

Council Meeting – Part 1

Executive Meeting Room – University House

5 March 2020 09:00 AM – 04:00 PM



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Register of Council Member Interests

Mr Michael Ahie BBS(Hons)	
Position	Fellow Chartered Accountant Australia and New Zealand
Responsibilities	Chancellor Performance and Remuneration Committee member Finance and Assurance Committee
Term	17 December 2012 – 16 June 2014 17 June 2014 – 16 June 2018 1 January 2016 – 31 December 2019
Interests	
Chairman	Spring Sheep Diary Ltd Partnership
Chairman	ComplyWith NZ Ltd
Chairman	Plant Market Access Council
Director	FMG (Farmers Mutual Group)
Director	The Factory (formerly the Bio Commerce Centre Limited)
Director	MIG (Manawatu Investment Group) Limited
Director	MIG Nominee No 1 Limited
Director	AltusQ New Zealand Limited
Director and Shareholder	Clearwater Limited
Director and Shareholder	Jama Property Limited
Member	IRD Risk and Assurance Advisory Committee
Trustee	The Jama Trust
Trustee	Ripo Tautahi Whanau Trust

Mr Nigel Barker BBS, CertATchg, Grad IFE

Position	Council member – Elected by Permanent members of the Professional Staff
Responsibilities	Council
Term	1 January 2020 – 31 December 2024
Interests	

Mr Alistair Davis LLB BCA

Position	Council member – Council Appointee
Responsibilities	Council member
Term	17 May 2018 to 17 May 2022
Interests	
CEO & Managing Director	Toyota New Zealand
Director	Toyota Finance New Zealand
Member	Sustainable Business Council
Member	New Zealand Initiative
Member	Business New Zealand Major Companies Group
Member	Motor Industry Association

Mr Colin Harvey ONZM BAgSc, BCom(Auck)

Position	Council member – Minister of Tertiary Education Appointee
Responsibilities	Council member Finance and Assurance Committee member Performance and Remuneration Committee member
Term	17 December 2013 – 16 December 2017 1 January 2016 – 31 December 2019
Interests	
Chairman	Hobbiton Scenic Tours JV
Managing Director	ANiDEA Ltd
Managing Director	Lake McKay Station Ltd

Managing Director	Harvey Investment Fund Ltd
Director	Country TV Ltd, ,
Director	Canterbury Fresh Ltd
Director	Wool Industry Research Ltd
Director	Scitox Ltd,
Director	Northland Properties Ltd
Director	Topgene Ltd
Director	BRP Ltd
Director	Kiwicare Ltd
Director and consultant	Polybatics
Partner	iGlobe Investments Ltd
Member/Executive	ARPPA
Member	Agribio and Biotech Sub Committee Return on Science
Member	NZ Institute Directors

Ms Ngahuia Kirton	
Position	Council member – Elected by students
Responsibilities	Council member Finance and Assurance Committee member
Term	6 September – 30 August 2020
Interests	
Member	Massey University Students' Association
Member	Manawatu Tenants Union

Professor Sarah Leberman PhD (VUW), MA (Cantab., UK), MA (Applied) (VUW)	
Position	Council member – Elected by Permanent members of the Academic Staff
Responsibilities	Council member Finance and Assurance Committee member
Term	1 January 2020 – 31 December 2024
Interests	Elected Professorial member from the Massey Business School on Academic Board
	Co-Chair, Women in Sport Aotearoa

Ms Ian Marshall BCom (<i>Natal</i>) CAANZ	
Position	Council member – Council Appointee
Responsibilities	Council member Finance and Assurance Committee Chair
Term	9 October 2014 – 31 December 2015 1 January 2016 - 8 October 2018 5 December 2018 - 2021
Interests	
Chair of Audit & Risk Sub-committee	Marlborough District Council Board
Member	New Zealand Auditing and Assurance Board
Director and Chair of Audit Committee	Wools of New Zealand Ltd
Independent Director	Massey Global Limited

Mr Ben Vanderkolk LLB (<i>Cantab</i>), IoD	
Position	Council member – Ministerial Appointee
Responsibilities	Council member Performance and Remuneration Committee Chair
Term	29 August 2011 – 30 November 2012 1 December 2012 – 30 November 2016 1 January 2016 – 31 December 2018 1 April 2019 – 31 December 2021
Interests	
Chair	UCOL Council
Trustee	Massey University Foundation
Principal	BVA The Practice, Palmerston North and Wellington

