doubled in size) in preparation for the arrival of theoretical and computational chemistry and physics.
- National open access peer reviewed educational journal *The New Zealand Journal of Teachers' Work* was launched from the College of Education, the editorial board for which contains members from the New Zealand Educational Institute, Post-Primary Teachers Association and traditional teacher education providers.
- Extensive research programme for the Waitangi Tribunal continued.
- Labour Market Research Programme funded by North Shore City Council for a further five years.
- Student in the School of Design has been nominated as a finalist in the 2005 International Michelin Design Awards.
- Tertiary Education Commission Growth and Innovation Pilot Initiative project *Emerging Biotechnology Capability Enhancement Modules* was initiated in 2004.
- Professor David Penny, Allan Wilson Centre for Molecular Ecology & Evolution, was awarded New Zealand's top science and technology honour by the Royal Society of New Zealand, the Rutherford Medal.
- Professor Colin Holmes received the prestigious McMeekan Memorial Award from the New Zealand Society of Animal Production.
- Associate Professor John Ayers, was awarded the prestigious Thomson Medal "*in recognition of his outstanding contribution to the application of science and technology*" by the Royal Society of New Zealand.
- Dr Tammy Smith was awarded the Hamilton

Memorial Prize “for her pioneering contributions to the mathematics of structure and function of proteins and the geophysics of two-phase flows in fractured porous media” by the Royal Society of New Zealand.

- Dr Paul Gardner, formerly with the Institute of Fundamental Sciences and the Allan Wilson Centre, was awarded the Hatherston Award “for his contribution as lead author of the paper *Optimal Alphabets for an RNA World*.” by the Royal Society of New Zealand. This is awarded for the best paper by a PhD student, published or accepted for publication either during their studies or within a year of receipt of the PhD in physical sciences, earth sciences, or mathematical or information sciences.
- Te Mata o Te Tau was awarded Innovation and Development Funding from the Tertiary Education Commission for \$644,000.
- Recipients of the inaugural *Massey University 2004 Research Medal Awards* are as follows:
 - **Outstanding Individual Research**
Professor David Parry, Head of the Institute of Fundamental Sciences, received a research grant of \$20,000. Professor Parry’s Medal recognised his outstanding contribution as one of the world’s leading authorities on fibrous proteins, including connective tissue, muscle and intermediate filaments from diverse sources, especially those present in hair.
 - **Top Research Team**
Allan Wilson Centre for Molecular Ecology and Evolution. The Massey members of the centre of research excellence, hosted by the Institute of Fundamental Sciences and Institute of Molecular Biosciences, are Professors Mike Hendy and David Penny, Professor David Lambert and Associate Professor Peter Lockhart. The Massey staff shared a research grant of \$25,000. The team’s nomination was based on their success in securing \$17 million in Government Centre of Research Excellence funding.
 - **Early Career Research Medals**
Dr Jeroen Douwes and Dr Ulrich Zuelicke who each receive a \$10,000 grant. Dr Douwes, Centre for Public Health Research leads the asthma research programme, investigating

non-allergic mechanisms for asthma, the role of microbial exposures, asthma in farming families and the potential protective effects of exposure to endotoxins. Dr Ulrich Zuelicke, Institute of Fundamental Sciences, already has international validation for his work on the theory of functional nanostructures. He is currently researching the interplay between quantum effects, such as tunnelling and wave-like behaviour and their affect on ultra small transistors and wires in determining electronic and transport properties in nanostructures.

- **Supervisor Research Medal**

Professor Kerry Chamberlain School of Psychology, received a \$10,000 grant. Dr Chamberlain has supervised 14 PhD and more than 60 Masters and Honours students and is committed to good supervision, quality research practice and collegial activity to improve postgraduate performance. Dr Chamberlain is himself a leading researcher in the field of health psychology, including social and cultural influences on health and illness.

Performance Measures

Note:

It is recognised that with the introduction of the Performance Based Research Fund (PBRF) the University will need to review its key performance indicators to ensure consistency.

Publications (Number of)	Target 2004	College Actual 2004					Other	Total Actual 2004	Actual 2003
		Business	Design, Fine Arts & Music	Education	Humanities & Social Sciences	Sciences			
Total	2,780	666	156	167	455	876	51	2,371	2,003
Refereed Journal Paper/Article	803	123	2	43	177	379	12	736	626
Book Authored by Staff Member	35	4	3	4	13	7	0	31	34
Book, Journal or Conference Proceedings Edited by Staff Member	71	26	3	6	14	18	4	71	89
Chapter in Book	225	38	6	24	60	35	3	166	174
Refereed Paper in Conference/Meeting Symposium	359	198	6	14	20	151	1	390	392
Non-refereed Journal Paper/Article	225	42	10	30	37	59	5	183	178
Non-refereed Paper in Conference/Meeting	355	74	1	12	9	131	4	231	151
Book Review	117	17	7	3	39	16	6	88	65
Other Publications	432	144	19	25	86	80	16	370	244
Creative Works	100	0	94	4	0	0	0	98	39
Performance	58	0	5	2	0	0	0	7	11

Publications per Academic Staff Member (Ratio)	Target 2004	Actual 2004	Actual 2003
Total	1.78	1.93	1.72

Note:

Academic Staff FTE include all permanent as at 31 December.

	Target 2004	College Actual 2004					Other	Total Actual 2004	Actual 2003
		Business	Design, Fine Arts & Music	Education	Humanities & Social Sciences	Sciences			
Contract Income Earned from External Sources (\$m)	47.90	1.24	0.03	8.69	13.77	25.39	1.63	50.75	44.78

	Target 2004	Actual 2004	Actual 2003
Postgraduate EFTS - Taught (Number of, by paper level)	3,212	2,908	2,960
Postgraduate EFTS - Research (Number of, by paper level)	1,108	1,372	1,230

PhD completions (Number of)	101	106	69
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	College Actual 2004					Total Actual 2004	Revised Actual 2003
	Business	Design, Fine Arts & Music	Education	Humanities & Social Sciences	Sciences		
PhD (Doctoral Students) Headcount (Number of)	149	1	102	281	418	951	804

Please also refer to Extension and Technology Transfer Outputs provided in The University and the Wider Community section below.

TEACHING & LEARNING

GOAL

1. To provide tertiary education of a quality and kind that will enhance the capabilities, potential, and intellectual independence of its students, on a life-long basis, through education both on and off campus.

OBJECTIVES

- To promote and develop the distinctive nature of Massey University reflected in its extramural programme, and broaden this to a flexible learning and teaching focus that integrates new technologies into course delivery for both internal and extramural students.
- To ensure that all courses, regardless of the campus or mode of delivery, provide students with access to excellent education of high international standard, supported by effective quality systems and, where appropriate, with specific international accreditation.
- To reinforce strong commitment to research-led teaching and scholarship.
- To provide access for all students to high quality and appropriate on-line educational services, Library services, support tools and pedagogy.
- To place high priority on the first year experience for our students.
- To ensure staff continue to have access to high quality staff development programmes relevant to learning and teaching.
- To conduct regular surveys of students, graduates and major employers of graduates and use the resulting information to improve the relevance and quality of academic programmes, learning support, and services.
- To foster discussion of environmental issues in the University Community.

PERFORMANCE 2004

As one of New Zealand's leading research universities, Massey University makes a major contribution to research-based university education in New Zealand both in its own right and in partnership with other institutions within New Zealand and internationally. This contribution reflects both our mission and special character. The breadth of academic programmes offered, the uniqueness of our contribution in some areas, and flexible arrangements for delivery, mean we offer an integrated portfolio of qualifications relevant to the New Zealand environment and available to our students through arrangements that suit their location and circumstances and that can be accommodated alongside their family and employment commitments.

During 2004 the University has continued to establish and ensure monitoring mechanisms for an optimal academic profile for each campus and extramural, as illustrated in the Performance Indicators section below. All but one of the University's targeted new programmes and offerings were introduced as planned.

Massey University has rigorous and constantly evolving processes in place for the purpose of assessing teaching quality and enhancing student learning outcomes. Our processes are routinely audited, most recently for Massey, through the Cycle 3 Academic Audit (Academic Audit Unit, New Zealand Vice-Chancellors' Committee) undertaken in 2003.

During 2004 32 qualifications were reviewed under our *Qualification Review Policy* which provides the operational framework for reviews of entire academic programmes and composite majors through the peer evaluation of

objectives, structure and management, teaching, learning and assessment processes. A *Discussion Document on Sub-Degree and Non-Degree Programmes at Massey University* was completed in August 2004 in support of future individual qualification reviews and strategic planning. The report considered aspects such as student achievement, staircasing to higher qualifications, and programmes available from alternative providers.

The *Working Party on Tertiary Assessment Practices* was established in 2004 and initiated a review of current practice, due for completion in 2005. *The Final Report to Academic Board on Recommendations from the Reviews of the First Year Experience (FYE) and Support Strategies for Flexible Learning & Teaching (FLT)* was presented in December 2004. This report included a summary of major accomplishments to date with respect to approved recommendations, with evidence of implementation on each of the three campuses in particular and key policy developments representing significant progress.

The Vice-Chancellor's Symposium is always one of the years highlights. This year was no exception, with the *VC's Symposium on Best Practice in Tertiary Assessment* being attended by more than 300 participants across all three campuses. The contribution by the 50 or so Massey staff who were involved in the "best practice" presentations revealed many exciting and innovative initiatives and the excellent practice taking place within Massey.

Massey University has a commitment to collaboration and the formation of constructive partnerships with institutions within and beyond New Zealand with which we have interests in common, and where the partnership will enhance the contribution, standing and performance of Massey University. In addition to the numerous examples provided below and throughout the 2004 performance report the *New Zealand E-Learning Quality Standards, Framework and Guidelines Project*, led by the Director, Training and Development Unit, Massey University provides another example of ongoing collaboration. This project involved Massey University, Victoria, Waikato, Lincoln, Auckland and AUT Universities plus the Open Polytechnic which successfully bid for funding from the E-Learning Collaborative Development Fund (bid made in 2003 and funding received in 2004) to develop a set of quality standards and guidelines suitable for the delivery of e-learning across the New Zealand tertiary education sector, focusing on process and institutional self-monitoring and self-improvement.

In 2004 Massey University teaching excellence was identified and celebrated throughout the University. Highlights of the tributes given at the highest University and national level are included at the end of the Performance Indicators section to follow.

Performance Indicators

Target 2004:

- 1 Established the following new specific qualifications and offerings 2004-2006:

1.1 Albany

Bachelor of Aviation Management with Honours (new qualification)

Bachelor of Aviation with Honours (new qualification)

Bachelor of Business Information Systems (new qualification)

Outcome/Progress 2004:

Achieved

All qualifications and qualification/major combinations established at the Albany campus as targeted.

Bachelor of Science (Molecular Biosciences) (new major)

Bachelor of Information Sciences (Data Mining) (new major)

Certificate in Advanced ESOL (new offering)

Certificate in Intermediate ESOL (new offering)

Certificate in Introductory ESOL (new offering)

Master of Design (new offering)

Master of Music (new offering)

Master of Public Health (new qualification)

Certificate in University Preparation (new offering)

1.2 Palmerston North

Bachelor of Business Information Systems (new qualification)	Achieved
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Bachelor of Communication (new qualification)	Achieved
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Bachelor of Aviation Management with Honours (new qualification)	Achieved
--	-----------------

Bachelor of Aviation with Honours (new qualification)	Achieved
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Bachelor of Information Sciences (Data Mining) (new major)	Achieved
--	-----------------

Bachelor of Science (Bioinformatics) (new major)	Achieved
--	-----------------

Certificate in Advanced ESOL (new offering)	Achieved
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Certificate in Intermediate ESOL (new offering)	Achieved
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Certificate in Introductory ESOL (new offering)	Not Achieved - Deferred It is intended to offer this certificate in 2005.
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Graduate Diploma in Arts (new endorsement in Spanish)	Achieved
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Master of Nursing, Postgraduate Diploma Nursing, Postgraduate Certificate Nursing (new endorsements – perioperative nursing, primary health care)	Achieved
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Master of Public Health (new qualification)	Achieved
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1.3 Wellington

Bachelor of Business Information Systems (new qualification)	Achieved
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Bachelor of Communication (new qualification)	Achieved
---	-----------------

Bachelor of Information Sciences (new offering)	Achieved
---	-----------------

Bachelor of Performance Design (Jointly awarded with NZ School of Drama) (new qualification)	Achieved
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Graduate Diploma in Dance Studies (new qualification)	Achieved
--	-----------------

Graduate Diploma in Design (new endorsement in performance design)	Achieved
---	-----------------

Master of Nursing, Postgraduate Diploma Nursing, Postgraduate Certificate Nursing (new endorsements – perioperative nursing, primary health care)	Achieved
---	-----------------

Master of Public Health (new qualification)	Achieved
---	-----------------

Certificate in University Preparation (new offering)	Achieved
--	-----------------

1.4 Extramural

Bachelor of Aviation Management with Honours (new qualification)	Achieved
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All qualifications established in extramural mode as
targeted.

Bachelor of Aviation with Honours (new qualification)	
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Bachelor of Communication (new qualification)	
---	--

Graduate Diploma in Dance Studies (new qualification)	
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Postgraduate Diploma in Discursive Therapies (new qualification)	
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2 Appoint Deputy Vice-Chancellor (Palmerston North and Extramural) with specific accountability	Achieved
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to provide specialist strategic leadership for the Extramural portfolios.	
3 Progress portfolio development at the Wellington campus in line with recently adopted vision including exploration of a film school, and a fashion incubator. (2004-2006).	Partially Achieved – Ongoing <i>Highlights included:</i> • Campus Academic Development Plan sponsored and draft plan produced. • Film School development under consideration. • Fashion incubator established in Wellington City.
4 Progress establishment of National School of Music in collaboration with Victoria University of Wellington. (2004-2006).	Achieved - Ongoing <i>Highlights included:</i> • New Zealand School of Music (NZSM) officially launched on October 1 (at Te Papa) by the Minister of Education. • Secured Civic Square site for new building to house New Zealand School of Music from Wellington City Council. • Partnerships for Excellence bid submitted to Tertiary Education Commission and fund-raising plans progressed significantly by year end.
5 Establish and ensure monitoring mechanisms for an optimal academic profile for each campus and extramural. Specific initiatives within this planning period will include strategies for:	
- developing cross-college synergies in the sports area and opportunities of staircasing with Universal College of Learning, on the Palmerston North campus,	Partly Achieved - Ongoing <i>Highlights included:</i> • Cross College synergies in sports area explored and encouraged; co-location of staff achieved. • Some synergies with Universal College of Learning (and other tertiary providers such as the Eastern Institute of Technology) achieved.
- the effective implementation of the Engineering and Technology Strategy across all campuses,	Partially Achieved – Ongoing Implementation of the Technology and Engineering taskforce recommendations commenced.
- the optimal delivery of information systems,	Partially Achieved – Ongoing An analysis of subject and research interests in the information systems area has been undertaken and optimal delivery structures under consideration by academic leaders.
- the strengthening of the University’s agriculture and life sciences programmes and	Achieved – Ongoing <i>Highlights included:</i>

research activities, in partnership with industry and other providers,

- Partnership for Excellence proposal submitted relating the agricultural and life sciences developed in partnership with Lincoln University.
- Partnership for Excellence proposal developed in partnership with the Equine industry.
- Initiative underway for AgResearch co-location on the Palmerston North campus.
- Established joint venture with Lincoln and Otago Universities and AGMARDT (The Agricultural Marketing and Research Development Trust) to deliver the “FAME” (Food and Agribusiness Market Experience) programme for emerging business leaders in the food and agricultural manufacturing and export sector.
- New Professional development programmes continue to be delivered to industry including Post-Harvest horticulture and Te Ohu Whenua Hui A Tau a conference for Māori farmers and industry.
- First ICEHOUSE Agribusiness course modules run in conjunction with the University of Auckland Business School and the University of Melbourne were completed. ICEHOUSE is a programme for the agribusiness sector and is aimed at owner managers of agribusiness organisations across the spectrum of farming, horticulture, viti-culture, fishing, food processing, seafood and beverages including wine where growth is the underlying premise of the programme.
- On-going participation in Agricultural and Horticultural pan-industry group looking to strengthen human capability throughout agricultural, horticulture and related areas.

- evaluating programme development opportunities in environmentally-related education at Palmerston North,

Achieved

Highlights included:

- Further delivery of Sustainable Nutrient Management in Agriculture programme in conjunction with the fertiliser industry.
- Development of long-term programme for integrated catchment management in the Wairarapa region in consultation with a number of local stakeholders.
- Hosted the International Expert meeting on behalf of the OECD on Farm Management Indicators and the Environment.

- development of psychology clinics on each campus to enhance research-based clinical teaching.

Partially Achieved

Highlights include:

- **Auckland** - Business case for the establishment of a unified centre for the School of Psychology, including a psychology clinic, in the Albany village, completed September 2004.
- **Palmerston North** –Clinic established and operational for some years.
- **Wellington** - Clinic completed and ready for occupation.

Other initiatives focused on optimal academic profiles for each campus included:

- Key performance indicators relating to the Academic Profile established by campus.

6 Implement the adopted recommendations of the strategic review of the School of Aviation and ensure consistency with the conclusions of the Tertiary Education Commissions study and industry proposals.

Partially Achieved - Ongoing

Implementation of the recommendations of the strategic review almost complete.

Highlights included:

- Consolidation of flight training to Palmerston North with the closure of Ardmore Flight Systems Centre.
- Industry alliances being developed specifically with Air New Zealand and Nelson-Marlborough Institute of Technology.
- School statement of strategic intent (with mission and vision statements) developed
- Three-year business plan presented to Audit & Risk Council Committee, December 2004.

7 Review provider contracting arrangements and strengthen as necessary to ensure quality assurance.

Achieved - Ongoing

Highlights included:

- Subcontracting teaching agreement template developed for use in those instances where the University subcontracts teaching to other providers. It is the intention that this template be used for all future subcontracts and re-negotiation of subcontracts with existing providers.
- Policy for the subcontracting of teaching activity approved and available on the University's Policy website.
- University approval process for the subcontracting of teaching activity is also under development to support the policy development.

8 Continue strategic dialogue with other Tertiary Education Organisations in our regions or common academic domains to optimise portfolio provision in the sector including:

- Lincoln University, **Achieved – Ongoing**
- Eastern Institute of Technology, **Achieved – Ongoing**
Highlights included:
 - Liaison person appointed and several meetings held to advance initiatives.
- Universal College of Learning (UCOL), **Achieved – Ongoing**
Highlights included:
 - Liaison person appointed to advance initiatives between UCOL and Massey University.
- Victoria University of Wellington, **Achieved – Ongoing**
- Wellington Institute of Technology, **Achieved – Ongoing**
- Auckland University of Technology, **Not Achieved - Refocused**
Efforts were refocused on sharing best practice on new information technology solutions with Auckland University of Technology, Auckland University and Unitec.
- Open Polytechnic of New Zealand, **Not Achieved**
- Te Wānanga o Raukawa, **Achieved – Ongoing**
Highlights included:
 - Massey representative, appointed by the Vice-Chancellor, on Mana Whakahaere, the council for Te Wānanga o Raukawa.
 - Lecturers from Massey provide assistance to the teaching programmes at Te Wānanga o Raukawa.
- Nelson Marlborough Institute of Technology. **Achieved – Ongoing**
Other activities focused on collaboration with other tertiary organisations included:
 - Participated in a Forum held by Manukau City Council, including all key tertiary providers in the Auckland region, to discuss the possibility of contributing to the establishment of a tertiary institution in the heart of Manukau City.

9	Continue the systematic programme of qualification reviews to include academic and industry evaluations, student feedback, and peer reviews. (2004-2006).	Achieved – Ongoing 32 qualification reviews completed in 2004.
10	Continue to progress international accreditation of programmes in the College of Business. (2004-2006).	Achieved – Ongoing
11	Refine and develop further procedures for the Evaluation of Teaching Quality including feedback to staff and students on student satisfaction, student progression, graduate experience and the requirements of major employing bodies.	Achieved – Ongoing
12	Implement the University's Flexible Learning and Teaching Strategy and adopted projects (including those funded under the E-learning Collaborative Development Fund) and continue to integrate new technologies across the curriculum in a systematic manner (2004-2006).	Partially Achieved – Ongoing Report presented to Academic Board in December 2004 encompassing progress on implementation to date and advice on further actions for consideration. The University will advance the development of an approved e-Learning strategy in 2005.
13	Implement recommendations from the First Year Experience Review including the establishment of best practice initiatives to enhance academic performance in papers and programmes and across all modes, internal and extramural. (2004-2006).	Partially Achieved – Ongoing Implementation of approved recommendations is ongoing with Colleges establishing new initiatives within the limits of existing resources.
14	Continue to promote and recognise teaching excellence through award programmes and sharing of best practice.	Achieved - Ongoing <i>Highlights included:</i> • Four <i>Vice-Chancellor's Teaching Excellence Awards</i> presented. • <i>Towards Best Practices in Tertiary Assessment Vice-Chancellor's Symposium</i> attracted more than 300 participants across all three campuses with some 50 staff involved in best practice presentations. • Training and Development Unit sponsors sharing of best practice through ongoing personal development programmes. • Teaching awards and/or opportunities for best practice sharing provided at University, College and in some cases department levels.
<i>Other highlights of initiatives focused on Teaching & Learning:</i>		<i>Highlights included:</i> • Participated in the Deakin University summer school virtual exchange programme.