Ms Tina Wilson BBS BA (<i>Massey</i>) IoD	
Position	Council member – Council Appointed Māori Representative
Responsibilities	Council member Finance and Assurance Committee member
Term	6 October 2016 to 5 October 2020
Interests	
Director	Tem Corporation Aotearoa Ltd
Chair	Te Iwi O Tukorehe Ltd
Trustee	Te Iwi O Tukorehe Trust
Board Member	Generosity NZ, Tupu Toa
Full-time employee	NZTE - Te Tumu Whakarāe/ Director Maori Business



MINUTES OF MASSEY UNIVERSITY COUNCIL

THE MEETING OF MASSEY UNIVERSITY COUNCIL HELD IN THE UNIVERSITY MEETING ROOM (SC1.10) MANAWATŪ CAMPUS

on

THURSDAY, 5TH DECEMBER 2019 AT 9.00AM

PART I

- PRESENT:** Mr Michael Ahie (Chancellor) in the Chair, Dr Helen Anderson (Pro Chancellor) (via Zoom), Mr Alistair Davis, Mr Colin Harvey, Ms Jacqui Hofmann, Ms Ngahuia Kirton, Professor Jan Thomas (Vice-Chancellor), Mr Ben Vanderkolk and Ms Tina Wilson.
- IN ATTENDANCE:** Ms Jodie Banner, Director Governance and Assurance
Ms Cathy Magiannis, Deputy Vice-Chancellor Finance and Technology
Pro Vice-Chancellor Stephen Kelly, Massey Business School Advisory Board member (for item 2.6 only)
Mr Paul Brock, Massey Business School Advisory Board member (for item 2.6 only)
Mr Simon Barnett, Massey Business School Advisory Board member (for item 2.6 only)
Provost, Professor Giselle Byrnes, (for item 2.7 only)
Chair of Massey Ventures Limited, Mr Terry Allen (for item 2.7 only)
Chief Executive of Massey Ventures Limited, Mr Mark Cleaver (for item 2.7 only)
Mrs Priscilla Jeffrey, Executive Secretary

(NOTE: Papers C19/198, C19/199, C19/201 and C19/203 were first considered in that part of the meeting held with public excluded, and the decisions were subsequently transferred to this part of the Council's minutes.)

1.0 PROCEDURAL MATTERS

1.1 WHAKATAUĀKĪ AND WELCOME

A whakatauākī was observed at the commencement of the meeting and the Chair then opened the meeting and welcomed everyone in attendance. He advised the format for the day.

1.2 APOLOGIES

Apologies were received from Mr Ian Marshall, Distinguished Professor Gaven Martin and Distinguished Professor Sally Morgan.

1.3 HEALTH AND SAFETY BRIEFING

Ms Jodie Banner, Director Governance and Assurance, gave a health and safety briefing.

1.4 DECLARATION OF INTEREST/REGISTER OF INTEREST

Members were reminded to disclose any actual, perceived or potential conflicts of interest in a matter being considered or about to be considered by the Council or committee.

1.5 CONFIRMATION OF AGENDA AND URGENT ITEMS

The Chair advised that there was one item in addition to those on the Agenda which needed consideration.

1.5.1 OUTCOME OF THE DECLARATION FOR PREPAREDNESS TO STAND FOR THE ELECTION OF CHANCELLOR AND PRO CHANCELLOR

The Returning Officer, Ms Jodie Banner, advised that notification of the Chancellor and Pro Chancellor election process was sent to Council members eligible to stand for either position on 22 November 2019.

At the close of notification, 12.00noon Monday, 2 December 2019, it was established that there was one declaration to stand for the position of Massey University Chancellor. Ms Banner therefore declared that Mr Michael Ahie be elected Massey University's Chancellor for a period of one year commencing from the end of the current term, being 15th December 2019.

Ms Banner further advised that at the close of notification it was established that there was one declaration to stand for the position of Pro Chancellor. Ms Banner therefore declared that Mr Ben Vanderkolk be elected Massey University's Pro Chancellor for a period of one year commencing from the end of the current term, being 1 January 2020.

Pursuant to Section 46A(7A) of the Local Government Official Information and Meetings Act the outcome of the notification of the declaration for preparedness to stand for the election of Chancellor and Pro Chancellor was received.

**1.6 C19/177
CONFIRMATION OF THE PART I COUNCIL MINUTES FOR THE MEETING HELD ON
7 NOVEMBER 2019**

19-126 RESOLVED that the minutes of the Massey University Council meeting held on Thursday 7 November 2019 [Part I public] be confirmed as a true and correct record.

Davis/Thomas
CARRIED

1.7 MATTERS ARISING

There were no matters arising.

**1.8 C19/178
COUNCIL WORK SCHEDULE 2020**

Ms Jodie Banner, Director Governance and Assurance, advised that an additional meeting in Auckland had been scheduled for May 2020 and that the March meeting would commence with a pōwhiri to welcome the new Council members.

Council noted the Work Schedule for 2020.

2.0 STRATEGIC

2.1 CHANCELLOR'S REPORT - PART I - VERBAL

The Chancellor gave a brief report on the Council related activities he had undertaken since the last Council meeting.

The Council noted the Chancellor's report.

**2.2 C19/179
UPDATE ON VICE-CHANCELLOR'S PART I REPORT TO COUNCIL PERIOD: LATE
OCTOBER TO MID NOVEMBER**

The Vice-Chancellor, Professor Jan Thomas, spoke to her report, noting the positivity of staff observed at the recent staff fora on all three campuses. Professor Thomas also commented on the emeritus professor and donor function held recently in Palmerston North and Wellington.

The record number of doctoral candidates and doctoral completions in 2019 was noted.

The Council noted the Vice-Chancellor's Part I update report for the period late October to mid November.

2.3 C19/180 STRATEGY IN ACTION

The Vice-Chancellor, Professor Jan Thomas, spoke to the report.

The Council noted the Strategy in Action report.

3.0 OPERATIONAL

3.1 C19/181 ESTABLISHMENT OF SPECIAL SUB-COUNCIL WITH DELEGATED AUTHORITY

Ms Jodie Banner, Director Governance and Assurance, spoke to the report.

19-127 RESOLVED that the special Sub-Council, with membership comprising the Chancellor, Pro Chancellor, Finance and Assurance Chair and Vice-Chancellor, be established with the delegated authority to act on the Massey University Council's behalf as required covering the period from 6th December 2019 to 31st January 2020.

Kirton/Davis
CARRIED

3.2 C19/182 TREASURY MANAGEMENT POLICY AND FRAMEWORK

Ms Cathy Magiannis, Deputy Vice-Chancellor Finance and Technology, spoke to the report.

In discussion consideration was given to the inclusion of a statement on the environmental and social footprint. It was suggested that if there was a statement on the environmental impact there should also be a corresponding cultural perspective included.

19-128 RESOLVED that the updated Treasury Management Policy and Framework be approved for a further three years.

Wilson/Kirton
CARRIED

ACTION: *Deputy Vice-Chancellor Finance and Technology to investigate the inclusion of environmental and cultural statements in the Treasury Management Policy and Framework.*

[**Note:** Ms Tina Wilson declared an interest relating to indigenous ethical investing.]

3.3 C19/183

OCTOBER 2019 MONTH END FINANCE REPORT – PART I

Ms Cathy Magiannis, Deputy Vice-Chancellor Finance and Technology, spoke to the report.

Discussion was held around the Holiday Act pay. Ms Magiannis noted that the University was working with the Ministry of Business, Innovation and Employment to ensure the calculation was correct.

19-129 RESOLVED that the contents of this cover paper and the attached finance report for the ten months ended 31 October 2019 be noted.

Hofmann/Davis
CARRIED

DECISIONS TRANSFERRED FROM PART II OF THE COUNCIL MEETING TO THIS PART OF THE COUNCIL MINUTES

C19/198

19-138 RESOLVED that, subject to the advised amendments, Council confer to those listed, the degree of Bachelor of Veterinary Science (BVSc) and note that the University seal would be affixed to the parchments.