- Introduced two new papers in the Postgraduate Diploma in Arts (Social Work) in response to social work practitioners' requirements.
- The first Higher Education Exchange Programme (HEEP) academic visitor was hosted. Under this programme the Asia 2000 Foundation provides grants for New Zealand tertiary institutions to undertake new or established exchange, placement or collaborative research programmes with partner institutions in Asia.
- WebCT component introduced into all Massey University English Language programmes.
- ***2004 Tertiary Teaching Excellence Award for Sustained Excellence***

Dr Richard Shaw, of Sociology, Social Policy and Social Work has developed and taught undergraduate papers in public policy since their inception as part of the University's Bachelor of Arts programme. The Government announcement of the award winners describes his teaching as characterised by his passion for his subject, his belief in his students and the pleasure he derives from the act of teaching. *"His philosophy is that good teaching contributes significantly to learning and future life opportunities of students. Testimonials from students show that his teaching has had a profound and continuing effect on many, inspiring some to alter majors and in some cases even career plans. In 1999 he received a College Teaching Award in recognition of teaching excellence. He continues to research and publish on his subject, and maintains strong links with policy stakeholders and developers ensuring that his teaching is up-to-the-minute and relevant to the current political environment."*

This was the third successive year in which a Massey University staff member has received one of the nine national awards from the many nominations across the tertiary sector and affirms the commitment and quality of teaching at Massey.

- ***Vice-Chancellor's Award for Excellence in Teaching for 2004***

Dr Douglas Stirling, Institute of Information Sciences and Technology, has succeeded in making statistics accessible for many hundreds of students, some of whom have little natural affinity for the subject. His outstanding achievement has been the development of a suite of computer-

based learning software and programmes that allow students to model the techniques they are learning and to receive feedback on their growing mastery of the subject. Dr. Stirling's software has been widely used both internationally as well as nationally, and is recognised as being at the leading edge of such computer-based learning systems. But, the true test of his efforts has been their impact on his students. Throughout an extended period of research and development of these learning systems, Dr. Stirling's first year students have remained the primary focus and beneficiaries of his efforts.

- ***Vice-Chancellor's Award for Excellence in Teaching for 2004***

Dr Richard Shaw, School of Sociology, Social Policy, Social Work, is an outstanding teacher of undergraduate courses in politics and public policy in New Zealand. He exhibits all the essential elements of good teaching including thorough preparation, dynamic and varied presentation, constant revision, and careful assessment. What truly distinguishes him is his ongoing reflection on the teaching and learning process, and his passionate commitment to providing an outstanding learning experience for all his students. Year after year, Dr. Shaw achieves the central goal of the humanities and social sciences: to challenge students to adopt an inquiring, critical, and well-informed approach to the world around them.

- ***Vice-Chancellor's Award for Excellence in First Year Teaching***

Professor Richard Buchanan, Department of Marketing, has been recognised for his contribution to first year teaching, and in particular for his teaching of 'mega classes' within the College of Business where enrolments frequently number in the hundreds rather than the dozens. His teaching over many years has displayed a creative approach to organising, assessing and supporting these large, compulsory classes. During a decade when teaching resources have not always kept pace with growth in student numbers, Professor Buchanan has maintained a personal vision to provide a high quality learning experience for students in large first year

marketing classes. He has achieved this through preparation and organisation, clear expectations of students, dynamic presentation and an innovative approach to student assessment. At the same time, he is well aware of the stresses facing first year students and takes an active and caring approach in identifying and assisting students at risk.

- ***Vice-Chancellor's Award for Excellence in the Creative Use of IT and the Web in Teaching***

Dr Mary Simpson, Department of Social and Policy Studies in Education, Dr Bill Anderson, Department of Learning and Teaching, and Marion Orme, Department of Arts and Language Education, have led the team that developed and continues to deliver the External Delivery Option (EDO) of the Bachelor of Education (Teaching). This programme uses WebCT as the primary teaching and learning medium for the whole degree. This is the first programme at Massey that is taught principally online, and it serves as an exemplar of best practice for this mode. The team has been successful in transferring its principles of learning and teaching into the online environment, to establishing genuine learning communities among students and staff. The team has also demonstrated that online teaching is a realistic and fulfilling teaching environment for teachers of all levels of technical skill. More importantly, the team has shown that students can complete demanding yet satisfying professional qualifications in an online learning environment, and go on to achieve at equivalent levels to those educated in a campus setting.

- ***Distinguished Teacher Prize***

Professor Richard Buchanan, Department of Marketing, received international recognition by a jury of his peers. The *Distinguished Teacher prize was awarded by the international Society for Marketing Advances*. The society brings together marketing educators from throughout the United States and 16 other countries. The award was judged and presented at the society's annual conference in St Petersburg, Florida.

Performance Measures

Undergraduate qualifications to be offered (Number of)	Target 2004	Actual 2004	Actual 2003
Discrete qualifications offered	120	126	116
Qualifications offered by region			
Palmerston North Region	83	85	76
Auckland Region	44	48	40
Wellington Region	53	56	48
Extramural Region	64	66	61

Postgraduate qualifications to be offered (Number of)			
Discrete qualifications offered	116	113	109
Qualifications offered by region			
Palmerston North Region	79	78	74
Auckland Region	58	59	54
Wellington Region	39	39	38
Extramural Region	62	62	60

Academic Evaluation and Assessment (SECAT scores [Student Evaluation of Course, Administration and Teaching])			
(i) Internal SECAT-Paper			
University Mean	4.00	3.93	3.94
College of Business	4.15	3.85	3.92
College of Humanities & Social Sciences	4.10	4.15	4.11
College of Education	4.20	3.98	4.07
College of Sciences	3.90	3.92	3.88
College of Design, Fine Arts & Music	3.50	3.94	3.92

Academic Evaluation and Assessment (SECAT scores)			
(ii) Internal SECAT-Teacher			
University Mean	4.00	4.12	4.12
College of Business	4.15	3.99	4.08
College of Humanities & Social Sciences	4.20	4.36	4.35
College of Education	4.30	4.36	4.45
College of Sciences	4.00	4.11	4.06
College of Design, Fine Arts & Music	3.50	4.21	4.20

Academic Evaluation and Assessment (SECAT scores)			
(iii) Extramural SECAT-Paper			
University Mean	4.05	4.54	4.54
College of Business	4.30	4.45	4.44
College of Humanities & Social Sciences	4.30	4.59	4.61
College of Education	4.30	4.61	4.61
College of Sciences	4.10	4.58	4.56
College of Design, Fine Arts & Music	4.42	4.73	4.77

Eligible papers for which SECAT surveys are completed by Mode (%)	Actual 2004	Actual 2003
Internal	31%	31%
Extramural	100%	100%

	Target 2004	Actual 2004	Actual 2003
Qualifications available on the web (Number of complete qualifications)	5	5	3

Please also refer to EFTS information provided in the Students and Internationalisation sections below.

TREATY OF WAITANGI

GOALS

1. Demonstrate Massey University's commitment to being recognised as:

- (i) a Māori-relevant university;
- (ii) a place where Māori language and culture can flourish;
- (iii) a place where Māori students are likely to graduate;
- (iv) a university where Māori will obtain relevant higher degrees;
- (v) a university which has the teaching and research capacity to make a substantial contribution to positive Māori development;
- (vi) a university that provides academic leadership for Māori development.

OBJECTIVES

- To achieve full Māori participation across the University, including governance and management.
- To increase enrolment of Māori undergraduate and postgraduate students.
- To achieve greater academic success by, and retention of, Māori undergraduate and postgraduate students.
- To increase the proportion of Māori staff.
- To use the Māori language appropriately across the University.
- To foster mutual regard for, and understanding of, academic knowledge and customary Māori knowledge.
- To establish effective consultation mechanisms with Māori both internally and external to the University.
- To ensure that the University has teaching programmes relevant to the aspirations of Māori in both content and delivery.
- To encourage research into broad issues of Māori development including policy, resource and community development;
- To enable Māori students to develop dual competencies, thereby adding value to academic programmes and facilitating greater Māori participation in te reo Māori and society generally.

PERFORMANCE 2004

The University has continued implementation of its *Māori@Massey strategy* during 2004. *Māori@Massey* aims to distinguish Massey as a university that will make a substantial difference to Māori people and the Māori resource base. Four platforms have been selected as sites for building the strategy; two are directed inwards towards Massey processes (*Academic Excellence and Campus Innovation*), and two are focussed outwards towards Māori communities and government agencies (*Engagement with Māori and Effective Policies*).

Academic Excellence

In 2004, Māori student numbers remained steady but Māori equivalent full-time student (EFTS) enrolments declined marginally (3%). However, it was particularly pleasing to see a 17% increase in Māori postgraduate research EFTS. This increase was 5% higher than the overall University increase in postgraduate research. Māori graduate numbers were in line with target and marginally up on the previous year. The work completed during 2004 to establish baseline data, including an analysis of trends and opportunities, on the academic achievement of Māori students, will provide important information to improve course retention and completion rates for Māori students.

Te Mata o Te Tau, The Academy for Māori Research and Scholarship, was successful in obtaining funds from the Tertiary Education Commission Innovation Development Fund. This enabled the Academy to extend its lecture, research and scholarship programme (doctoral and post-doctorate) and host a National Māori Research Symposium. Our academic, research and community partnerships have also been strengthened with the signing of Memoranda of Understandings with Te Rau Matatini, a Māori Mental Health Workforce development organisation, and Te Runanga o Raukawa.

The Centre for Indigenous Governance and Development established in 2004, led by a recent graduate of The Australian National University, has an ambitious research programme and will form part of a wider network of Massey University Māori Research Centres.

Massey University received a *Highly Commended in the State Sector* category of the *BearingPoint Innovation Awards 2004*. The Awards aim to promote examples of world-class government management, improved managerial competence and organizational excellence through innovative and successful initiatives in the public sector. The Massey University entry outlined the Māori mental health program, *Te Rau Puawai: Workforce 100*, which was a *finalist* in two categories of the awards: *State Sector* and *Innovation in Services to Māori*.

The Highbury Community Scholarship has been successful in its first year with two second year and three first year students being supported in their studies in Education, Humanities and Social Sciences and Business.

Campus Innovation

The development of a Māori hostel on the Turitea campus has been advanced and the first intake of students will occur in 2005.

To ensure that the University can become ‘*a place where Māori language and culture can flourish*’ (as stated in the Massey University Charter) the *Matua Reo Kaupapa Report* (Massey University Māori Language Policy Working Party Report) was completed at the end of 2004 and a final policy will be submitted for approval in 2005. 2004 also saw continued growth in the number of courses delivered in Te Reo and the renewal of *Whakapiki i te Reo*, Māori Language courses funded by the Ministry of Education for teachers in schools. We were also pleased to host, at the Wellington campus, the Taura Whiri i te Reo/Māori Language Commission’s *Translators Annual Hui* in September 2004 which was attended by approximately 80 Māori Language experts from around the country.

Engagement with Māori

A discussion paper, *Relationship Building Between Māori and Massey University*, was completed and presented to the Vice-Chancellors’ Executive Committee. It outlined several opportunities for engagement and highlighted three levels of relationship: governance relationships, operational relationships and strategic relationships, where Māori may work together with Massey University. Detailed research on effective ways of communicating with Māori, undertaken by Huia Communications during 2004, will advance the *Māori Communications Strategy* and create a strong platform for implementation in 2005.

Effective Policies

Where appropriate, the Office of the Assistant Vice-Chancellor (Māori) has actively participated in and provided advice on the policies of the Tertiary Education Commission and the Ministry of Education. Participation during 2004 in Te Kāhui Amokura, the New Zealand Vice-Chancellors’ Committee Senior Māori Advisory Group, will also assist in our ability to contribute to the national educational policies.

Māori@Massey Strategy

Following on from the Academic Audit the *Māori@Massey Strategy* was selected for submission to the Australian University Quality Agency Good Practice Database, an international database of good practices in higher education. This entry was one of three accepted from Massey University and the first good practice entries to be accepted from a New Zealand university.

Performance Indicators

Target 2004:

- 1 Establish baseline data, including an analysis of trends and opportunities, on the academic achievement of Māori students by 2004.
- 2 Extend senior Māori appointments to each college and on each campus by 2006.
- 3 Develop Te Mata o Te Tau, the inter-disciplinary Academy for Māori Research and Scholarship over 2004-2005.
- 4 Initiate at least two new Māori research initiatives by 2005 in each college.

Outcome/Progress 2004:

Partially Achieved – Ongoing

Interim reports outlining the trends in enrolment and pass rates have been completed. Work commenced on establishment of a comprehensive data set.

Partially Achieved – Ongoing

Highlights included:

- A Professor of Māori Health appointed at Wellington.

Achieved - Ongoing

Highlights included:

- Achieved a further two-years funding for the Academy from the Tertiary Education Commission Innovation & Development Fund.
- Presentation of four Academy lectures on Oteha, Turitea, Hokowhitu and Wellington sites.
- Hosted a visit of indigenous scholars from the University of Hawaii.
- Appointed a Resident Post-Doctoral Scholar.
- Offered three doctoral scholarships.
- Held three research seminars for Māori academic staff.
- Hosted a national forum for Māori academics and research funders on Māori research strategies in December 2004.

Partially Achieved – Ongoing

Highlights included:

- Te Au Rangahau completed research in the area of Māori business; an annotated bibliography of the other available research reports related to Māori business and establishment of a database of Māori business.
- Two major projects have been initiated by University historians: a history of the Māori war

	effort in World War Two, and a history of the relationship between Ngati Porou, the Crown and the Church in the 19th Century. • Health Research Council funded study initiated into insulin resistance and muscle triglyceride in Māori. • Health Research Council funded study completed on <i>Mediation and the public negotiation of health inequalities: Comparing Māori and mainstream media</i>. • Two-year Foundation of Research, Science & Technology funded project initiated to develop technologies for making unique produce from Taewa Māori. • Joint study entitled <i>The Papawai Marae and Stream Project</i> initiated through the Wellington Regional Council to research the health of the stream catchment and its links to the Papawai Marae. • Research study in partnership with Ngati Whitikaupeka and Te Rānanga o Otaihape initiated focusing on a threatened lizard found exclusively on private land. • Te Mata o Te Tau was awarded Innovation and Development Funding from the Tertiary Education Commission for \$644,000.
5 Increase Māori enrolments in and opportunities for postgraduate study over the planning period.	Achieved – Ongoing Māori postgraduate student enrolments increased by 2.45% and EFTS (equivalent full-time students) numbers were maintained in 2004. <i>Highlights included:</i> • Offered <i>Te Ara Rangahau: Pathway to Research</i> – a programme developed for postgraduate Māori students enrolled in the College of Business, which focused on developing research skills and ideas. This programme was organised by the Kaitautoko Māori with the support of Te Au Rangahau, the Māori Business Research Centre.
6 Increase the number of Te Reo Māori courses.	Achieved – Ongoing <i>Highlights included:</i> • New courses offered extramurally: 182.334 Ngā Whakatauanga 182.235 He Kōrero Paki
7 Increase Māori participation in the immersion teacher training degree programme, Te Aho Tatai-Rangi.	Not Achieved <i>Highlights included:</i> • Programme reviewed with a focus on providing a

	platform to develop a flexi mode delivery.
	• Introduction of Fees scholarships for Te Aho Tatai-Rangi students for 2005.
8 Continue to support the significant Te Rau Puawai Bursary scheme to support workplace development in Māori Mental Health over the planning period.	Achieved <i>Highlights included:</i> • The University submitted this programme in the BearingPoint Innovation Awards 2004 and achieved Highly Commended in the State Sector category. • 119 bursars supported through this scheme in 2004 representing a 16% increase on 2003.
9 Develop a Māori language policy for the University in 2004.	Partially Achieved Te Reo policy drafted and now in the consultation phase of development. A full Te Reo Policy will be drafted from this feedback in early 2005.
10 Evaluate and where necessary plan for improved cultural, recreational and study facilities on each campus over the planning period.	Achieved - Ongoing <i>Highlights included:</i> • Where appropriate the Office of the Assistant Vice-Chancellor (Māori) has given advice on the cultural, recreational and study facilities for each campus. • Two whanau rooms have been set up adjacent to the Marae complex for Māori student support on the Wellington campus. These facilities support a quiet study area, a computer lab and a relaxation area. • Weekly kapa haka practices established on the Wellington campus to support powhiri and the annual Graduation ceremonies.
11 Establish a comprehensive Māori activity database by 2005.	Not Achieved - Refocused Project incorporated into the Māori Communications Strategy as part of a broader plan on facilitating internal communication with Māori.
12 Progressively implement the Communication Strategy by: - producing a video to inform potential students by 2004, - developing a website for Māori viewers 2004-2006, and - ensuring consistent approach to written and electronic communication, by 2006.	Not Achieved – Deferred Video and web-site now scheduled for 2005. Other aspects of the Communications Strategy will be progressively delivered following necessary staffing appointments. <i>Highlights included:</i> • Initial research on the effectiveness of current communications with Māori completed.
13 Review existing agreements and options for new	Achieved - Ongoing

relationships in 2004.

Highlights included:

- Agreement with Te Wānanga Whare Tapere o Takitimu reviewed and renewed.
- Te Kāhui Amokura, the New Zealand Vice-Chancellor's Committee (NZVCC) Senior Māori Advisory Group, established. Terms of reference was drafted for consideration with NZVCC.
- The University initiated discussions with the Māori Manager at the Universal College of Learning (UCOL).

- 14 Develop at least three memoranda of understanding and agreements with Māori by 2005.

Achieved - Ongoing

Highlights included:

- Three Memoranda of Understanding signed with:
 - Te Wānanga Whare Tapere o Takitimu;
 - Te Rau Matatini; and
 - Te Rūnanga o Raukawa.

- 15 Revise our current agreement with Te Whare Wānanga Tapere o Takitimu and develop a three year plan for collaboration by 2004.

Partially Achieved - Ongoing

- Agreement with Te Wānanga Whare Tapere o Takitimu reviewed and renewed to 31 December 2005.

- 16 Contribute to Tertiary Education Commission (TEC), Performance-Based Research Funding (PBRF) and educational policies for Māori over the planning period.

Achieved - Ongoing

Where appropriate the Office of the Assistant Vice-Chancellor (Māori) contributed and gave advice on educational policies.

Highlights included:

- Participating in the consultation on the "Strategy for the TEC: Working with Māori".
- Participation in the Hui Taumata Mātauranga.
- Participation in Secondary Futures.
- Participation in the Performance-Based Research Fund moderation panel and chairs panel.

Other highlights of initiatives focused on Treaty of Waitangi/ Māori@Massey Strategy:

Highlights included:

- Recommendation approved from the Doctoral Research Committee to Academic Board to include a nominee from the Te Mata o te Tau (Academy for Māori Research and Scholarships).
- Memorandum of Understanding was signed with Te Runanga O Raukawa Inc to engage in joint research initiatives with a focus on the hauora (health) needs of, and development opportunities for, rangatahi (youth).
- Hosted the Māori Language Commission's *Translators Annual Hui* in September 2004 at

the Wellington campus which was attended by approximately 80 Māori Language experts from around the country.

- Renewal of *Whakapiki i te Reo*, Māori Language courses funded by the Ministry of Education for teachers in schools, for 2004–5.
- A rangatahi Wānanga for emerging artists held by the School of Māori Studies in November 2004.
- Hosted the Te Ohu Whenua Hui A Tau – Māori succeeding in Agribusiness hui. This hui attracted over 180 participants and included three Cabinet Ministers as keynote speakers. The Conference is planned as an annual event in future.
- Te Kaiwawao, Wellington campus is a member of the District Māori Advisory Group Wellington Police Headquarters.
- Te Rangiwhenua are actively involved in the promotion of Te Au Rangahau by participating in Māori organised regional and national hui, for instance, Ngāmanu Korero, Māori Business Expo, FOMA, Te Mata O Te Tau, Hui Taumata, and Te Awe Māori Business Network (Wellington), Māori Academic Awards, Kaupapa Māori Research Workshop, Qualitative Research in Business Symposium.
- Established external relationships with Manaaki Whenua, Crop & Food Research, Te Puni Kōkiri, Te Awe, Māori Business Network.

Performance Measures

	Target 2004	Actual 2004	Actual 2003
Māori-centred courses(papers) (Number of Discrete)	164	164	156

Māori-centred qualifications (Number of Discrete)	19	20	19
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Courses (papers) delivered in Te Reo (Number of)	56	58	54
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Māori Student Enrolments (Number of)			
Māori students enrolled	3,899	3,942	3,937
First year Māori students (new to Massey)	1,272	1,230	1,249
Māori postgraduate students	545	710	693
Māori graduates	374	369	365

Māori course completion	Target 2004	Actual 2004	Actual 2003
College of Business	71%	67%	68%
College of Design, Fine Arts & Music	75%	83%	84%
College of Education	85%	82%	88%
College of Humanities & Social Sciences	66%	65%	64%
College of Sciences	77%	76%	76%

Retention from first year of study to second year of study - all undergraduate programmes (%)			
Māori students	53%	53%	52%

Student Services Satisfaction - Māori Students (% students rating services good/very good)	72%	71%	71%
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Training opportunities for staff relating to Treaty of Waitangi, Te Reo, cultural awareness (Number of)	16	43	14
Staff participating in training opportunities-see above (Number of)	240	666	266

Māori representation amongst full-time equivalent staff (Number of)	159.39	175.04	163.84
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Treaty of Waitangi - Policy Statement

Massey University is committed to giving effect to the principles of the Treaty of Waitangi within the policies and practices of the University and to recognise the mutual benefits that follow. It will promote Māori development and full Māori participation across the University, maintain the Māori language as an official language of the University, foster mutual regard and understanding for academic knowledge and customary Māori knowledge, recognise and acknowledge the special status of tangata whenua in the mana whenua of each campus, seek opportunities for mutually beneficial partnerships with Māori, and facilitate teaching and research programmes consistent with Māori aspirations and processes.

Please also refer to figures presented in this section, above, and to information provided under “Regional Equity Committees” in the Organisation and Management section below.

STUDENTS

GOAL

1. Distinguish Massey University by the vibrancy of its campuses and student learning experience, its inclusiveness and its outstanding service to students.

OBJECTIVES

- To provide a range of academic programmes of excellence that are accessible to different groups throughout New Zealand, relevant to students, develop students as independent learners, and significantly enhance the employment opportunities available to graduates.
- To seek enrolment of high calibre students and support them in reaching their potential.
- To provide student support services and a physical environment that will attract students and support greater academic success and retention.
- To continue to encourage enrolment from under-represented groups and to support their progress.
- To be recognised as providing a superb first year experience for our students and to pursue initiatives that will enhance the overall student learning experience at Massey University.
- To ensure through surveys and other research tools, that the quality of services matches student expectations and needs.

PERFORMANCE 2004

Massey University has student-centred strategies that maximise accessibility to staff, flexibility and focus of programmes, and support in the learning process. Our ambition is to help students reach their intellectual potential through the provision of relevant, quality programmes. We seek to provide students with stimulating teaching, to ensure that they are stretched to achieve their best, and are supported in meeting their social and academic needs. In accordance with our commitment to access, we will continue to encourage the enrolment and support of students with impairment, and to remove barriers that prevent an inclusive environment being created at Massey University.

In 2004 graduands across the University celebrated completion of 5,516 programmes of study (1 April 2003 – 31 March 2004) including a record number of students capped with PhDs (82 completions).

Other graduation highlights from the year included:

- The first 16 graduands of the Bachelor of Fine Arts from the Wellington ceremonies in May, three years after the School of Fine Arts was established.
- A record number of more than 910 graduands at the Albany campus in May, including 500 extramural students.
- The graduation of nine students from the Te Rau Puawai programme in Palmerston North in May. The programme is a joint venture between the University and the Health Funding Authority to increase the professional mental health workforce by 100, a goal completed with the nine new graduates.
- A record number of Tertiary Students with Disability (TSD) graduands (177). This was an increase of 11% on last year. The largest increase in graduation rates was for postgraduate TSD students which rose by 15%.

2004 enrolments levels were in line with the previous year but below that targeted. Domestic numbers continue to decline, which is of concern, but indicative of a number of factors affecting the domestic market

– full employment conditions in the labour market impacting on recruitment of mature students and strong competition for young adults in the school leaver market e.g. growth in sub-degree level student numbers in the non-university sector.

During 2004 the University has continued to progress a number of specific initiatives in support of its student-centred strategies, with particular emphasis on extramural and postgraduate students. The workshop conducted in 2004 to provide a basis for establishment of an *Extramural@Massey strategy* is an example of this progress, as was the establishment of the University's Graduate Research School. A number of systems improvement projects, which will provide direct benefits to all students, were also progressed during 2004 (see Performance Indicators section below).

The Vice-Chancellor's Bursary Award Scheme achieved a record number of 563 students participating in the programme in 2004. The purpose of the Vice-Chancellor's Bursary Award is to enhance, encourage and support entry to university study for students from low decile schools and under-resourced families with limited previous history of participation in university degree study. 11 low decile secondary schools participated in this programme in 2004.

Massey University awarded 135 Secondary School Scholarships at the end of 2004 for tenure in 2005. 45 were awarded in each of the regions, Auckland, Central and Wellington. The Graduate Research School and the Student Liaison Office has received positive feedback from both recipients and schools. Scholarship funding overall increased \$584,540 in 2004 to \$3.6 million.

As stated previously, Massey University has rigorous and evolving processes in place for the purpose of assessing teaching quality and enhancing student learning outcomes. As an example of this the Teaching Quality Evaluation Working Party was convened in 2004 and charged with two primary tasks: to design a comprehensive strategy for evaluation of teaching quality at Massey University; and to review and revise the SECAT (Student Evaluation of Course, Administration and Teaching) instrument so that it is more responsive to the needs of staff and students. During 2004 the Working Party developed a framework for identifying issues and gathering feedback from staff and students. A report from the Working Party is due in 2005. In this regard, it is pleasing to note that overall course retention rates for undergraduate programmes have improved on last year and exceeded target for 2004. Course completion rates were also higher than last year for both internal and extramural papers.

During 2004 a working party was established to develop a strategy for *Pasifika@Massey*. Proposals have been drafted to be progressed in 2005.

In 2004 the quality of Massey students and alumni has been further demonstrated by their success in a number of areas including, for example, the following:

Hatherton Medal

Massey Graduate Dr Paul Gardner was awarded the *Hatherton Medal by the Royal Society of New Zealand*. The Hatherton award recognises the best paper by a PhD student at a New Zealand university in the physical, earth, mathematical and information sciences. This is the highest honour that can be given to a student by the Society. Dr Gardner's winning research on the genetic alphabet was part of his PhD thesis, published in the Proceedings of the Royal Society of London to considerable media attention from the BBC, Japanese television and the prestigious scientific journal Nature.

Special Prize, Ducati.com

Industrial design student Garry Sammons won a prestigious international *Ducati.com special prize* for his Velocità coffee maker. Sammons was one of five students from Massey's industrial design programme to make the finals.

2004 Dyson Production Design Award

Massey graduate Leon Oliver won the *2004 Dyson Production Design Award* with a design for a life-saving, man-overboard boating device. Oliver's 'Sentinel' is designed to protect a crew member who has fallen overboard at sea. Using an electronic watch the crew member can remotely deploy a life raft from the vessel. The watch also activates an onboard alarm to alert the crew to the accident. Massey graduates have won the award every year since it was set up in 2001.

First Prize, Davines Fashion Designers' Competition

Rebecca Ward's devore wool and viscose coat won her a trip to Italy as *First Prize* in the *Davines Fashion Designers' Competition*. The 20-year-old is in the second year of a Bachelor of Design, studying fashion and textiles.

Geddes Champion Print Award, New Zealand Professional Photography Awards**Best Still Life Photo, New Zealand Professional Photography Awards**

Massey graduate Ian Robertson from Wellington won *The Geddes Champion Print Award*, taking home a cash prize of \$5000 and a bronze sculpture. Mr Robertson also won the award for *Best Still Life Photo*.

Architecture Award, New Zealand Professional Photography Awards

The Architecture Award was won by Massey graduate Michael Hall (Australia).

Editorial/Corporate Award, New Zealand Professional Photography Awards

Massey graduate Murray Lloyd (Wellington) won *The Editorial/Corporate Award*.

Series Category Award, New Zealand Professional Photography Awards

The Series Category Award went to Massey graduate Paul Fisher (Wellington).

Best Single Arts Picture by a Junior, Qantas Media Awards

Massey graduate Claire de Barr won the award for the *Best Single Arts Picture by a Junior*, for her portrait of ballet dancers. The judges said it contained good composition and contrast. Ms de Barr works at The Dominion Post as an illustrations assistant.

Best Single Arts Picture, Qantas Media Awards

The award for *Best Single Arts Picture* was presented to Massey graduate Ross Giblin, who works at The Dominion Post, for 'Aerialist', which the judges said "*took a lot of planning and effort*".

Runner-Up in Agriculture, Forestry and Fishing, MacDiarmid Young Scientists of the Year Awards

A Massey University student recipient Ms Anna Williams was awarded the *Runner-up Prize in the Agriculture, Forestry and Fishing category* for her project *Instant Milk Powder: Onions or Grapes?* Anna is now enrolled for a PhD at Massey University in the Institute of Technology and Engineering.

Supreme Winner, Zonta Design Awards**Industrial Design Award, Zonta Design Awards**

The *Supreme Winner*, Massey graduate Helena Webster, sponsored by Weta Workshop, received \$5000 cash. Ms Webster, 23, is employed as a product designer for the Christchurch firm InFact Ltd. InFact is an electronic

product and automation machinery design company. “*At InFact, we are making a machine that measures wood quality using acoustic science.*”

Interior Design Award, Zonta Design Awards

Massey graduate Nuala Collins, received \$1000 cash sponsored by Limited Editions.

Photographic Design Award, Zonta Design Awards

Massey graduate Jessica Dewsnap, received \$1000 cash sponsored by Imagelab.

Graphic Design Award, Zonta Design Awards

Massey graduate Katherine Gee, received \$1000 cash sponsored by Clemenger Design.

Fashion & Textile Design Award, Zonta Design Awards

Massey graduate Holly McQuillan, received \$1000 cash sponsored by Rembrandt Suits.

2004 Graphics and New Media Design Ambassador Award

Massey graduate Kat Gee is the winner of the *2004 Graphics and New Media Design Ambassador Award*.

Avante Garde, Lycra Student Design Awards

1st: Alicia Bewick, final year textile design;

2nd: Mingwei Li, third year fashion.

Active Wear, Lycra Student Design Awards

1st: Alicia Bewick, final year textile design;

2nd: Jo Torr, Grad Dip Design;

Highly commended: Lucy Taylor, third year fashion.

Intimate Apparel, Lycra Student Design Awards

1st: Ella Sarjant, second (final) year Diploma in Fashion Design and Technology.

Highly Commended in the Magazine Cover of the Year, New Zealand Magazine Awards

Massey School of Design graduate Rebecca ter Borg of Wellington has gained two honours after entering a competition run by youth magazine, Tearaway. The brief of the competition was to design the cover of Tearaway. Ms ter Borg's entry not only won the competition, but was also *Highly Commended in the Magazine Cover of the Year category* at the *New Zealand Magazine Awards* in April. Ms ter Borg, who works as a freelance illustrator, has been invited to design the Wellington Film Festival poster and programme cover for 2004.

Olympic Games Competitors

A number of Massey students and alumni competed in the *Olympic Games* in Athens this year. They included:

2004 Students

Timothy Gudsell, Cycling – Track; Peter Latham, Cycling – Track; Donna Loffhagen, Basketball; Emily Naylor, Hockey; Helen Norfolk, Swimming and Kayla Sharland; Hockey.

Alumni

Jessica Beer, Fencing; Ed Book, Basketball; Bevan Hari, Hockey; Just Kidd, Equestrian – Management; Meredith Orr, Hockey; Rebecca Cotton, Basketball; Caroline Evers-Swindell; Rowing; Georgina Evers-Swindell; Rowing;

Alison Fitch, Swimming; Dean Kent, Swimming; Karen Li, Table Tennis; Caryn Paewai, Hockey; Heelan Tompkins, Equestrian – Eventing and Robyn Wong, Cycling – MTB.

Performance Indicators

Target 2004:

- 1 Establish Extramural portfolio and research capability under the Office of Deputy Vice-Chancellor (Palmerston North and Extramural) in 2004.
- 2 Establish an Extramural@Massey strategy to be systematically implemented over the planning period.
- 3 Establish the Certificate of University Preparation (CertUniPrep) on all campuses and extramurally to provide access to degree study for school leavers as well as mature learners who require additional preparation for entrance and for successful academic performance at the University (2004-2006).
- 4 Continue to invest in communication and support for extramural students via 0800 MASSEY, OWLL and the distance library service.
- 5 Introduce a system to contact all extramural students with a disability at the start of each semester.

Outcome/Progress 2004:

Partly Achieved - Ongoing

Highlights included:

- The focus to date has been on extending provision of services to extramural students with new staff appointed to support delivery.

Partly Achieved - Ongoing

Workshop held to review past practices and understand current needs. The *Extramural@Massey* strategy will be developed from this base.

Other initiatives focused on Extramural (distance learning at Massey) included:

- Initiated planning towards the provision of career counselling and development programmes for extramural students.

Partially Achieved - Ongoing

Certificate of University Preparation offered on all three campuses in Semester One 2004.

Achieved – Ongoing

Highlights included:

- Distance Library service continues to receive high praise (student satisfaction survey).

Achieved - Ongoing

All first year internal and extramural students who disclose a disability at enrolment are personally contacted by Massey University Disability Services staff. All students who disclose a disability are sent Disability Services newsletters twice yearly.

- 6 Incorporate provision of student facilities in the Comprehensive Development Plans for each region and in particular, over the planning period, provide for:
- appropriate library and computer laboratories, **Achieved - Ongoing**
Highlights included:
 - Planning for new library expansion/improvement at Palmerston North campus underway. Student Learning Centre will form part of the new Library and Information Commons.
 - Detailed planning underway for library facilities at Wellington and Albany campuses.
 - the Student Centre redevelopment at Palmerston North, and **Achieved - Ongoing**
Highlights included:
 - Student Centre building construction commenced.
 - Operating protocol for Student Centre agreed to with Massey University Students' Association.
 - the Te Whare a Iwi at Albany. **Achieved - Ongoing**
- 7 Establish the University Graduate Research Office to provide more effective support and administration for postgraduate students in 2004. **Achieved - Ongoing**
Highlights included:
 - Graduate Research School established in Palmerston North and Dean appointed.
 - Induction and orientation programme run in May and November 2004 for Doctoral Students.
 - Workshops for doctoral students held in Auckland (x2) and Palmerston North (x1) during the year.
 - Beyond Graduation event held in the College of Sciences for undergraduates to promote postgraduate study opportunities.
- 8 Progress key systems improvement projects over the planning period, including:
- renewal of the Student Management System (SMS), **Achieved - Ongoing**
SMS Renewal Project well underway.
 - enhancement of web access to student services, **Achieved - Ongoing**
Highlights included:
 - Enhanced student access to the web and web enrolment.
 - Upgrade of the web server infrastructure.
 - Upgrade of the web portal environment to support

	the 2004/5 expected increased usage levels by students.
	Student data storage upgrade on all three campuses.
upgrade on-line learning platform and support for students and academics.	Achieved - Ongoing <i>Highlights included:</i> - Introduced leased computer facilities in general teaching laboratories. - Improved technical support services for laboratories using appropriate remote management software. - Developed and delivered software request process for computer laboratories ensuring full consultation processes for teaching staff. - Audio visual support structures enhanced with the use of leased demonstration platforms of a standard configuration in each of the centrally booked teaching spaces. - Established a web services group capable of updating information in support of student administration, teaching and learning. - Upgrade of the student learning management system. - Increased the bandwidth and access paths for student Internet services. - Introduction of Internet access services to University student residences allowing access from residences. - Introduction of flexible, postgraduate, computer laboratory facilities on all three campuses.
9 Implement approved recommendations of the University's First Year Experience Report to enhance the first year experience for students (2004-2006).	Partially Achieved – Ongoing <i>Highlights included:</i> - Interim report produced (Final report to go to Academic Board in February 2005). - Selected initiatives underway in each College. - Centralised services will enhance the provisions to first year students including the “let's get going” first year student programme. - Retention pilot focusing on early intervention for at-risk students in first year papers will be carried out in 2005.
10 Continue the activities of the Student Academic Advisory Committee (SAAC) to enhance the quality and effectiveness of student input into	Achieved – Ongoing SAAC sponsored successful Class Representation proposal approved by Academic Board in November

academic policy formation across the university (2004-2006).	2004.
11 Continue annual administration of the Student Satisfaction Survey and provide relevant senior managers with advice and recommendations for improvement targets as needed (2004-2006).	Achieved – Ongoing Survey undertaken in April 2004 and results presented to key service delivery staff and managers on all campuses in July 2004 to drive self-improvement activities.
12 Strengthen learning support for Māori students by evaluation and enhancement of appropriate mechanisms on all campuses and for extramural in 2004.	Achieved - Ongoing <i>Highlights included:</i> • The Te Rangahau Tauira intensive learning, writing and study skills programme has been expanded. • Redevelopment of Kainga Rua facilities that assist Māori student learning, in close proximity to the Māori hostel facilities on the Turitea campus. • Appointment of a permanent position for Learning Centre Advisor, Māori, in Wellington. • Appointment of Kaihautu Māori, in the Library, Palmerston North. • Appointment of Kaiwhakarato Parongo Māori in the Library, Palmerston North. • Four scholars successfully completed the inaugural year of the Highbury Community Scholarships offered in Palmerston North (the Tertiary Education Commission fund the first year of study and Massey University funds years two and three). • 13 scholars completed the Rangatahi Māia first-year scholarship offered in Palmerston North (funded by the Tertiary Education Commission).
13 Review and implement, as appropriate, recommendations from the Cycle 3 Academic Audit towards the enhancement of Student Learning.	Achieved - Ongoing
14 Establish a mechanism of early notice mid-year to students who are experiencing academic difficulty including referral to learning support and academic advice.	Achieved - Ongoing Students are monitored and those who appear to be experiencing academic difficulties are contacted and supported through provision of academic guidance and learning support.
15 Explore and develop appropriate structures for the support of Pacific Island students and establish a Pasifika@Massey strategy.	Partially Achieved - Ongoing <i>Highlights included:</i> • The <i>Special Supplementary Grant: Pacific Students</i> was utilised to assist in achieving consistent levels

of learning support services for Pasifika students across the three campuses and extramurally.

- Pasifika Strategy Working Party completed research to support the establishment of a *Pasifika@Massey Strategy*.

16 Review the requirements for English Language competence and literacy at university entrance towards enhancing pathways to and academic success in degree programmes (2005).

Achieved – Ongoing

17 Continue to support the Vice-Chancellor's Bursary Awards Scheme to enhance access to University study for students from low-decile secondary schools (2004-2006).

Achieved – Ongoing

Highlights included:

- 30 new awards made at end of 2004 school year to secondary graduates planning degree study in 2005 at Massey. This initiative has been generously supported by external donors.

18 Expand the number of prestigious scholarships that support high calibre students over the planning period, including support for access to the Fulbright programme.

Achieved - Ongoing

Scholarship fund increased \$584,540 in 2004 to \$3,625,634.

Other highlights of initiatives focused on Students:

Highlights included:

- Wellington campus hosted presentation ceremony for the Pacific Islands Polynesian Scholarships.
- New Recreation Centre was officially opened at Albany campus in July.
- Outstanding student achievement recognised at Massey Blues Awards.

Performance Measures

Student Profile by Level of Student (Enrolled, by programme level)	Actual Students 2004	Actual EFTS 2004	Actual Students 2003	Actual EFTS 2003
Non-degree	4,673	2,053	4,538	2,106
Undergraduate	27,478	16,260	28,180	16,363
Postgraduate (except PhD)	8,334	4,158	8,140	4,129
PhD (Doctoral)	951	855	804	744
Total	41,436	23,326	41,662	23,342

	Actual 2004	Actual 2003
Postgraduate EFTS as % of Total EFTS (by programme level)	21.49%	20.88%

EFTS - Taught by Region (Number of, by paper campus)	Target 2004	Actual 2004	Actual 2003
Total	23,770	23,326	23,342
Palmerston North Region	14,375	14,083	14,325
Auckland Region	4,909	4,582	4,546
Wellington Region	4,486	4,661	4,471

EFTS - Taught by Mode (Number of, by paper mode)			
Internal	16,486	16,159	16,090
Extramural	7,284	7,167	7,252

Note:

Figures in all tables above include all students enrolled regardless of funding sources.