Kirton/Hofmann
CARRIED

C19/199

19-142 RESOLVED that the Health and Safety Annual Plan for 2020 be approved.

Vanderkolk/Davis
CARRIED

C19/201

19-140 RESOLVED:

3.7.1 That the following appointments to Council Committees for 2020 be approved:

Finance and Assurance Committee
Mr Ian Marshall (Chair)
Chancellor, Mr Michael Ahie
Pro Chancellor, Mr Ben Vanderkolk
Mr Colin Harvey
Ms Ngahuia Kirton
Professor Sarah Leberman
Vice-Chancellor, Professor Jan Thomas
Ms Tina Wilson

3.7.2 People and Culture Committee
Chancellor, Mr Michael Ahie
Pro Chancellor, Mr Ben Vanderkolk

Mr Alistair Davis
Mr Colin Harvey

3.7.3 That the membership of the People and Culture Committee be reviewed in March 2020.

3.7.4 That the process for the appointment of Committee Chairs be noted.

C19/203

19-139 RESOLVED:

3.9.1 That Professor Sarah Leberman be appointed as the permanent academic staff member on Council for a term of four years commencing 1 January 2020 and ending 31 December 2024 or lesser time if so determined.

3.9.2 That Mr Nigel Barker be appointed as the permanent professional staff member on Council for a term of four years commencing 1 January 2020 and ending 31 December 2024 or lesser time if so determined.

Kirton/Davis
CARRIED

4.0 LATE ITEMS

There were no other late items to be considered.

5.0 EXCLUSION OF PUBLIC

19-130 RESOLVED that the public be excluded from the following parts of the proceedings of this meeting listed in the table below.

The general subject of each matter to be considered while the public was excluded, the reasons for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for passing of this resolution were as follows:

General subject of each matter to be considered		Reason	Section 48(1) grounds
C19/184	Part II Minutes of Council Meeting held on 7 November 2019	For the reasons set out in the Part I minutes of 7 November 2019 held with public present	
C19/185	Outstanding Action Schedule Part II	improper gain or advantage	s7(2)(j)
C19/186	Council Part II 2020 Work Schedule	improper gain or advantage	s7(2)(j)
C19/187	Vice-Chancellor's Report	improper gain or advantage	s7(2)(j)

C19/188	Consolidated Massey University Multi-Year Plan 2020-2022	improper gain or advantage	s7(2)(j)
C19/189	2020 Ten Year Capital Plan (TYCP)	improper gain or advantage	s7(2)(j)
C19/190	2020 Consolidated Operating Budget	improper gain or advantage	s7(2)(j)
C19/191	Massey Business School Advisory Board	improper gain or advantage	s7(2)(j)
C19/192	Massey Ventures Ltd Statement of Corporate Intent 2020	improper gain or advantage	s7(2)(j)
C19/193	Innovation Complex – VC Delegation	improper gain or advantage	s7(2)(j)
C19/194	Vet Programme Update	improper gain or advantage	s7(2)(j)
C19/195	Financial Report	improper gain or advantage	s7(2)(j)
C19/196	Capital Portfolio Report	improper gain or advantage	s7(2)(j)
C19/197	Bad Debt Write Off	improper gain or advantage	s7(2)(j)
C19/198	In Council Graduation	personal privacy	s7(2)(a)
C19/199	Health and Safety Plan 2020	improper gain or advantage	s7(2)(j)
C19/200	State Services Minimum Standards Positive and Safe Workplaces	improper gain or advantage	s7(2)(j)
C19/201	Council Committee Membership	personal privacy	s7(2)(a)
C19/202	VC Nominee to Council	personal privacy	s7(2)(a)
C19/203	Staff Council Member Election Outcome and Recommendation	personal privacy	s7(2)(a)
C19/204	Items for Noting – separately circulated	improper gain or advantage	s7(2)(j)

This resolution was made in reliance on Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public as stated in the above table.

Also, that the persons listed below be permitted to remain after the public had been excluded for the reasons stated.