EFTS - Funded by Ministry of Education (Number of)			
Total	18,853	17,840	18,349
Palmerston North Region	12,276	11,832	12,248
Auckland Region	3,378	2,974	3,060
Wellington Region	3,199	3,035	3,041

Note:

Figures above are Ministry of Education funded students under funding classification 01.

Equal Educational Opportunities (Number of)			
Pasifika students enrolled	1,115	1,026	1,061
Students with disability	1,318	1,529	1,512
Participants in the Vice-Chancellor's Bursary Award Scheme	360	563	530

Retention from first year of study to second year of study - all undergraduate programmes (%)			
All students	60%	65%	63%
Pasifika students	56%	56%	57%

Note:

Figures in both tables above include all students enrolled regardless of funding sources.

Overall Student Service Satisfaction-Non Academic Services (% students rating services good/very good)			
All students	66%	62%	65%
Pasifika students	70%	67%	66%

Student Achievement	Actual 2004	Actual 2003
Successful course (paper) completion: internal	89.1%	87.1%
Successful course (paper) completion: extramural	90.1%	89.8%

Note:

Successful course completion is the percentage of students passing assessment by examination or internal assessment. Actuals do not include Semester Three results as they are not available at the time of the Annual Report compilation.

Programme Completions by Type of Qualification (Headcount)	Actual 2003	Actual 2002
Doctoral Degree	82	70
Masters Degree	687	684
Bachelors Honours	186	193
Postgraduate Diploma	852	810
Postgraduate Certificate	44	45
Bachelor Degree	2,484	2,672
Advanced Diploma/Graduate Diploma	472	285
Diploma	347	306
Advanced Trade Certificate	0	5
Advanced Certificate/Undergraduate Certificate	242	299
Certificate	120	79
Total	5,516	5,448

Note:

Figures above are for all qualifications under which students have successfully applied to graduate between 1 April 2003 and 31 March 2004 - "2003 Academic Year".

Figures above are Ministry of Education funded and Full-Fee/International students only.

	Actual 2003	Actual 2002
Masters, Honours and Doctoral Completion/Total Programme Completions (%)	17.3%	17.4%
All Postgraduate Completion/Total Programme Completions	33.6%	33.1%

	Actual 2004	Actual 2003
Graduating students who enroll for graduate programmes at Massey University (%)	16.7%	17.8%

	Target 2004	Actual 2004	Actual 2003
Overall Graduate Course Experience Questionnaire (CEQ Mean Score)*	3.92	3.91	-

Overall Research and Experience Questionnaire (CEQ Mean Score)*	3.85	3.87	-
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Note:

Survey not undertaken in 2003.

Please also refer to the Headcount and EFTS information provided in the Treaty of Waitangi and the Internationalisation sections above and below (respectively).

Equity of Educational Opportunity - Policy Statement

Massey University is committed to providing equity of access to educational opportunities for all current and prospective students irrespective of their sex, marital status, religious belief, colour, race, ethnic or national origin, disability, age political opinion, employment status, family status or sexual orientation. To achieve this policy objective Massey University will:

- (a) encourage enrolment from under-represented groups: specifically Maori, People with Disability, Pacific Peoples and Women;
- (b) provide a learning environment that facilitates successful participation by all students, including those with specific needs;
- (c) be pro-active in providing access and equitable opportunities for success for groups that are under-represented;
- (d) ensure that each student has the opportunity to achieve according to his or her own individual potential;
- (e) ensure that its processes or procedures are non-discriminatory and pay due consideration to the needs of all groups of students; and
- (f) monitor its performance against this policy objective.

2004 REPORT ON SPECIAL SUPPLEMENTARY GRANTS

Tertiary Students with Disabilities

1,529 Students with Disabilities enrolled at Massey in 2004. This was a small increase on the 1,512 students in 2003. The Special Supplementary Grant for Tertiary Students with Disabilities increased in 2004 from \$29.25 per domestic EFTS to \$32.18. This increase was to provide material in accessible formats for students with print disabilities. A total of 43 students accessed this service in 2004. The bulk of the Grant continued to be spent on support for individual students, which included salaries for five support persons across the campuses. The pool of assistive technology and equipment for internal and extramural students was maintained. Recruitment publications were distributed to Secondary Schools Careers Advisers and community groups nationally.

Māori and Pacific Peoples

The objective of the Special Supplementary Grant: Māori and Pacific Peoples have been to create and support programmes that provide environments in which Māori and Pacific students are likely to achieve academic excellence. The Campuses and Colleges have used the Grant to supplement the salaries of a number of Māori and Pacific student support positions, and to supplement the academic support services and programmes for Māori and Pacific students. Note that the objective contributes to the attainment of two of the four platforms of Massey University's Māori@Massey Strategy, namely Academic Excellence and Campus Innovation.

STAFF

GOAL

1. To strengthen Massey University as an employer of choice for outstanding academic and general staff.

OBJECTIVES

- To ensure the University has a culture that attracts and encourages staff, and appropriately values, recognises and rewards quality performance by staff.
- To provide development and support that enhances the effectiveness of staff, with students from diverse cultural backgrounds and needs.
- To ensure that the responsibilities of the University as an Equal Opportunities Employer are upheld.
- To encourage staff to develop and maintain links within the University, and also regionally, nationally and internationally, to enhance teaching, research, and student support services.
- To value a collegial, devolved approach to decision-making thereby empowering members of the University community to exercise initiative and responsibility for the development of plans and priorities.
- To place a high priority on effective and efficient communication with staff in all colleges, campuses, administrative and service divisions of the University.

PERFORMANCE 2004

Staff are Massey University's most valuable resource; the destiny of the University will be determined by the leadership and achievements of our academic and support staff. The quality and commitment of staff members are the basis of the quality of the University's qualifications and research outputs and the excellence of its teaching delivery. We are committed to implementing future-focused, professional development programmes for staff.

The University's *Advanced Degree Awards* are aimed at building the University's research and academic capacity. The awards provide funding to release academic staff members from teaching and other duties in order to complete advanced research degrees. 49 staff from all campuses and colleges received *Advanced Degree Awards* in 2004: 12 to complete Masters; 16 to submit doctoral proposals; and 21 to complete doctoral theses. In this regard it is also very pleasing to report that, at the end of 2004, over 50% (over 600) of our academic staff now hold a doctorate qualification.

From a staff development perspective, a record number of training and development courses were facilitated in 2004 by the Training & Development Unit, Information Technology Services and Human Resources Section (Health & Safety Unit) with a 57% increase in the number of training courses available and a 40% increase in participation. The University's Leadership and Management Training hours increased by 152%. This trend is indicative of the University's continued commitment to the provision of staff development programmes and the commitment of its staff in undertaking ongoing personal development.

In addition, the *MAP @ Massey Mentoring Project* was launched with an introductory workshop in February 2004, involving approximately 50 staff in mentor or mentee roles, and the *Being a Manager@Massey* induction programme for Heads of Departments was developed during 2004 and run as a pilot in December 2004.

The *Workloads Monitoring Group* submitted a report to the Vice-Chancellor and representatives of the Combined

Unions in March 2004. The report was subsequently released to all staff. The report comprises an analysis and case study research to investigate the effectiveness, benefits and challenges of implementing workloads allocation models in all units across the University. The case studies were carried out to identify remaining challenges and issues for improving workloads management. The report recommended a number of initiatives considered most likely to have a positive impact on workloads management across the University.

Recognition of outstanding staff achievement through awards was maintained during 2004 as indicated in the Performance Indicators section below.

A number of Human Resources systems improvements were progressed during 2004 including systems to ensure compliance with new health and safety legislation.

In 2004 the quality of Massey staff has been further demonstrated by their external recognition in a number of areas including, for example, the following:

Rutherford Medal

Professor David Penny, Allan Wilson Centre/Institute of Molecular BioSciences, has been awarded the *Rutherford Medal* by the Royal Society of New Zealand, recognising outstanding contributions to science and technology. This is New Zealand's top science honour. Professor Penny's contribution to research and scholarship has been consistent and outstanding throughout his career and he is a most deserving recipient of this prestigious award.

Doctor of Science in Epidemiology of Communicable Disease

Professor Neil Pearce, Centre for Public Health Research, has been awarded Massey University's highest award for science a *Doctor of Science in Epidemiology of Communicable Disease* to recognise his work on epidemiology methods and their application in research into non-communicable diseases. His wide-ranging research has included studies of asthma, occupational health, socio-economic factors in health, Māori health, cancer and environmental health.

Doctor of Science, Cambridge University

Professor John Flenley, School of People, Environment and Planning, has been awarded the honour of *Doctor of Science* from Cambridge University. This award recognises the international status of Professor Flenley's research across a range of disciplines in Social Sciences, Earth Sciences and Biological Sciences.

Hunter Award

Professor Ian Evans, School of Psychology, received the prestigious *Hunter Award* in recognition of his career as a clinical psychologist and academic. This is the first time a Massey psychologist has received the award.

Fellow to the Royal Society of New Zealand

Professor Graeme Wake, Centre for Mathematics in Industry, was elected as a *Fellow to the Royal Society of New Zealand*. The Royal Society citation for Professor Wake acknowledges him as a talented and versatile applied mathematician who has been instrumental in focusing applied mathematics on issues of specific relevance to New Zealand, particularly in modelling biological systems in the agricultural, health and industrial sectors.

2004 SGS Prize for Excellence in the Chemical Sciences

Professor Geoff Jameson, Institute of Fundamental Sciences, has been honoured by the New Zealand Institute of Chemistry. He was awarded the *2004 SGS Prize for Excellence in the Chemical Sciences*. The SGS Excellence prize is awarded to a chemical researcher based on their original contribution of the chemical sciences over the past five years.

Sir Charles Hercus Health Research Fellowship

Dr Jeroen Douwes, Centre for Public Health Research, has been awarded the prestigious *Sir Charles Hercus Health Research Fellowship* for funding of \$500,000 over four years by the Health Research Council of New Zealand to continue research into asthma.

Lifetime Achievement Award

James Acheson, Department of Three-Dimensional Design, received a *Lifetime Achievement Award* by the American Film Guild.

Life Member of the ANZ Association of Social Workers

Dr Mary Nash, School of Sociology, Social Policy and Social Work, has been honoured as a *Life Member* of the ANZ Association of Social Workers in recognition of her outstanding service to social work.

New Zealand Veterinary Association President's Award

Professor David Mellor received the New Zealand Veterinary Association *President's Award for 2004*, for his significant contribution to the veterinary profession.

Thomson Medal, Royal Society of New Zealand

Associate Professor John Ayres, Institute of Fundamental Sciences, won the Royal Society of NZ *Thomson Medal for 2004* in recognition of his outstanding contribution to the application of science and technology.

Hamilton Memorial Prize

Dr Tammy Smith, Institute of Fundamental Sciences, received the *Hamilton Memorial prize* for her pioneering contributions to the mathematics of structure and function of proteins.

Charles E Wedemeyer Award

In 2004 Dr Bill Anderson, Department of Learning and Teaching, received the *Charles E Wedemeyer Award* of the (United States) University Continuing Education Association for the outstanding book of 2003. Dr Anderson co-edited the book which brought together contributions from prestigious practitioners in distance education.

Lewis Mumford Award for Outstanding Scholarship in the Ecology of Technics

Dr Scott Eastman, School of English and Media Studies, won a prestigious American literary award for his most recent book *Biotech Time-Bomb - How genetic engineering could irreversibly change our world*. This is the first book written outside of the United States to win this award.

Emerald Award

Professor Janet Hoek and Professor Phil Gendall, both of the Department of Marketing, received a prestigious *Emerald Award*. Their article *David Takes on Goliath: An Analysis of Survey Evidence in a Trademark Dispute*, which was published in the *International Journal of Market Research*, was selected as one of the top fifty articles in *Emerald Management Reviews for 2004*.

Tracy Goodall Early Career Award

Dr Nikolaos Kazantzis, School of Psychology, is the 2004 winner of the Australian Association for Cognitive Behaviour Therapy's *Tracy Goodall Early Career Award*.

McMeekan Memorial Award

Professor Colin Holmes, Institute of Veterinary, Animal and Biomedical Sciences, received the prestigious

McMeekan Memorial Award by the *New Zealand Society of Animal Production* in recognition of his career-long contribution to the New Zealand dairy industry and to agricultural education.

National Tertiary Teaching Award for Sustained Teaching Excellence

Dr Richard Shaw, School of Sociology, Social Policy and Social Work, received a *National Tertiary Teaching Award for Sustained Teaching Excellence*.

Second Prize, Emhart ‘Create the Future’ Contest

Mr Olaf Diegel, Institute of Technology and Engineering, received runner up in the prestigious *Emhart ‘Create the Future’* inter-national design contest for developing a mini refrigerator for storing insulin. The contest attracts more than 1,000 entries from engineering professionals, students and the general public across the world.

Co-Winner, 2004 Wallace Award

Ms Claire Robinson, Department of Two Dimensional Design, was the *co-winner of the 2004 Wallace Award* for the book *New Zealand Votes: The General Election of 2002*.

Ministry of Culture and Heritage Fellowship

Dr Monty Soutar, School of Maori Studies, received a two-year *Fellowship* with the Ministry of Culture and Heritage to work with the Ministry’s History Group on two major projects.

New Zealand Fulbright Senior Scholar

Dr Paul Duignan, SHORE Centre (Social and Health Outcomes Research & Evaluation), was selected as the sole *2005 New Zealand Fulbright Senior Scholar*.

Fulbright New Zealand as the 2005 Visiting Lecturer in New Zealand Studies

Dr Adam Claasen, School of Social and Cultural Studies, received the Fulbright New Zealand *2005 Visiting Lecturer in New Zealand Studies* at the Centre for Australian and New Zealand Studies at Georgetown University.

Silver Medal: US Library of Congress International Poet of the Year Awards

Mana Cracknell, Department of Social and Policy Studies in Education, received a silver medal in the *US Library of Congress International Poet of the Year Awards*. His poem will be stored in the US Library of Congress.

International Virginia French Allen Award

Associate Professor Cynthia White, School of Language Studies, received the *International Virginia French Allen Award* for scholarship and service to the teaching of English to speakers of other languages (TESOL).

Friendship Award, State Administration for Foreign Experts Affairs in China

Mr Tim Harvey, Agricultural Services, received a *Friendship Award* from the State Administration for Foreign Experts Affairs in China. The award recognises Mr Harvey’s contribution over many years to pastoral agricultural development and training in China.

Best Jazz Album, New Zealand Music Awards

Mr Rodger Fox, the Conservatorium of Music, won *Best Jazz Album* in the New Zealand Music awards for his CD *A Rare Connection*.

Bright Futures Scholarship

Ms Judith Engelbrecht, Department of Information Systems, received the Tertiary Education Commission: *Bright Futures Scholarship*.

Highly Commended Emerging Researcher 2004

Mr Sebastian Link, Department of Information Systems, received the Tertiary Education Commission: *Highly Commended Emerging Researcher 2004 award*.

2004 Dialogica Awards

Dr Bryan Walpert, School of English and Media Studies, has written one of three winning essays in the *2004 Dialogica Awards* for his work entitled 'The Art of Paying Attention: Nature, Poetry, and the Nature of Poetry'.

2004 Playwrights' Association of New Zealand Awards

Dr Angie Farrow, School of English and Media Studies, came first at the *2004 Playwrights' Association of New Zealand Awards* with her play entitled 'Amnesia'.

Konica Minolta Dame Jean Herbison Scholarship

Professor Wayne Edwards, Department of Social and Policy Studies in Education, received the New Zealand Educational Administration and Leadership Society *Konica Minolta Dame Jean Herbison Scholarship 1994* for research and study in the UK and US during 2004.

New Zealand Educational Administration and Leadership Society President's Research Award

Dr Marian Court, Department of Social and Policy Studies in Education, won a New Zealand Educational Administration and Leadership Society *President's Research Award* for her PhD research into how co-principalships emerged in New Zealand during the 1990s.

Asia 2000 Award

Dr Sita Venkateswar, School of People, Environment and Planning, has received a \$20,000 *Asia 2000 Award* to develop joint research and related collaborative activities with the Centre for Social Studies, Calcutta.

Performance Indicators

Target 2004:

- 1 Continue and evaluate the Advance Degree Award fund to assist staff to complete research qualifications in 2004 with a view to increasing the proportion of staff who are doctorally qualified or hold an appropriate terminal degree for the discipline (2004-2006).
- 2 Continue to develop and run staff development programmes in key areas including at least the following: ethics, research supervision, leadership and management, budgeting, strategic and business planning, best practices in tertiary assessment, flexible teaching and learning, online and web-enhanced delivery of teaching and learning, and the Treaty of Waitangi (2004-2006).

Outcome/Progress 2004:

Achieved – Ongoing

Achieved – Ongoing

- 3 Support staff in the development of research-led university teaching and assessment practices resulting in international refereed research outputs (2005).
- Achieved – Ongoing**
- 4 Conduct research to better understand the key factors affecting our recruitment and retention strategies (by 2004) and use this research to inform the development of a human resource plan by 2005.
- Achieved – Ongoing**
Highlights included:
- The concept of a Talent Pool as part of a staff Attraction Strategy was explored. In August 2004 the Massey University Talent Pool was launched.
 - An Employee Information Database was established in 2003 to provide current and ultimately trend employee information and to inform attraction and retention strategies.
- 5 Establish five Chairs in targeted discipline areas including chairs in Sport, Software Engineering, Māori Health, and Speech and Language Therapy.
- Achieved - Ongoing**
Highlights included:
Established and filled:
- Chair in Māori Health (Wellington)
 - Chair in Software Engineering
 - Chair in Nursing (Wellington)
 - Chair in Languages (Palmerston North)
 - Chair in Public Policy (Personal Chair)
 - Chair in Telecommunications and Network Engineering
 - Chair in Theoretical Chemistry (Albany)
 - Chair in Pure Mathematics (Albany)
 - Chair in Information Sciences and Technology
 - MAF Professor in Food Safety and Veterinary Public Health Chair in Cell Biology (Palmerston North)
- Established and in process of being filled:**
- Chair in Sport and Exercise Sciences
 - Chair in Natural Hazards Planning
 - Chair in Computer Science
 - Chair in Statistics (Palmerston North)
- 6 Increase the proportion of Māori staff over the planning period.
- Achieved - Ongoing**
Māori staff full-time equivalent representation increased to 6.22% in 2004 (5.94% in 2003).
Highlights included:
- Project on Māori staff capacity was completed at the end of 2004 recognising the current market constraints with respect to qualified Māori staff. This provided initial data and recommendations on Māori staff and will be followed by a project to

	examine Māori staff workforce development over the planning period. • Professor of Māori Health appointed at Wellington.
7 Utilise the results of annual staff satisfaction surveys to identify needed changes to enhance the workplace environment in various units and across the University (2004-2006).	Partially Achieved – Ongoing <i>Highlights included:</i> • Results of annual staff satisfaction surveys provided to all departments. • Report to Vice-Chancellor and Vice-Chancellor's Executive Committee submitted by Workloads Monitoring Group with recommendations based on achievements to date. • Human Resource Advisors continue to work with Managers to ensure appropriate human resource practices followed.
8 Implement Council and Academic Board decisions around academic policy-making processes and structures (2004 and 2005).	Achieved - Ongoing <i>Highlights included:</i> • Academic Board re-constituted under its revised Terms of Reference. • Academic Board established a Task Force to complete a review of its sub-committee structures, terms of reference and delegations. • College Boards terms of reference and composition reviewed.
9 Continue a limited number of Assistant Lecturer position allocations (up to 5 annually) based upon evidence of workloads needs in selected units according to the units' Workloads Allocations Models (2004 and 2005).	Not Achieved 2002 and 2003 Assistant Lecturer awards continued up to the end of the two year appointment period. Needs assessment resulted in no new awards in 2004 or 2005.
10 Review and implement appropriate recommendations identified in the November 2002 Report of the Workloads Monitoring Group (WMG) based upon evaluation of the first year of full implementation of workloads allocations models across all units, including necessary revisions of policy and practice.	Achieved – Ongoing
11 Over the planning period continue to introduce employee benefits for employees to enhance staff well-being.	Achieved – Ongoing <i>Highlights included:</i> • <i>Quit Smoking Programme</i> offered to all staff free of charge for a period of time as part of the new Smoke-Free Policy. • Palmerston North staff will have access to “free”

	public transport from 2005.
	Albany campus progressing public transport initiative.
12 Continue to promote the University's web-site as a tool for effective communication to, and information resource for, staff.	Achieved - Ongoing <i>Highlights included:</i> - Publications Policy drafted and circulated and new position of web content manager created. - Massey Website Awards competition successfully planned and executed. - Deployed web content management system and updated templates, standards and guidelines.
13 Continue development and implementation of Performance Scorecard programme to provide regular relevant feedback to staff and managers (2004-2006).	Achieved - Ongoing Performance Scorecard principles incorporated into the University's planning and reporting template.
14 Continue to recognise outstanding University teachers through nominations to the Tertiary Teaching Excellence Awards, the Vice-Chancellor's Awards for Excellence in University Teaching and in recognition for outstanding research-led teaching in the annual promotions round (2004-2006).	Achieved - Ongoing <i>Highlights included:</i> - Four Vice-Chancellor's Teaching Excellence Awards presented. - Training and Development Unit sponsors sharing of best practice through ongoing personal development programmes. - Staff member awarded a national Tertiary Teaching Excellence Award for Sustained Excellence. Administered by the New Zealand Qualifications Authority this award category is for teachers who demonstrate continuing excellence in their teaching over a period of at least six years.
15 Continue to recognise outstanding staff performance through awards, such as conference-related travel (at least 2 per College and 20 annually), and further development opportunities.	Achieved - Ongoing
16 Revise the University's policy on intellectual property in conjunction with the development of a policy on Commercialisation.	Partially Achieved - Ongoing Broad guidelines for new policy developed for Commercialisation (relating particularly to spin-out companies) approved by Massey University Holdings Limited.
17 Consider Academic and General Salary Taskforce conclusions in developing University budgets and proposing salary levels for staff.	Achieved - Ongoing <i>Highlights included:</i> Combined Universities and Unions agreed to jointly prepare a 'white paper' for Government to

increase academic salary levels.

- General Staff Remuneration Group in the process of being established. This group will oversee the implementation of recommendations in the General Staff Salaries Task Force Report, which will commence early 2005.

18 Strengthen the University's Human Resources performance reporting capability by;

- concluding the implementation of a new Human Resources Information Systems,
- developing a Human Resources reporting framework that integrates relevant staffing information from a variety of data sources (2005).

Partially Achieved – Ongoing

Highlights included:

- The implementation of the new Human Resources Information System 'PSe' continued.
- Initial research on user requirements for development of human resource report capability completed.

19 Implement new procedures to ensure compliance with new health and safety legislation (2004) and improve staff access to relevant health and safety information (2005).

Achieved – Ongoing

Highlights included:

- Health & Safety essentials list communicated to Heads of Department. This is also available on the Health & Safety website.
- Staff Contracts reviewed and aligned to the new legislation.
- Health & Safety website improvement project underway.

Performance Measures

	Target 2004	Actual 2004	Actual 2003
Staff PRP (Performance Review & Planning) completion (% of FTE - Fulltime Equivalent)	92%	80%	69%

Leadership and Management training (Hours)	160	270	107
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	Target 2004	Actual 2004	Revised Actual 2003	Actual 2003
Training and development courses (Number of)	550	741	473	464
Training and development participants (Number of)	4,960	7,350	5,263	4,701

Note:

The above are courses and participants in training offered by the Training & Development Unit, Information Technology section, and Human Resources section (Health and Safety courses).

	Target 2004	Actual 2004	Actual 2003
Gender balance amongst staff (%)			
(a) Female Academic staff			
College of Business	35%	37%	36%
College of Humanities & Social Sciences	52%	57%	58%
College of Education	60%	62%	63%
College of Sciences	25%	23%	22%
College of Design, Fine Arts & Music	33%	41%	38%

(b) Female Academic staff at Senior Lecturer level and above (%)			
College of Business	31%	36%	32%
College of Humanities & Social Sciences	50%	44%	43%
College of Education	48%	50%	51%
College of Sciences	38%	40%	38%
College of Design, Fine Arts & Music	20%	26%	31%

FTE Academic Staff with a PhD (% Fulltime Equivalent)	46%	50%	47%
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Please also refer to Headcount information provided in the Treaty of Waitangi section above.

Equity of Employment Opportunities - Policy Statement

Massey University is committed to upholding its responsibilities as an Equal Opportunities Employer and creating a workplace that attracts, retains and values diverse employees. To achieve this policy objective Massey University will:

- (a) provide equal opportunities for recruitment, appointment, development and promotion for all current and prospective employees, regardless of sex, marital status, religious belief, colour, race, ethnic or national origin, disability, age, political opinion, employment status, family status or sexual orientation;
- (b) develop and maintain a workplace culture that values and supports diversity;
- (c) ensure that it provides a safe, supportive and healthy environment for all employees that is conducive to quality teaching, research and community service;
- (d) identify and eliminate all aspects of policies and procedures and other institutional barriers that cause or perpetuate inequality in respect of the employment of any person or group of persons;
- (e) not tolerate any form of unfair discrimination in the workplace on any ground, including sex, marital status, religious belief, colour, race, ethnic or national origin, disability, age, political opinion, employment status, family status or sexual orientation;
- (f) promote equal employment opportunities as an integral part of University policies and practices;
- (g) monitor, review and evaluate progress towards achieving equal employment opportunities.

THE UNIVERSITY AND THE WIDER COMMUNITY

GOAL

1. To be an integral, respected and favoured part of our core communities through our role as a creator and repository of knowledge, a critic and conscience of society, a guardian of culture and a source of expertise and advice.

OBJECTIVES

- To contribute to informed/intellectual debate in the wider community.
- To serve and inform our core communities and be an integral part of those communities.
- To strengthen links with the University's graduates, particularly through the Alumni and Friends networks, recognising them, together with our current students and their families, as our primary ambassadors within the wider community.
- To elevate public awareness of the pivotal role Massey University can and does play toward New Zealand's economic, social and cultural advancement.
- To develop and strengthen links with industry and the arts, professional and other sector groups, schools and other educational institutions, in a systematic manner and to mutual advantage.
- To develop effective systems to support our interaction with the wider community, particularly in the areas of government relations, relationship management and public affairs.
- To play a constructive part in the development and promotion of environmental awareness and best management practices in the wider community.

PERFORMANCE 2004

Massey University seeks to add significant intellectual, social, cultural and economic value to New Zealand and New Zealanders. In accordance with our traditions, we bring an emphasis on community relevance together with research and scholarly excellence to issues facing New Zealand in the 21st century. We encourage our graduates to be outward looking and globally oriented, with a strong 'knowledge to the people' commitment. In 2004 the University's approach to community relevance has been reaffirmed by continued growth in extension and technology transfer outputs (see Performance Measures section below). In addition, strong growth in the indicators relating to Research Output Communications (up 71%) and Community Communication on Environmental Issues (up 81%) has been achieved. The University has continued its significant contribution to the community via its public lecture series programme, its public seminars and industry relevant conferences.

As has been stated earlier, we have a commitment to collaboration and the formation of constructive partnerships with institutions and organisations within and beyond New Zealand with which we have interest in common, and where the partnership will enhance the contribution, standing and performance of Massey University. 2004 has seen continued progress of the community business incubator initiatives, particularly with the establishment of the Bio-Commerce Centre at Palmerston North. A number of collaborative relationships with other tertiary providers have been developed and enhanced with further relationships being explored. Linkages with our alumni are also important to the University and our significant 2004 achievements are highlighted below.

The quality and contribution of Massey staff, students and alumni has been recognised in a number of areas including, for example, the following:

2004 New Year's Honours

Current and past staff

Officer of the New Zealand Order of Merit

Professor Sally Casswell, head of the Centre for Social and Health Outcomes Research and Evaluation (SHORE). This award recognises Professor Casswell's contribution to health research, and social policy more widely.

Companion of the New Zealand Order of Merit

Dr Judy McGregor, Former head of the Department of Communications and Journalism. Dr McGregor left the University last year to become the country's first Equal Employment Opportunities Commissioner.

Alumni

Officer of the New Zealand Order of Merit

Alumnus and Honorary Teaching Fellow with the School of Design, Richard Taylor. Richard Taylor is head of Weta Workshop which played a key role in the making of The Lord of the Rings trilogy.

Companion of the New Zealand Order of Merit

Alumnus and member of the Massey University Foundation, Warren Larsen.

Members of the New Zealand Order of Merit

Gavin Ross Jones.

Anthony Weymouth McLeod.

2004 Queen's Birthday Honours

Current and past staff

Officer of the New Zealand Order of Merit (ONZM)

Professor Ian Watson, former Principal, Auckland. This is a fine acknowledgement for someone who has had a distinguished career not only in academia but in service to the community through his leadership in the tertiary sector.

Alumni

Companion of the New Zealand Order of Merit (CNZM)

Dr Russell Ballard, for public services.

Ms Sharon Crosbie, OBE, for services to broadcasting and the community.

Member of the new Zealand Order of Merit (MNZM)

Ms Deirdre Dale, J.P, for services to education and the community.

Mr Neil Shroff, for services to the community.

Companion of the Queen's Service Order (QSO)

The Hon. Roger Maxwell, for public services.

Service Medal for Public Services (QSM)

Mr Malcolm Guy, for public services.

Mr Warwick Pudney, for public services.

Ms Melda Townsley, JP, for public services.

Massey University will continue to play a significant and distinctive role in the economic and social development of New Zealand through our research portfolio, academic programmes, and service to both rural and urban communities.

Performance Indicators

Target 2004:

- 1 Expand the public lecture series programme over the planning period, and continue to host exhibitions and cultural performances.

Outcome/Progress 2004:

Achieved - Ongoing

Highlights included:

- Public Lecture by Chief Judge Māori Land Court & Waitangi Tribunal Chair, Judge J Williams held at Wellington campus.
- Inaugural lecture of Professor Chris Cunningham as Chair in Māori Health on 3 June. This event was also the annual Whanganui-a-Tara Lecture of Te Mata o TeTau, the Academy for Māori Research & Scholarship.
- The successful Viggo Mortensen Photographic Exhibition closed at the end of January.
- The Ice Rink and Lilac Ship Art Installation attracted large numbers of the public during the mid year semester break.
- Hosted the Festival of New Arts September/October 2004.
- Held the successful Summer Shakespeare programme in February/March.
- Held the Lunchtime Theatre/Arts on Wednesday's programmes.

- 2 Continue to deliver public seminars and hold industry-relevant conferences in all Colleges (at least one per College annually and a total of 10 annually).

Achieved - Ongoing

Over 132 events were held. These were attended by students, staff and the general public and representatives from the educational sector, community organisations, Crown Research Institutions, Industry, government bodies and international attendees.

Highlights included:

- National conference on assessment for the National Certificate of Educational Achievement was organised and delivered at Hokowhitu through the Centre for Educational Development, in collaboration with the Ministry of Education.
- Held the *Expanding Documentary* Conference on

documentary film making attracting 50 attendees including approximately 30 international attendees.

- Held the seminar and film series *Global Health and Social Justice*.
- Hosted the annual symposia in *Health Research and Policy* – with international keynote speakers.
- Presented papers at the *Paediatric Society of New Zealand Annual Conference and the XIV Annual meeting of the Australasian Epidemiological Association*.
- Hosted the *New Zealand Language & Society Conference and the Applied Linguistics Association of New Zealand Symposium*.
- Hosted the Māori Language Commission's *Translators Annual Hui* in September 2004 at the Wellington campus which was attended by approximately 80 Māori Language experts from around the country.
- Provided information on culture and language to the *New Zealand Police Asian Community Course*.
- Hosted a conference on restorative justice – December 2004.
- Hosted an annual public seminar series through the School of History, Philosophy and Politics.
- Massey Agricultural Centre for Professional Development administered the *Dairy 3* conference held in Rotorua. The Conference was attended by approximately 500 delegates.
- Fertilizer and Lime Research Centre held two short courses which hosted participants from industry and Crown Research Institutes. A total of 223 participants have attended these short courses since their inception.
- The *Digital Signal Processing* short course covering fundamentals of digital signal and processing followed with practical applications of signal processing e.g. home entertainment and telecommunication systems was held on the Wellington campus and well attended by both perspective students and industry representatives.

3 Host the annual campus/community debate in Auckland.

Not Achieved

4 Further develop the University's government relations programme and ensure effective links

with our academic staff in areas of relevant policy and curriculum development and in particular;

- respond to the review of professional education in the New Zealand defence force and make adjustments to structural arrangements and academic programmes as appropriate,
- extend relationships with the Ministry of Health and the Health Sector regarding health workforce development.

Achieved – Ongoing

Current stage of Defence Force education review is complete. Massey University will proceed to advertise Director of Centre for Defence Studies.

Achieved – Ongoing

Highlights included:

- Te Rau Puawai funding extended by the Ministry of Health for three further years at increased levels of funding.

5 Progress community business incubator initiatives as follows:

- evaluate, with North Shore City Council and business partners, the establishment of e-Centre #2 on the Albany campus (with a theme of robotics/tectonics),
- establish the incubator concept of the Bio-Commerce Centre at Palmerston North (in association with local CRIs, city agencies and local businesses) by mid 2004,
- expand Creative HQ at Wellington to double its current size (in association with Positively Wellington Business/Victoria University of Wellington) by end of 2004.

Achieved - Ongoing

Highlights included:

- Discussions commenced with North Shore City Council and prospective industry partners for e-centre #2. However, short term focus will be on the further development of the current e-centre.

Achieved - Ongoing

Not Achieved

6 Establish Massey University as a premier centre of expertise in commercialisation over the planning period and in particular form 1-3 spin out companies per annum.

Partially Achieved - Ongoing

Highlights included:

- Commercialisation Office (formed in 2003) has developed robust systems for screening and triage of commercial opportunities.
- A strategy for further development of commercialisation will be considered by the University Council in 2005.
- Commercialisation Office continued to execute licence agreements and assist the formation of spin-out companies. In 2004 two spin-out companies were formed.

7 Further develop the student/industry/community placement in targeted programmes and expanding the scheme for assisting graduate employment over the planning period.	Achieved Student placements are integral to numerous areas of study including, for example: social work, journalism, nursing, veterinary, veterinary nursing, clinical psychology, education, to name but a few. Types of student placements include: client-based, research-based, community based, multi-site field, work experience, school, clinical, laboratory, overseas and whanau, hapu, and iwi placements. Opportunities and requirements are programme dependent. <i>Highlights included:</i> Developed the web-based <i>Social Work Field Education: Resources for Agencies</i> providing information on the student placement process to assist students and agencies.
8 Introduce an ‘industry’/community placement (sabbatical) scheme for staff members where this is relevant to curriculum development and research knowledge transfer.	Not Achieved The proposed industry placement scheme is under review.
9 Progress our strategy to be the national partnering provider of extension services for key industry sectors, such as: dairying, meat and wool, equine, companion animal, pigs, poultry and horticulture.	Achieved - Ongoing <i>Highlights included:</i> - Involved in a Technology for Business Growth project on wool with Keratec Ltd. Keratec Ltd is a subsidiary of Canesis Network Ltd, charged with adding value to businesses via technical and scientific expertise and capabilities. Core competencies are in the areas of textiles, carpets, protein science, dairy and meat processing and engineering. - Collaboration between Massey and Lincoln Universities, with co-operation and support from key industry sectors, in the Agriculture and Life Sciences Partnership for Excellence bid. - Involved in delivering the Meat Diploma with the Southland Institute of Technology. - Supervised a number of Masterate students for Fonterra. - Continued to provide continuing professional development courses on <i>Sustainable Nutrient Management</i> for the fertiliser and related industries.
10 Establish a College visitors programme for distinguished members of ‘industry’ (for instance, the Academy of Distinguished Fellows for Massey	Achieved - Ongoing <i>Highlights included:</i> The Sir Neil Waters Distinguished Lecture Series

Agriculture, the Massey Food Foundation Board).

was inaugurated in 2004. This series will be held annually and it is intend to bring a leading foremost international scientist in the fields of mathematics, chemistry or maths (on a rotating basis) to give a series of three lectures to students and researchers here at Massey University.

- 11 Continue to support regionally-based advisory boards and reference groups (2004-2006).

Achieved - Ongoing

- 12 Continue to develop collaborative relationships with other tertiary providers including, but not limited to, the following specific examples:

Achieved - Ongoing

Initiatives undertaken by the Education Guardian Group (sponsored by Vision Manawatu) have addressed many of the associated issues. The Group comprises senior executive from local tertiary institutions (Massey University, Universal College of Education, Te Wānanga O Aotearoa, International Pacific College), Palmerston North City Council, Vision Manawatu (the regional development agency), school principals and other senior sector representatives.

Highlights included:

- Specific initiatives identified by Group include: Subsidised Bus Services for Students, Student City Centre, Student Connectivity, Student-Business Linkages Project, One Student Card, Marketing of the City to Students, “*More Things to Do*”.

- exploration of collaborative relationships with:
 - Eastern Institute of Technology with respect to mutual programme strengths,

Achieved - Ongoing

Highlights included:

- Staircasing of some undergraduate degrees.
- Options for hosting Massey University postgraduate students in Hawke’s Bay.
- Options for relocating Ruawharo activities.

- Universal College of Learning with respect to mutual programme strengths,

Partially Achieved - Ongoing

Exploration of opportunities for collaboration continued.

Highlights included:

- Agreement to co-sharing of library resources.

- Victoria University of Wellington,

Achieved - Ongoing

Developing relationship with Victoria University of

Wellington in progressing the New Zealand School of Music project.

- Open Polytechnic of New Zealand with respect to mutual programme strengths, **Not Achieved**
Not progressed in 2004.
 - Lincoln University with respect to mutual programme strengths. **Achieved – Ongoing**
Highlights included:
 - Collaboration with Lincoln University continued in the form of a Partnership for Excellence bid.
 - progressing the joint initiative with Victoria University of Wellington for the delivery of music programmes. **Achieved - Ongoing**
Joint venture with Victoria University to establish the New Zealand School of Music and lessons learned can facilitate other developments in the future.
- Other initiatives focused on collaborative relationships with other tertiary providers included:*
- Disability Services continued to utilise collaborative relationships with other tertiary institutions in order to provide support to extramural students. In 2004 Eastern Institute of Technology, Waikato University and Otago University assisted in the provision of support to Massey University students.
 - Deputy Vice-Chancellor (Wellington) chaired the Wellington Tertiary Education Cluster, which involves Chief Executive Officers of local publicly funded tertiary providers. Via Cluster membership a relationship with Otago University Medical School was established and assistance provided by Wellington campus with Otago student accommodation.
 - Staff collaborated in the Centres of Excellence established in both Victoria and Auckland Universities.
 - Promotional CD for international education in Wellington produced by Wellington Tertiary Education Cluster in Collaboration with Positively Wellington Business.

13 Strengthen links with schools in the University's regions over the planning period through the following initiatives:

- establishing in 2004, a network with schools and educational organisations to promote middle level education research and development, **Achieved - Ongoing**
Highlights included:
 - Work of the Middle-years Educational Research

	and Innovation Centre (MERIC) is now closely integrated with NZAIMS, the NZ Association of Intermediate and Middle Schools. Specifically, for 2005, NZAIMS has allocated \$20,000-25,000 to fund collaboration with Massey to: - Produce and distribute the NZAIMS Newsletter and assemble and disseminate information resources that support schools and communities to adopt middle years educational provisions and practices; - Develop a national media strategy to promote the value and importance of Middle Years Education; and - Formalise links with the Post-Primary Teachers Association, New Zealand Principals' Federation, New Zealand Educational Institute, Secondary Principals Association of New Zealand and the Integrated Schools Association and develop a formal association with key professional middle years associations internationally with National Middle School Association (USA) and Middle Years of Schooling Association (Australia).
- continuation of the North Shore Schools Net and South Schools Net projects,	Achieved – Ongoing
- developing new software resources, through MUSAC (Massey University School Administration by Computer), the preferred provider for computerised school information systems to the New Zealand school community, and	Not Achieved - Ongoing Development of new resources for schools has been delayed by Ministry of Education requirements for accreditation. However, MUSAC's staffing resource has increased in 2004 to broaden capability and programming and quality assurance systems to allow networking opportunities with schools.
- increasing, from 2004, the collaborative research activities between classroom teachers in schools and staff of the University.	Achieved - Ongoing <i>Highlights included:</i> • Staff submitted several bids for funding to the Teaching and Learning Research Initiative in collaboration with teaching staff in local schools and other teacher education providers nationally.
14 Extend linkages with our alumni by way of activities, functions and communications over the planning period.	Achieved - Ongoing <i>Highlights included:</i> Functions: • Eight functions were held in 2004 (three in 2003). They took place in Wellington, Auckland,

Palmerston North, Christchurch, Napier, Brisbane, Australia (two events) and Kuching, Malaysia.

- Data in relation to alumni interest in involvement with Massey were gathered at these functions to inform the establishment of a network of Alumni and Friends' Chapters.
- Contact was made with alumni in Melbourne, Australia and London, UK. This communication will be further developed in 2005, with a view to extending the Chapter network.
- Many alumni were invited to, and attended, the launch of the Massey University Foundation.

Activities:

- Alumni were involved in providing benefits for the alumni and friends of Massey. Agreements with TeAwa Winery and Duty Free Stores New Zealand were finalised. Agreements with Stone and Associates and Karleri Photography are under discussion.
- Establishment of a Career Mentoring programme was planned and data gathered from interested alumni. This programme will be further developed in 2005.
- Alumni Relations Advisory Group established to draw on the expertise and experience of university staff to inform the activities of the Office of Development and Alumni Relations.

Communications:

- New signage developed for all campuses to heighten awareness of the presence and involvement of alumni and friends.
- Website revised and made ready for migration to the new format early in 2005.
- E-newsletter software was reviewed and newsletters for both internal and external distribution drafted, ready for distribution in 2005.

International Alumni:

- Deputy Vice-Chancellor (Wellington & External Relations) and Director of Alumni attended inaugural New Zealand Alumni Convention in Kuching, Malaysia and met alumni in Malaysia and Singapore.

Other highlights of initiatives focused on ongoing collaboration, knowledge development and application which contributes to society, community, industry, environment and economy:

Highlights included:

- Massey staff continued to give expert opinion to media on topical issues.
- Economic Impact Report produced by Wellington Tertiary Education Cluster showed publicly funded tertiary institutions contributing \$1.3Billion to local economy.
- National open access peer reviewed educational journal *The New Zealand Journal of Teachers' Work* was launched from the College of Education, the editorial board which contains members from the New Zealand Educational Institute, Post-Primary Teachers Association and traditional teacher education providers.
- Staff contributed to the Quality Public Education Coalition's successful acquisition of funding from teacher associations and the subsequent tendering process for a research project on educational outcomes.
- Partnership formed with Te Aroha Noa Community Services involving research, student placements and seminars.
- Renewal of *Health Promoting Schools* contract for 2004–5 in the College of Education, with the focus on implementing health programmes in schools; funding is from the Ministry of Health.
- Undertook supervision workshops for Capital Coast Health and Group Special Education.
- Memorandum of Understanding signed with Capital Coast Health to facilitate collaborating research and joint appointments.
- Hosted the Sir Peter Blake Trust (through Dr Mark Orams). The Trust is established to support the education aspects the work of the late Sir Peter Blake commenced through development of programmes and resources to enable young New Zealanders learn about research and develop leadership skills.
- Established contracts with marae communities, Creative NZ, Te Waka Toi and Toi Māori Aotearoa.
- Staff associated with the Māori visual arts programme were active in either group or solo exhibitions.
- Supporting a display at Te Manawa for five years. The exhibit will be in the children's area and involve identifying animal teeth with x-rays.
- Palmerston North campus collaborated with

local District Health Board to develop a network of service providers for patients with Eating Disorders.

- Fonterra became the new major sponsor of the University's Centre for *Business and Sustainable Development*. Fonterra will adopt a total sustainability management programme, a joint venture between the centre and a team at Herriot Watt University in Britain.
- *The New Zealand Centre of Ecological Economics* was launched. This is a joint research centre uniting economists and ecologists from the University and Landcare Research.
- *The Riddet Centre*, received \$13 million from Fonterra, Foundation of Research, Science and Technology and German-based multi-national BASF for research into individualised foods, manufactured at point of sale.
- The Albany-based *Coastal Marine Research Group*, received a new 5.6 metre Stabi-Craft boat with funding from a University grant and Hibiscus Coast-based Gulf Land Marine.
- *The Anzode Research Centre* opened at Palmerston North. It is one outcome of an agreement between the University and a group of United States-based investors to commercialise a new zinc battery technology developed by Massey chemists Dr Simon Hall and Michael Liu.
- A \$400,000 Government pilot programme to develop industry training within the biotechnology sector will be steered by a team of Massey biotechnology experts.
- The University will host an \$8 million project with the *Aotearoa New Zealand Social Sciences research network*, made up of New Zealand leading social scientists.
- New Zealand's Unknown Warrior was interred at the National War Memorial, in front of the Museum Building, in a Tomb designed by a team led by Design Lecturer, Kingsley Baird, College of Design, Fine Arts and Music.
- Dr Max Scott, Centre of Functional Genomics, was one of 15 scientists from around the world to meet in Vienna to discuss progress on the genetic control of insects.
- Dr Paul Perry, a senior sociology researcher, School of Sociology, Social Policy and Social Work,

was one of three principal investigators on *The New Zealand Study of Values* funded by the Foundation of Research, Science and Technology.

- Associate Professor Andrew Trlin, School of Sociology, Social Policy and Social Work, was appointed to the *Human Rights Review Tribunal panel*.
- Professor Ian Warrington, Deputy Vice-Chancellor (Palmerston North and Extramural) was awarded the Manawatu Evening Standard *2004 Person of the Year*.

Performance Measures

	Target 2004	Actual 2004	Actual 2003
Courses Offered in Summer Session/Semester Three (Number of)	202	249	217

Extension & Technology Transfer Outputs (Number of)	Target 2004	College Actual 2004					Other	Total Actual 2004	Actual 2003
		Business	Design, Fine Arts & Music	Education	Humanities & Social Sciences	Sciences			
Patents	4	0	0	0	0	3	0	3	7
Software	10	0	0	0	0	1	0	1	3
Addresses to Professional Bodies	1,260	355	64	114	345	853	35	1,766	1,444
Extension Activities	571	63	27	31	34	73	3	231	185
Addresses to Community Organisations	434	40	5	28	37	53	8	171	148
Professional Consultancies	190	21	4	10	18	60	0	113	115
Radio, Television & Newsprint Interviews	574	125	44	24	83	297	3	576	517
Professional Practice in Arts & Design	57	0	23	0	0	0	0	23	208

Research Output Communications (Number of)	Target 2004	Actual 2004	Actual 2003
Total	2,650	3,169	1,856
Palmerston North Region	1,800	2,044	1,228
Auckland Region	450	577	325
Wellington Region	400	548	303

Community communications on environmental issues (Number of)			
Total	1,850	2,117	1,169
Palmerston North Region	950	1,275	704
Auckland Region	450	488	265
Wellington Region	450	354	200

Academic qualifications offered in partnership with other organisations (Number of)	27	25	25
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INTERNATIONALISATION

GOALS

1. To pursue increased internationalisation and advance Massey University's standing in the international community.
2. To emphasis and enhance Massey University's presence in the Asia - Pacific region and to strengthen relationships with Pacific nations and peoples.

OBJECTIVES

- To value the different contributions that international staff and students make with reference to building international awareness and goodwill, contribution to scholarship, and involvement in the life of the wider community.
- To foster well chosen international alliances, partnerships and joint ventures.
- To ensure that all subjects and programmes, regardless of the campus or mode of delivery, provide students with access to an education of international standard, (and, where appropriate, with specific international accreditation), that will prepare students for life and work within the global community.
- To increase the opportunities for the University's students to study overseas and to interact with students from other countries.
- To continue to internationalise research activities by forging international linkages and by achieving further international recognition for research quality.
- To ensure that international students at Massey University are well supported and that campus life is reflective of international cultures and values.
- To develop effective and appropriate international enrolment and programme delivery opportunities in order to enhance the reputation and strengthen the resources and capacity of the University.
- To increase the relevance of the University's teaching and research for the peoples of the Pacific region.

PERFORMANCE 2004

At Massey University we conduct our research in an international context, recruit staff from around the world, and derive institutional benefits from participation in student exchange programmes.

To measure our excellence in research and scholarship Massey University seeks to be recognised at the highest international level. It was therefore pleasing in 2004 to be ranked 108th in the world's top 200 in The Times Higher Education Supplement world university rankings. This performance has been confirmed by other international comparisons. These comparisons would place Massey University about 15th among Australasian universities.

A further example of Massey University's international status comes with the acknowledgement of the University's new marine transport design course in 2004 by the Royal Institution of Naval Architects (RINA). The Massey course is the first in the world to gain formal accreditation from the prestigious London based institution. RINA is an internationally renowned professional institution whose members are involved at all levels in academia, industry and maritime organisations in more than 90 countries, including New Zealand. Historically it has represented the group of specialised engineers known as naval architects, who design large ships and pleasure craft, but more recently it has acknowledged the role of the new breed of marine designers.

During 2004 the College of Business continued to work towards international accreditation of its programmes with the Association to Advance Collegiate Studies in Business (AACSB) International. The AACSB is the premier accrediting agency and service organisation for business schools and the College seeks accreditation for its degree programmes in the business disciplines at all levels.

Massey University's strategy for the internationalisation of curriculum, research, campus life and staff and student experience will be further supported by the International Policy and Strategy Advisory Committee which was established in 2004. This will serve to strengthen the Universities commitment to building strong relationships with overseas universities based on mutual goals of excellence in teaching and research, and will assist in the development of strategies to enhance the delivery of international student services, along with achieving a stable target enrolment of international students well distributed across colleges and across countries of origin.

As part of the commitment to provide an international learning experience priority has continued to be given to the development of the Study Abroad programme resulting in a 41% increase in Study Abroad students in 2004 and four new study abroad organisation agreements in place for 2005. The Student Exchange programme has seen a 44% increase in inbound students and, while the outbound numbers remain static, the provision of Student Exchange (Outbound) travel grants and increased promotion has seen growth in applications for outbound exchange in 2005.

Following the July 2004 external audit of the University's compliance with the national *Code of Practice for Pastoral Care of International Students*, the University was commended, by the Academic Audit Unit (New Zealand Vice-Chancellors' Committee), on the quality of the services provided. However, the growth in international student numbers and addressing issues raised by international students in the *Student Satisfaction Survey* continues to challenge for the University and addressing these issues will continue to be a focus of our efforts.

Performance Indicators

Target 2004:	Outcome/Progress 2004:
1 Ensure our qualification review process appropriately recognises that contextual content (rather than nationally specific), assessment and assignments are relevant to the needs and interests of international students.	Achieved – Ongoing
2 A targeted staff development programme on internationalisation will be maintained during the planning period.	Achieved – Ongoing <i>Highlights included:</i> 11 courses were run by the Training and Development Unit with 208 participants.
3 Complete the Association to Advance Collegiate Studies in Business (AACSB) accreditation process for the University's business school by 2005.	Partially Achieved - Ongoing

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| <p>4 Organise at least one international conference per annum.</p> | <p>Achieved - Ongoing
 <i>Highlights included:</i>
 International conference subjects included:</p> <ul style="list-style-type: none"> • Early childhood. • <i>Documentary film making</i> - Expanding Documentary. • <i>OECD Farm Management Indicators and the Environment</i> (in conjunction with the Ministry of Agriculture and Forestry). • <i>2004 International Conference on the Science and Technology of Synthetic Materials</i> (satellite symposium organised by the Nonmaterial Research Centre). |
| <p>5 Develop a strategy for international partnerships/ strategic alliances for selected teaching and research areas and review existing arrangements for consistency with this strategy (2005).</p> | <p>Partially Achieved - Ongoing
 Preliminary planning has commenced and an International Policy and Strategy Advisory Committee established late 2004.</p> |
| <p>6 Build on the opportunities afforded by accreditation of the University's Veterinary programme by the American Veterinary Medical Association (2004-2006).</p> | <p>Achieved – Ongoing
 <i>Highlights included:</i></p> <ul style="list-style-type: none"> • 20 full-fee paying students were among the 100 students admitted to the professional phase of the Bachelor of Veterinary Science programme this year. |
| <p>7 Develop a set of guidelines to screen international opportunities, particularly those relating to collaborative agreements with offshore parties (2004).</p> | <p>Not Achieved - Ongoing
 Initiative delayed awaiting appointment of International Director. This position has now been appointed and the initiative will be a target for 2005.</p> |
| <p>8 Achieve three key strategic research alliances with international universities by 2006.</p> | <p>Partially Achieved – Ongoing
 <i>Highlights included:</i></p> <ul style="list-style-type: none"> • University level relationship established with the prestigious University of Tokyo, Japan for high-level research exchange primarily in molecular biosciences and veterinary sciences. • Discussions in progress with Peking University, China. A delegation to New Zealand has been hosted by Massey University and a Massey delegation visited Peking University to discuss a mutually rewarding strategic research alliance. |
| <p>9 Set up a system for exchange of both operational and executive research staff in key areas by 2004.</p> | <p>Not Achieved - Ongoing
 Initiative delayed awaiting appointment of International Director. This position has now been appointed and the initiative will be a target for 2005.</p> |
| <p>10 Establish at least two postgraduate degrees which are jointly branded with offshore institutions by 2006.</p> | <p>Not Achieved - Ongoing</p> |

11 Implement the revised Code of Practice for Pastoral Care of International Students.

Achieved - Ongoing

Highlights included:

- Massey University fully compliant with Code of Practice requirements.
- Further development of University policies in some compliance areas is being undertaken.
- The New Zealand Vice-Chancellors Committee Academic Audit Unit commended the University on the quality of the services provided.

12 Implement the new automated offer, admission and enrolment system to support the University's managed enrolment policy for international students.

Achieved - Ongoing

Highlights included:

- Stage I (offer of place process) of the international student offer management system (OMS) for the admission of international students (pre-degree & degree) fully implemented.
- Stage II (further enhancement features to Stage I) is under action.
- Regular statistical reports provided to key stakeholders in Colleges.

13 Continue to monitor international student satisfaction through the use of surveys and work to enhance services as appropriate (2004-2006).

Achieved – Ongoing

Highlights included:

- Survey undertaken to assess admission and pre-arrival services and processes.
- Measurement of on-campus service delivery to International Students included in the National student satisfaction survey.
- Massey University English Language Centre (MUELC) conducts student surveys of MUELC programmes and services as well as entrance and exit interviews/surveys.

14 Develop further exchange opportunities for students and continue to give priority to development of the Study Abroad programme (2004-2006).

Achieved - Ongoing

Highlights included:

- Three new exchange programmes established in 2004 and four new study abroad organisation agreements in place for 2005.
- 41% increase in Study Abroad students in 2004.
- 44% increase in Student Exchange (inbound) students; Student Exchange (outbound) remains static, however, there is strong growth in applications for Exchange (outbound) in 2005, as a result of increased internal promotion at all campuses.

15 Progress the English Language Centre expansion in line with the University strategy and report

Partially Achieved - Ongoing

Massey University English Language Centre

against business case milestone targets over the planning period.

completed its move to new facilities on both Turitea and Wellington campuses and incorporated general English programmes at Wellington. The contraction in the Chinese student market has constrained overall student numbers however the centre has increased hosting of block course study groups from overseas.

- 16 Investigate and establish, where appropriate, the delivery of selected qualifications offshore via offshore extramural delivery mode by 2005.

Partially Achieved - Ongoing

- 17 Target recruitment of able postgraduate students in niche areas to support building of research groups (2004-2006).

Achieved - Ongoing

Highlights included:

- Departments and Centres continued to target international postgraduate and post-doctoral students resulting in a 28% increase in research postgraduates. Contestable research funds have assisted these efforts.

Other highlights of initiatives focused on Internationalisation:

Highlights included:

- Memorandum of Understanding developed with the University of South Pacific, Suva, Fiji to facilitate the development of a social work programme.
- Delivered professional social work programmes for the Department of Social Welfare, Suva, Fiji.
- Registration of Massey University for United States Federal Aid status has seen growth in American students seeking admission for full degrees programmes, particularly the Bachelor of Veterinary Science.
- Developed a proposal to offer English language and teacher training for secondary and tertiary teachers of ESOL (English for Speakers of Other Languages) through Mahasarakham University in Thailand.
- Secured first time study tours from Thai and Taiwanese Universities for 2005.
- Funding secured by the Massey University English Language Centre for space/ places for refugees in Wellington and Palmerston North for 2005.
- Established English Language Education Awards for post-graduate research students from India, Vietnam and Thailand.
- Goodwill Ambassador” programme developed with Palmerston North City Council and in conjunction with “Going Home” programme.

- Deputy Vice-Chancellor Wellington & External Relations participated in the production of a promotional CD promoting Wellington as a study destination for international students in collaboration with the Wellington Tertiary Education Cluster and Positively Wellington Business.
- Deputy Vice-Chancellor Palmerston North continued to act as link person for Thailand. Growth in undergraduate and postgraduate numbers at all Massey campuses achieved.

Performance Measures

	Target 2004	Actual 2004	Actual 2003
Exchange Students - 'To' (Number of)	33	26	18
Exchange Students - 'From' (Number of)	18	11	12

Study Abroad Students to Massey University (Number of)	56	45	32
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Formal Academic Arrangements with Offshore Institutions (Number of)	69	69	63
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EFTS - Full-Fee International			
Total	4,293	4,809	4,341
Palmerston North Region	1,669	1,755	1,605
Auckland Region	1,393	1,496	1,364
Wellington Region	1,231	1,588	1,372

Note:

These are full-fee international students as per Ministry of Education funding classification 02 and 20.

Student Services Satisfaction - International Students (% students rating services good/very good)	51%	42%	48%
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ORGANISATION AND MANAGEMENT

GOALS

1. To ensure the University has a sustainable resource base sufficient to pursue its primary aims.
2. To have management at all levels which is competent, effective and accountable.
3. To support teaching, learning and research activities, through provision of quality infrastructure, national shared services and regional support activities.

OBJECTIVES

- To act as a responsible user of resources, employing management processes and structures appropriate to the size, purpose and multi-campus nature of the University.
- To strengthen the University's financial position through pursuit of higher net revenues and greater utilisation of assets, and by ensuring the effectiveness of all expenditures.
- To ensure that the University is managed in such a manner as to safeguard its long-term viability.
- To ensure that comprehensive planning processes and development strategies are formulated and implemented for the future continuing benefit of the University.
- To continue to enhance effective information systems that can support sound and timely decision-making.
- To continue to develop health and safety management systems that meet statutory (and ACC) standards and provide for the welfare of staff and students.
- To monitor the University's organisational structure to ensure that its activities are carried out in an efficient and effective manner.
- To further develop or adopt organisational structures that enhance and promote those areas that have created the distinctive features of Massey University.
- To manage the University's natural environment in a sustainable manner, and to protect, and where possible, to enhance the environmental quality of its natural resources.
- To continue to enhance the aesthetic values of the campuses and maintain a stimulating environment for the work, recreation and cultural activities of staff and students.

PERFORMANCE 2004

Massey University is an integrated university operating across three major campuses as well as supporting sites, and extramurally by distance education. Its multi-campus organisation is supported by national shared systems and services. This 'one university' culture is a key feature of Massey University and provides an extraordinary breadth of access to teaching and research activities and cooperative exchange across disciplines and geographic locations.

An academic audit on Massey University by the New Zealand University Academic Unit (NZAAU) recognized Massey as "*a learning institution which undertakes its own investigations of aspects of its operations when and as issues arise*". The University was commended for the number of initiatives it has undertaken independent of the specific requirements of the audit. The Audit made particular mention of the good practice model presented in the *Review of Academic Policy Formation* and Massey University's commitment to its responsibilities under the Treaty of Waitangi, reflected in the development of the *Māori@Massey strategy*.

2004 has seen significant progress in planning and implementing campus development plans that support the University's core academic activities and align with the Long Term Financial Strategy. This progress is detailed in

the Performance Indicators section below, and will support the goal to optimize the use of physical infrastructure in the University.

Significant progress has also been made in the implementation of the University’s performance and risk management framework.

As part of the University’s commitment to continuous improvement of our support systems and processes, systems and process improvement initiatives undertaken during 2004 are detailed in the Performance Indicator section below and include improvements to: the Timetabling and Room Booking system; Human Resources and Payroll systems; International student offer management, admission and enrolment processes; Network Administration system; Research Management Information systems; and the Student Management system.

Organisationally the University continues to review its structures to ensure its activities are carried out in an effective and efficient manner. The *School of Aviation* was reviewed in 2003 and recommendations of that review were implemented including consolidation of operations at Palmerston North during 2004. A review of the *College of Design, Fine Arts and Music* was initiated in 2004 and a report has been presented to senior management in 2005. In the *College of Education*, recommendations of the review of the *Graduate School of Education* are in the process of being implemented.

The *Graduate Research School* formally commenced operation in February 2004 under the leadership of Professor Ken Milne. The formation of the Graduate Research School, and provision of dedicated leadership, represents a significant milestone in Massey’s commitment to providing quality graduate research experiences for research masters and doctoral students.

The *Massey Foundation* was launched in November 2004 with the consolidation of the University’s general trust funds. The driver and theme for the Foundation’s activities is ‘*Enhancing Excellence*’ and the Foundation Board will oversee fundraising and administer these funds on behalf of the University. Among the first projects supported by the Foundation is the *Massey Masters* program that will bring outstanding academics to New Zealand for short-term visits to contribute to specific teaching and research activities.

Performance Indicators

Target 2004:	Outcome/Progress 2004:
1 Continue planning and implementing campus development plans that support core academic activities and align with the Long Term Financial Strategy. Specific deliverables targeted over the planning period: - refine and adopt a ten year development plan for the Albany campus,	Partially Achieved - Ongoing Campus Development Plans require further development to include spatial analysis and reconciliation data with the Long Term Financial Strategy. Partially Achieved - Ongoing Long-term strategic development review completed for the Albany campus. A Campus Development Plan update is scheduled for 2005.

- develop strategies for the Palmerston North campus that include future long-term use of the Hokowhitu and Ruawharo sites and campus Heart development by 2004,
Achieved - Ongoing
- implement a ten-year refurbishment and space plan for College of Sciences, Palmerston North which incorporates the Technology and Engineering strategy,
Achieved - Ongoing
- develop a long-term space requirement and capital development plan for Wellington campus by 2004, including Library development, and
Partially Achieved - Ongoing
Highlights included:
 - Campus Development Plan – Stage One completed. Stage Two is due for completion in Q2 2005.
 - Long term space planning partially completed with space utilisation reports.
 - Development of a campus academic plan substantially complete and will feed into space requirement planning.
 - Information Services Centre (including Library development) funding approved by Council, December 2004.
- develop a strategy for library provision on each campus for the next ten years.
Partially Achieved - Ongoing
Library provision strategies form part of the Campus Development Plans (CDP). CDP require further development to include spatial analysis and reconciliation data with LTFS.
Highlights included:
 - Albany CDP to be updated based on recent strategic development review report presented in outline to Council in September 2004.
 - Palmerston North draft Stage 1 CDP released for consultation in November 2004.
 - Wellington Stage 2 CDP in draft awaiting outcome of academic business plan in early 2005.
- 2 Meet energy efficiency targets as agreed with Energy Efficiency Conservation Authority (2004-2006).
Partially Achieved – Ongoing
Highlights included:
 - Period of agreement covers 2002 to end 2005. Reduction in energy use is currently under target. A number of initiatives have been proposed to further manage energy consumption.
 - Vehicle fuel consumption reduced by 26% (against target of 15%) mainly as a result of the Fleet Vehicle Management System.

3	Establish a medium term investment plan for IT infrastructure and large items of equipment.	Partially Achieved - Ongoing <i>Highlights included:</i> • Audit initiated of the University's large items of research equipment as a precursor to the establishment of a long-term replacement/ investment plan. • Information Services Strategic Planning commenced which will include a medium term investment plan for IT infrastructure.
4	Implement the approved recommendations of the Review of Academic Policy-Formation in 2004.	Achieved <i>Highlights included:</i> • Academic Board re-constituted under its revised Terms of Reference. • Academic Board established a Task Force to complete a review of its sub-committee structures, terms of reference and delegations. • College Boards terms of references and membership reviewed.
5	Continue to meet the requirements of the tertiary education reforms, for example refinement of Charters and Profiles.	Achieved
6	Continue development and implementation of the University's performance scorecard for student and internal service units with a view to optimising student/stakeholder satisfaction whilst achieving institutional level economies of scale (2004-2006).	Achieved - Ongoing <i>Highlights included:</i> • Performance Scorecard principles incorporated into the University's planning template.
7	Continue to enhance the University's financial model and refine the long-term financial strategy (2004-2005)	Achieved - Ongoing <i>Highlights included:</i> • Further refinements made to the financial model. • New Equivalent Full-Time Students (EFTS) forecasting model under development and nearing completion (this to be fully integrated with the financial model).
8	Continue implementation of the University's performance and risk management framework which includes:	
-	extending the implementation of performance and risk reporting across the University,	Partially Achieved - Ongoing <i>Highlights included:</i> Performance and Risk Reporting roll out almost complete and following software enhancements the system will be operationalised in 2005.

- progressively implementing the legal compliance programme in line with the University's adopted policy (2004-2006), and

Achieved

During 2004 the Legal Compliance system was implemented throughout Massey University. This involves high-level confirmation of legislative compliance across all Colleges/Regions/Divisions.

Highlights included:

- A review of contracting policies and procedures.
- A Contract Law for Non-lawyers seminar was delivered.

- completion of the review of University policies, procedures and delegations.

Achieved

Highlights included:

- All existing policies reviewed and new policies drafted.
- Policy Guide placed on intranet.
- Delegations Policy and associated Delegations Procedure were approved for implementation.

- 9 Consider and, as appropriate, implement improvement initiatives to the University's governance practices including any regulatory change arising out of Professor Edwards review of TEI governance, and specifically consider the aspect of meaningful accountability to its Māori communities. (2004-2006).

Achieved - Ongoing

Highlights included:

- *Relationship Building Between Māori and Massey University* paper presented to Vice-Chancellor's Executive Committee for discussion. It outlined several opportunities for engagement and highlighted three levels of relationship: governance relationships, operational relationships and strategic relationships, where Māori may work together with Massey University.

- 10 Implement revised policies and practices for health and safety to ensure compliance with legislation (2004) and good practice (2005-2006).

Partially Achieved – Ongoing

Highlights included:

- All the Health and Safety procedures are being reviewed as part of transfer to a new web server. 25% complete.
- ACC (Accident Compensation Commission) audit in progress.
- Working in a Situation likely to cause Serious Harm Policy completed.

- 11 Complete implementation of the new timetabling system and the upgrade of the University's space management systems in 2004.

Achieved

Highlights included:

- New Timetable and Room Booking system implemented and will be fully operationalised in 2005.
- Space management system, SpaceMan, upgraded to a windows based interface and added to the new Massey National Administration System (NAS).

12 Continue with administrative systems and process improvement initiatives over the planning period, to include, but not limited to:

- Student Management System renewal (SMS),
- Human Resources and Payroll system,
- empowerment of Finance System users via web-based reporting and budgeting tools,
- implementation of supply chain management systems,
- review of fees administration invoicing and debtor management processes, and
- review financial reporting requirements in line with internationalisation of financial reporting standards.

Achieved - Ongoing

SMS Renewal Project well underway.

Achieved - Ongoing

Phase I completed with full completion intended by end of June 2005.

Achieved - Ongoing

Achieved - Ongoing

Achieved - Ongoing

Fees administration invoicing and debtor management review proceeding.

Achieved - Ongoing

Financial Reporting Standards project in train for adoption by 2006/7.

Other initiatives focused on continuous system and process improvements included:

- Enhanced student access to the web and web enrolment.
- Upgrade of the web server infrastructure.
- Upgrade of the web portal environment to support the 2004/5 expected increased usage levels by students.
- Student data storage upgrade on all three campuses.
- Mass e-Mall Project: Mass-e-Mall environment continues to grow in scope and significance. The number of purchase card users and the number of preferred suppliers has grown significantly. Purchase patterns and related supply chain intelligence is beginning to accumulate through this mechanism.

13 Implement the recommendations of the review of the School of Aviation, as adopted (2004-2005).

Partially Achieved - Ongoing

Implementation of the recommendations of the strategic review almost complete.

Highlights included:

- Consolidation of flight training to Palmerston

North with the closure of Ardmore Flight Systems Centre.

- Industry alliances being developed specifically with Air New Zealand and Nelson-Marlborough Institute of Technology.
- School statement of strategic intent (with mission and vision statements) developed
- Three-year business plan presented to Audit & Risk Council Committee, December 2004.

14 Actively develop projects to strengthen capability development and where appropriate apply to the Innovation and Development Fund. (2004-2006).

Achieved - Ongoing

Highlights included:

- Submitted five project proposals for funding consideration under the Innovation and Development Fund in 2004:
 - *Centre for Genetic Damage.*
 - *Innovative Biotech Research & Education Centre.*
 - *Sequencing the Kiwi Genome.*
 - *Centre for Corporate and Institutional Governance (in partnership with Victoria University).*
 - *Te Mata O Te Tau 2004.*

Other highlights of initiatives focused on organisation and management:

Examples of key strategic investments in infrastructure and equipment made in 2004 to strengthen and support Massey University's special character, academic specialisations, research excellence and contribution to New Zealand included:

700MHz NMR Spectrometer

The Prime Minister officially opened the Bio-NMR Laboratory in December 2004. This facility houses New Zealand's first high-field BioNMR spectrometer, a 700-MHz BioSpin instrument, and represents a \$3million investment by Massey University to advance science and technology in New Zealand. This is the largest single investment in research infrastructure made by any New Zealand university. High-field Nuclear Magnetic Resonance (NMR) is a core technique in the biological and bio-medical sciences, and in biotechnology. The absence of such advanced technology has seriously disadvantaged New Zealand scientists in the past, and among with recently acquired protein *X-ray diffraction* equipment for the Allan Wilson Centre for Molecular Ecology and Evolution, Massey University now has equipment and expertise along with the best in the world. This will present valuable research opportunities, both within

the University and for other research entities, which have not been available within New Zealand until now. *“There is no other unit in New Zealand with a cluster of machines like this or the expertise surrounding them.”* says head of the Institute of Fundamental Sciences Professor David Parry. *“A whole variety of people have expressed interest in using the facility. It is great for Massey researchers and students but is also a resource for all New Zealand.”* he says. *“It will mean researchers can conduct this part of their research in New Zealand instead of having to go offshore to places like Scotland.”*

Double Helix Linux Cluster

In November 2004 the new Double Helix cluster computer was installed at Albany campus. It has between five to ten times the computational power of the university's existing supercomputer, the 64-node Helix 1, which just two years ago was ranked the most powerful in the country and in the world top 500 supercomputers. Insite Technology in Christchurch assembled the cluster, worth about \$300,000, which is believed to be the first cluster of AMD Opteron 250 processors in New Zealand. There is a Master node with 16Gb RAM and 19 slave nodes each with 4Gb RAM. Each node has dual processors and two 120Gb hard drives. This move to greater power and capacity was prompted by the arrival at the campus of leading theoretical chemist Professor Peter Schwerdtfeger and the seven other scientists who came to join him in the university's new group of theoretical and computational chemists. Although Double Helix is vital to progressing the research of this group, it is an important advance to the University's entire science community. The extra computational power will be welcome for students and researchers in the areas of bioinformatics and computational chemistry and will reduce the waiting times for students' computational tasks. Double Helix will also facilitate interaction between Massey researcher and their overseas counterparts who have access to comparable high-power super computers.

Rotary Dairy Shed

A 50-year history of trailblazing research in the dairy industry continued with the opening of \$1million state-of-the-art rotary dairy shed at Massey University in March 2004. Since 1928 Massey has been

undertaking research fundamental to the success of the dairy industry, which is now worth \$5.6 billion to the country and making up 20 percent of our exports. The new 50 bale dairy shed, based on a DeLaval milking system, is again leading the way with its computer controlled systems, electronic cow identification capability, automated cup removal and automatic washdown on the backing gate. Milk collection at each station is recorded and samples can be taken for research purposes. At the commissioning of the shed, Vice-Chancellor Professor Kinnear said the \$1million dollar project had her full support because it filled not only a functional role but also the University's teaching and research aims. *"A key driver at the Palmerston North campus will continue to be the land based industries and the science and teaching that supports and adds value to that. That is what makes this campus distinctive. It is what our history is based on and our commitment to land based research and teaching will remain a key focus at Massey University."*

Performance Measures

Financial Performance Indicators	Target 2004	Actual 2004	Actual 2003
Operating Surplus to Total Revenue	3.1%	4.20%	4.40%
Working Capital Ratio	72.9%	118.75%	104.49%
Cash Cover - Liquidity (Liquid Funds to annual cash operating)	10.0%	29.13%	30.52%
Cash Cover - EBITD/Int Exp	118.8X	95.56X	526.48X
Operating Surplus to Total Assets	1.6%	2.10%	2.13%
Total Revenue to Net Assets	52.9%	59.37%	57.06%
Revenue per Funded EFTS	\$14,880	\$15,501	\$14,493
Operating Costs per Funded EFTS	\$14,424	\$15,056	\$13,761
Capital Expenditure per Funded EFTS	\$2,163	\$1,605	\$1,899
Fixed Assets per Funded EFTS	\$25,534	\$26,267	\$26,118
Debt to Debt plus Equity	1.7%	1.37%	0.37%
Change in Financial Value	2.1%	2.61%	8.22%
Salary Related Expenses (000's)	202,592	199,991	187,033
Revenue from Domestic Tuition Fees (\$m)	67,441	64,644	65,023
Revenue from International Tuition Fees (\$m) (Full-Fee Foreign)	61,100	61,933	53,340
International Tuition Fees/Total Revenue	17.57%	17.64%	16.22%

Space Utilisation Usable Floor Area m2/EFTS (Equivalent full-time student) (Excluding residential and farm related space)	Target 2004	Actual 2004	Actual 2003
- Wellington	7.09	5.67	10.16
- Albany	4.34	9.33	5.05
- Palmerston North	15.61	10.90	11.58
University Average	9.94	9.55	10.04

Space Utilisation Usable Floor Area m2/FTE (Full-time equivalent staff member)			
- Wellington	73.15	53.94	99.29
- Albany	49.94	94.14	52.10
- Palmerston North	56.12	68.21	73.06
University Average	57.80	69.71	73.93

Note: Student EFTS is all students as at 31 December regardless of funding source.

Staff FTE includes all staff (permanent plus casual) as at 31 December.

APPENDICES

All the information provided in these appendices prior to 1997 excludes the former Palmerston North College of Education.

All information provided in these appendices prior to 1999 excludes the former Wellington Polytechnic.

SUMMARY OF STUDENT NUMBERS

NOTE: Figures below are Student head count and include all students enrolled regardless of funding source.

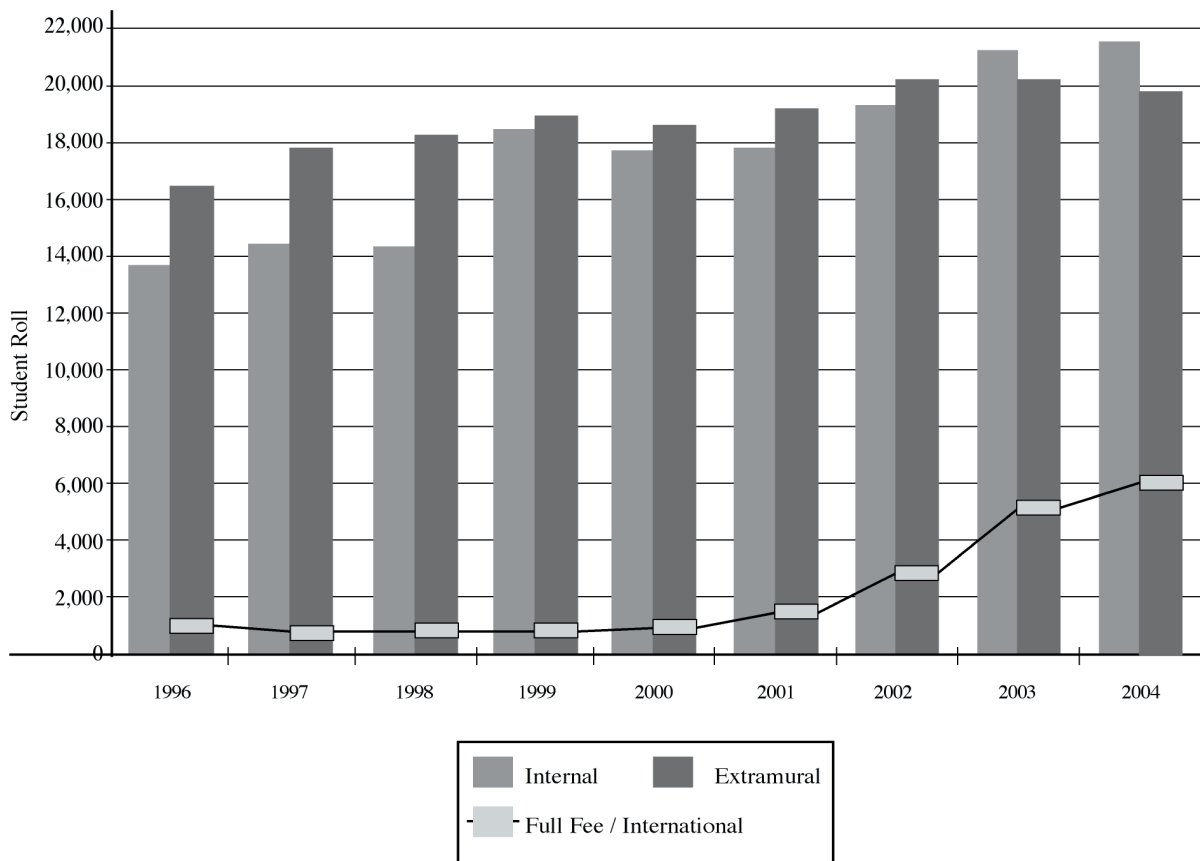
University Totals

	1996	1997	1998	1999	2000	2001	2002	2003	2004
Internal ¹	13,512	14,371	14,349	18,611	17,458	18,283	19,506	21,461	21,893
Extramural ¹	16,334	17,967	18,044	18,959	18,933	19,336	20,239	20,201	19,543
Total	29,846	32,338	32,393	37,570	36,391	37,619	39,745	41,662	41,436
% change over previous year	0.9%	8.3%	0.2%	16.0%	(3.1%)	3.26%	5.65%	4.82%	(0.54%)
<i>Students included in Totals above:</i> International ²	1,206	995	1,026	1,132	1,222	1,820	3,445	5,754	6,216

NOTE: 1 By Student Mode

2 1996 -2000 International figures above do not directly compare to 2001 figures onwards.

3 1996 - 2000 figures are international full-fee students only. 2001 figures onwards are all international students regardless of New Zealand residency or funding status.



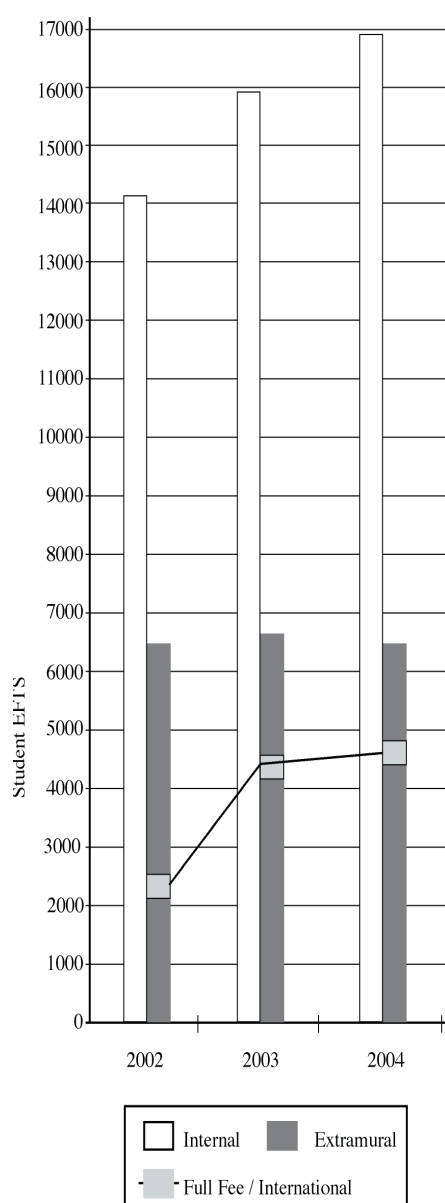
EQUIVALENT FULL-TIME STUDENTS (EFTS)

	2002	2003	2004
Internal ¹	14,221.0	15,954.0	16,921.8
Extramural ¹	6,528.8	6,559.3	6,404.0
Total all students enrolled regardless of funding sources	21,539.1	23,342.4	23,325.8
% change over previous year	6.62%	8.37%	(0.07%)
<i>Students included in Totals above:</i>			
Full-Fee/International ²	2,493.4	4,340.9	4,808.8
EFTS funded by Ministry of Education ³	18,542.7	18,349.2	17,840.4
% change over previous year	(0.30%)	(1.04%)	(2.77%)

Note: 1 By Student Mode.

2 Full-Fee International students as per Ministry of Education Funding Classification 02 and 20.

3 As per Ministry of Education Funding Classification 01.



STUDENT AGE DISTRIBUTION (ENROLLED HEADCOUNT)

Ethnicity	Gender	2003								%Total	2004								%Total
		<17	17-19	20-24	25-29	30-34	35-39	40+	Total	All	<17	17-19	20-24	25-29	30-34	35-39	40+	Total	All
New Zealand	Female	4	187	558	433	415	337	706	2,640	6%	3	221	569	440	407	335	733	2,708	7%
Māori	Male	1	99	283	233	193	185	303	1,297	3%	1	100	282	201	195	171	284	1,234	3%
	Total	5	286	841	666	608	522	1,009	3,937	9%	4	321	851	641	602	506	1,017	3,942	10%
Pakeha/ European	Female	2	1,388	3,343	2,161	2,130	1,796	4,801	15,621	37%	6	1,442	3,341	2,096	2,119	1,759	4,683	15,446	37%
	Male	7	1,079	2,396	1,371	1,299	1,109	2,612	9,873	24%	3	1,021	2,363	1,273	1,138	1,066	2,489	9,353	23%
	Total	9	2,467	5,739	3,532	3,429	2,905	7,413	25,494	61%	9	2,463	5,704	3,369	3,257	2,825	7,172	24,799	60%
Pasifika	Female	1	42	163	135	106	80	102	629	2%	-	35	167	112	105	74	99	592	1%
	Male	0	34	125	82	71	52	68	432	1%	-	34	113	73	68	67	79	434	1%
	Total	1	76	288	217	177	132	170	1,061	3%	-	69	280	185	173	141	178	1,026	2%
Asian	Female	0	355	2,152	743	443	241	229	4,163	10%	2	271	2,255	886	458	245	230	4,347	10%
	Male	2	334	2,173	742	398	245	228	4,122	10%	-	277	2,271	965	377	233	239	4,362	11%
	Total	2	689	4,325	1,485	841	486	457	8,285	20%	2	548	4,526	1,851	835	478	469	8,709	21%
Other	Female	0	57	269	170	130	122	229	977	2%	-	81	247	180	166	124	227	1,025	3%
	Male	1	81	272	146	120	97	179	896	2%	1	90	263	149	134	112	193	942	2%
	Total	1	138	541	316	250	219	408	1,873	4%	1	171	510	329	300	236	420	1,967	5%
Unspecified	Female	0	9	99	53	44	70	300	575	1%	-	15	86	56	52	59	322	590	1%
	Male	1	11	118	50	27	35	195	437	1%	1	20	82	38	31	36	195	403	1%
	Total	1	20	217	103	71	195	495	1,012	2%	1	35	168	94	83	95	517	993	2%
Total	Female	7	2,038	6,584	3,695	3,268	2,646	6,367	24,605	59%	11	2,065	6,665	3,770	3,307	2,596	6,294	24,708	60%
	Male	12	1,638	5,367	2,624	2,108	1,723	3,585	17,057	41%	6	1,542	5,374	2,699	1,943	1,685	3,479	16,728	40%
	Total	19	3,676	11,951	6,319	5,376	4,369	9,952	41,662		17	3,607	12,039	6,469	5,250	4,281	9,773	41,436	
	%Total	0%	9%	29%	15%	13%	10%	24%			0%	9%	29%	16%	13%	10%	24%	100%	
	All																		

Note: % Total All column and row is the percent of the total year figure: 2003 = 41,662; 2004 = 41,436

Figures above include all students regardless of funding source.

Student data as at 31 December.

STUDENT ETHNICITY, MODE AND GENDER (ENROLLED HEADCOUNT)

		2003			% Total	2004			% Total
Ethnicity	Mode	Female	Male	Total	All	Female	Male	Total	All
New Zealand	Internal	943	590	1,533	4%	935	571	1,506	4%
Māori	Extramural	1,697	707	2,404	6%	1,773	663	2,436	6%
	Total	2,640	1,297	3,937	10%	2,708	1,234	3,942	10%
Pakeha/European	Internal	5,855	4,511	10,366	25%	6,071	4,395	10,466	25%
	Extramural	9,766	5,362	15,128	36%	9,375	4,958	14,333	35%
	Total	15,621	9,873	25,494	61%	15,446	9,353	24,799	60%
Pasifika	Internal	313	241	554	1%	279	232	511	1%
	Extramural	316	191	507	1%	313	202	515	1%
	Total	629	432	1,061	2%	592	434	1,026	2%
Asian	Internal	3,591	3,758	7,349	18%	3,752	3,957	7,709	19%
	Extramural	572	364	936	2%	595	405	1,000	2%
	Total	4,163	4,122	8,285	20%	4,347	4,362	8,709	21%
Other	Internal	534	639	1,173	3%	554	661	1,215	3%
	Extramural	443	257	700	2%	471	281	752	2%
	Total	977	896	1,873	5%	1,025	942	1,967	5%
Unspecified	Internal	256	230	486	1%	269	217	486	1%
	Extramural	319	207	526	1%	321	186	507	1%
	Total	575	437	1,012	2%	590	403	993	2%
Total	Internal	11,492	9,969	21,461	52%	11,860	10,033	21,893	53%
	Extramural	13,113	7,088	20,201	48%	12,848	6,695	19,543	47%
	Total	24,605	17,057	41,662		24,708	16,728	41,436	100%
	% Total All	59%	41%			60%	40%	100%	

Note: % Total All column and row is the percent of the total year figure: 2003 = 41,662; 2004 = 41,436

Figures above include all students regardless of funding source.

Student data as at 31 December.

STAFFING LEVELS

FULL-TIME EQUIVALENT (FTE) STAFF

STAFF FTE

	2002	2003	2004
Colleges			
Academic ¹	1,159	1,283	1,307
General ²	607	623	595
Contract & Trading	251	284	304
Total Colleges	2,016	2,190	2,206
Support Services & Administration			
Regional Services	293	323	351
Other National Shared Services	13	14	12
Vice-Chancellor's Office	17	17	17
Assistant Vice-Chancellor (Research)	18	25	30
University Registrar	213	228	244
Assistant Vice-Chancellor (Academic)	262	261	242
Deputy Vice-Chancellor (International)	15	21	13
Assistant Vice-Chancellor (Māori)	0	8	8
English Language Centre	48	81	71
Total Support Services & Administration	879	978	988
Total Staff³	2,895	3,168	3,194

¹ Academic: casual academic assistance converted to FTE at the rate paid to a lecturer on Step 4

² General: casual general and technical assistance converted to FTE at the rate paid to general staff on Grade D Step 1

³ Figures are as at 31 December. Data published in the Annual Report 2002, was for permanent FTE as at 31 July. 2002 figures have been re-stated based on 31 December to allow for comparison.

STAFF FTE BY COLLEGE

		2002	2003	2004
College of Business	Academic	286	323	326
	General	146	155	133
	Contract & Trading	1	3	3
College of Design, Fine Arts & Music	Academic	107	125	141
	General	41	33	36
	Contract & Trading	0	0	0
College of Education	Academic	145	154	146
	General	64	71	63
	Contract & Trading	101	111	104
College of Humanities & Social Sciences	Academic	236	266	265
	General	77	65	61
	Contract & Trading	40	60	72
College of Sciences	Academic	385	415	429
	General	280	299	302
	Contract & Trading	110	110	125
Total Colleges	Total Academic	1,159	1,283	1,307
	Total General	607	623	595
	Total Contract & Trading	251	284	304
Total FTE		2,016	2,190	2,206

STAFFING RATIOS :

	2003	2004
Funded Equivalent Full-time Students (EFTS)	22,690	22,649
Total Academic Staff incl Casual Academic	1,283	1,307
Total General Staff incl Casual General	1,601	1,583

	2003 Ratio of EFTS to Academic Staff	2003 Ratio of General to Academic Staff	2004 Ratio of EFTS to Academic Staff	2004 Ratio of General to Academic Staff
College of Business	27.0:1	0.48:1	27.0:1	0.41:1
College of Design Fine Arts & Music	13.1:1	0.26:1	12.7:1	0.26:1
College of Education	16.5:1	0.46:1	16.6:1	0.43:1
College of Humanities & Social Sciences	18.3:1	0.24:1	17.7:1	0.23:1
College of Sciences	11.2:1	0.72:1	11.1:1	0.70:1
University Total	17.5:1	1.25:1	17.3:1	1.21:1

2004 STAFF ETHNICITY, GENDER, AGE (HEADCOUNT)

Ethnicity	Gender	<=19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+	Unspecified	Grand Total	% Total All
New Zealand Maori	Female	0	7	15	21	22	28	20	11	5	2	1	2	134	4%
	Male	0	2	8	4	8	8	14	3	4	3	3		57	2%
	Total	0	9	23	25	30	36	34	14	9	5	4	2	191	6%
European	Female	2	43	96	129	119	160	163	165	136	58	16	6	1,093	36%
	Male	1	18	55	104	101	140	122	129	141	109	28	7	955	32%
	Total	3	61	151	233	220	300	285	294	277	167	44	13	2,048	68%
Pasifika	Female	0	1	2	5	2	2	0	3	3	0	0	0	18	1%
	Male	0	0	1	2	3	3	0	2	0	0	0	0	11	0%
	Total	0	1	3	7	5	5	0	5	3	0	0	0	29	1%
Asian	Female	0	11	16	14	20	20	19	7	6	3	0	0	116	4%
	Male	0	4	18	17	20	24	13	12	6	9	1	0	124	4%
	Total	0	15	34	31	40	44	32	19	12	12	1	0	240	8%
Other	Female	0	1	0	0	1	0	0	0	1	0	0	0	3	0%
	Male	0	0	0	1	5	0	3	3	0	1	0	0	13	0%
	Total	0	1	0	1	6	0	3	3	1	1	0	0	16	0%
Unspecified	Female	0	4	11	18	25	41	53	40	36	24	4	3	259	9%
	Male	0	1	11	19	17	37	41	25	44	31	13	3	242	8%
	Total	0	5	22	37	42	78	94	65	80	55	17	6	501	17%
Total	Female	2	67	140	187	189	251	255	226	187	87	21	11	1,623	54%
	Male	1	25	93	147	154	212	193	174	195	153	45	10	1,402	46%
	Total	3	92	233	334	343	463	448	400	382	240	66	21	3,025	
	% Total All	0%	3%	8%	11%	11%	15%	15%	13%	13%	8%	2%	1%		

Note: % Total All column and row is the percent of the total figure 3,025

Permanent staff data as at 31 December 2004

2004 STAFF ETHNICITY, GENDER, CLASSIFICATION, REGION (HEADCOUNT)

Ethnicity	Gender	Academic Staff			Academic Total	% Academic Total	General Staff			General Total	% General Total	Grand Total	% Total All
		Albany	Palmerston North	Wellington			Albany	Palmerston North	Wellington				
Other	Female	0	0	0	0	0%	0	2	1	3	0%	3	0%
	Male	2	7	2	11	1%	1	1	0	2	0%	13	0%
	Total	2	7	2	11	1%	1	3	1	5	0%	16	0%
European	Female	70	219	83	372	28%	85	577	59	721	43%	1,093	36%
	Male	92	358	93	543	40%	35	341	36	412	24%	955	32%
	Total	162	577	176	915	68%	120	918	95	1,133	67%	2,048	68%
Asian	Female	17	20	8	45	3%	16	40	15	71	4%	116	4%
	Male	13	48	6	67	5%	12	41	4	57	3%	124	4%
	Total	30	68	14	112	8%	28	81	19	128	8%	240	8%
Pasifika	Female	1	3	1	5	0%	3	7	3	13	1%	18	1%
	Male	1	1	0	2	0%	5	2	2	9	1%	11	0%
	Total	2	4	1	7	1%	8	9	5	22	1%	29	1%
New Zealand Maori	Female	6	30	5	41	3%	20	60	13	93	6%	134	4%
	Male	2	24	6	32	2%	2	21	2	25	1%	57	2%
	Total	8	54	11	73	5%	22	81	15	118	7%	191	6%
Unspecified	Female	11	60	25	96	7%	19	133	11	163	10%	259	9%
	Male	21	78	29	128	10%	11	82	21	114	7%	242	8%
	Total	32	138	54	224	17%	30	215	32	277	16%	501	17%
Total	Female	105	332	122	559	42%	143	819	102	1,064	63%	1,623	54%
	Male	131	516	136	783	58%	66	488	65	619	37%	1,402	46%
	Total	236	848	258	1,342		209	1,307	167	1,683		3,025	
	% Total Aca	18%	63%	19%									
	% Total Gen						12%	78%	10%				
	% Total All	8%	28%	8%	44%		7%	43%	6%	56%			

Note: % Academic Total column is the percent of the Academic total figure 1,342

% General Total column is the percent of the General total figure 1,683

% Total All column and row is the percent of the total figure 3,025

Permanent staff data as at 31 December 2004

General staff include staff categorised as Technical and Contract & Trading

**2004 STAFF ETHNICITY, GENDER, COLLEGES,
REGIONS & DIVISIONS (HEADCOUNT)**

Ethnicity	Gender	Regions & Divisions	College of					Grand Total	% Total All
			Business	Design, Fine Arts & Music	Education	Humanities & Social Sciences	Sciences		
New Zealand Maori	Female	30	11	8	26	43	16	134	4%
	Male	12	6	5	12	15	7	57	2%
	Total	42	17	13	38	58	23	191	6%
European	Female	353	141	41	137	166	255	1,093	36%
	Male	224	150	51	60	99	371	955	32%
	Total	577	291	92	197	265	626	2,048	68%
Pasifika	Female	5	2	0	2	7	2	18	1%
	Male	5	1	1	1	3	0	11	0%
	Total	10	3	1	3	10	2	29	1%
Asian	Female	36	31	2	4	13	30	116	4%
	Male	24	26	1	2	4	67	124	4%
	Total	60	57	3	6	17	97	240	8%
Other	Female	1	1	0	0	0	1	3	0%
	Male	1	6	0	0	1	5	13	0%
	Total	2	7	0	0	1	6	16	0%
Unspecified	Female	93	30	12	52	28	44	259	9%
	Male	60	41	16	26	14	85	242	8%
	Total	153	71	28	78	42	129	501	17%
Total	Female	518	216	63	221	257	348	1,623	54%
	Male	326	230	74	101	136	535	1,402	46%
	Total	844	446	137	322	393	883	3,025	
	% Total All	28%	15%	5%	11%	13%	29%		

Note: % Total All column and row is the percent of the total figure 3,025
Permanent staff data as at 31 December 2004

RESEARCH AND OTHER CONTRACT FUNDING

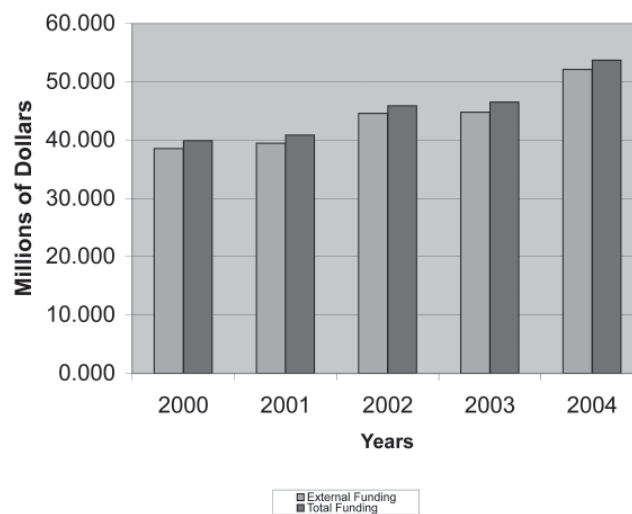
Research and Contract Funding

	Total (\$000)	Research Grants / Projects (\$000)	Research Centres (\$000)	Consultancies (\$000)	Commercial -isation Projects (\$000)	Teaching Contracts (\$000)	Internal Research Allocation (\$000)
College of Business	1,356	921	-	323	-	-	112
College of Design, Fine Arts and Music	124	-	-	26	-	-	98
College of Education	8,732	78	507	1,202	-	6,919	26
College of Humanities and Social Sciences	14,926	4,536	6,642	1,869	-	1,586	293
College of Sciences	28,080	17,867	6,879	2,122	-	131	1,081
Other	507	-	-	-	507	-	-
Total Funding Received	2004 53,725	23,402	14,028	5,542	507	8,636	1,610
	2003 46,305	20,529	12,428	5,525	426	5,874	1,523

Note: This statement reflects contract funding attracted by Massey University during the financial period. The external research funding reported as received in this statement differs from external research income that qualifies under the Performance Based Research Fund (PBRF), which is based on research work undertaken during the financial period (refer Section E).

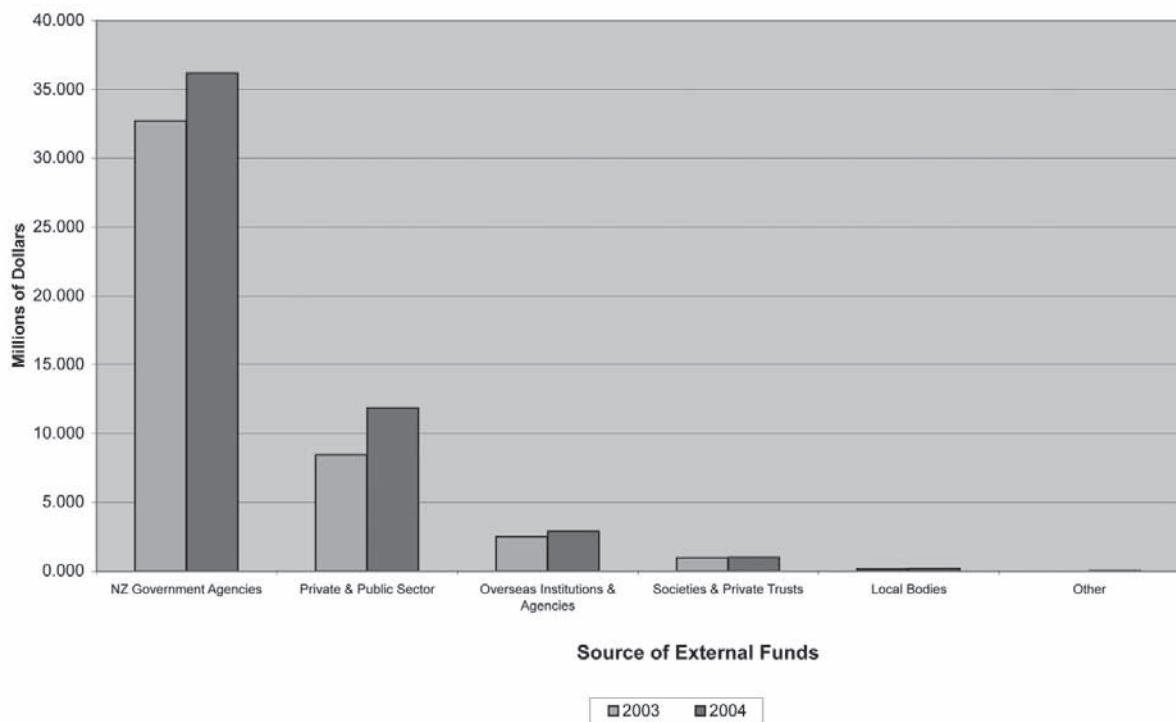
Total External and Internal Funding

	2000 (\$000)	2001 (\$000)	2002 (\$000)	2003 (\$000)	2004 (\$000)
External Funding	38,519	39,455	44,588	44,782	52,115
Internal Funding	1,377	1,394	1,277	1,523	1,610
Total Funding Received	39,896	40,849	45,865	46,305	53,725



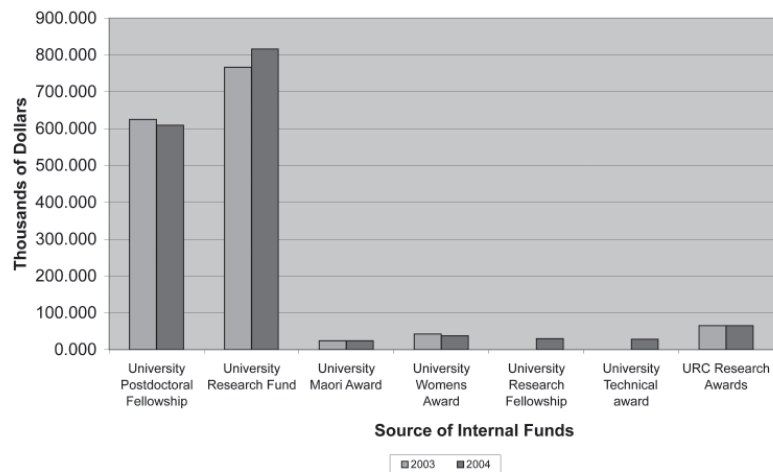
External Contract Funding - Source of Funds

	2004 (\$000)	2003 (\$000)
New Zealand Government Agencies	36,175	32,728
Private and Public Sector Businesses	11,870	8,458
Overseas Institutions and Agencies	2,886	2,493
Societies and Private Trusts	985	954
Local Bodies	162	147
Other	37	2
Total External Funding Received	52,115	44,782



Internal Contract Funding - Source of Funds

	2004 (\$)	2003 (\$)
Massey University Postdoctoral Fellowship	609,647	624,994
Massey University Research Fund	816,382	766,643
Massey University Maori Award	23,830	24,000
Massey University Womens Award	37,497	42,776
Massey University Research Fellowship	30,000	-
Massey University Technical Award	28,000	-
URC Research Award	65,000	65,000
Total Internal Research Allocation	1,610,356	1,523,413



External Research Income Qualifying for Performance Based Research Funding (PBRF)

	2002 (\$000)	2003 (\$000)	2004 (\$000)
External Research Income Qualifying for PBRF	24,148	31,255	33,598