- Ms Cathy Magiannis, Deputy Vice-Chancellor Finance and Technology, and Ms Jodie Banner, Governance and Assurance Director, Professor Stephen Kelly, for item 2.6 only, Mr Paul Brock Massey Business School Advisory Board for item 2.6 only, Mr Simon Barnett Massey Business School Advisory Board for item 2.6 only, Provost, Professor Giselle Byrnes, for item 2.7 only, Chair Massey Ventures Limited Mr Terry Allen for item 2.7 only, Chief Executive Massey Ventures Limited Mr Mark Cleaver for item 2.7 only, Pro Vice-Chancellor College of Business and Pro Vice-Chancellor College of Sciences, Professor Ray Geor, for item 2.8 and 2.9 because of their knowledge and ability to provide the meeting with advice on matters both from an organization-wide context and also from their specific role within the University.
- Mrs Priscilla Jeffrey, Executive Secretary because of her ability to provide the meeting with procedural advice and record the proceedings of the meeting.

Wilson/Kirton
CARRIED

At the conclusion of Part I of the Council meeting, the Chair acknowledged the retiring Council members Pro Chancellor Dr Helen Anderson, Distinguished Professor Gaven Martin and Ms Jacqui Hofmann. He thanked them for their valued contribution and commended them on their service to the University.

Part I of the meeting finished at 9.35am

Signature: _____

Date: _____

Council 2020 Work Plan – Part I

	05 MAR 2020	07 MAY 2020	02 JULY 2020	03 SEPT 2020	05 NOV 2020	03 DEC 2020
Location	Manawatū	Auckland	Wellington	Auckland	Manawatū	Manawatū
Site Visit	Food Pilot Plant	IC Construction	TBC	TBC	TBC	TBC
Strategy days		06 May 2020 Auckland (half day PM)	01 July 2020 Wellington (full day)	04 September 2020 Auckland (half day AM)		
Strategic Items	*Standing items <ul style="list-style-type: none"> • ToR for Council Committees • Delegation to sign Letter of Representation • Student Fee Setting Process and Principles 	*Standing items	*Standing items	*Standing items	*Standing items	*Standing items
Operational Items	*Standing items <ul style="list-style-type: none"> • Conferring of Degrees & Awarding of Diplomas & Certificates at graduation ceremonies delegation • Review Code of Best Governance Practice • Review Procedures for Council and Council Committees • Payments to Council Members 	*Standing items <ul style="list-style-type: none"> • Graduation Dates 2021 	*Standing items <ul style="list-style-type: none"> • Proposed meeting schedule 2021 	*Standing items	*Standing items <ul style="list-style-type: none"> • Draft Agenda Plan 2021 	*Standing items <ul style="list-style-type: none"> • Delegated Authority for Dec/Jan period

*Strategic Item: Standing items include: Chancellor's Report, VC Report, Strategy in Action;

**Operational Items: Standing Items include: Finance Report, Academic Board Minutes, Policies for approval.

DATE:	5 March 2020
AUTHOR:	Vice Chancellor, Professor Jan Thomas
SUBJECT:	UPDATE ON VICE-CHANCELLOR'S PART I REPORT TO COUNCIL PERIOD: MID-NOVEMBER TO MID-FEBRUARY

Recommendation

- That Council note this update on major issues, key achievements and highlights arising during the period mid-November to mid-February.

Purpose

The purpose of this report is intended to be a high-level summary overview of the reporting period. I have taken the opportunity to provide links to information in fuller detail, should Council members wish to delve further.

I wish to continue to emphasise that given the size, depth and diversity of our multi-campus University, this report can only provide a point-in-time potted record of the accomplishments of our staff, students and wider community. Please forgive me for not being able to mention all of the wonderful mahi and achievements of Massey University whānau, both individually and in partnership across the University, and externally with our many communities across the globe.

Key points

1.0 NGĀ TAKE O TE WĀ TOPICAL ISSUES

1.1 Vice-Chancellor's communication with staff

Below is a list of the *Massey-All* emails that I have sent to staff over the reporting period. A *Massey-All* email is used when we have a significant item of interest that is time-critical and important to all staff.

- November 15 – Staff Forums
- December 2 – Changes to staff departmental car parking charges in 2020
- December 13 – New Appointment - Te Toi Ihorei ki Pūrehuroa
- January 21 (2020) – Digital Plus
- January 23 - Wuhan, China coronavirus outbreak
- January 24 - Appointment of new DVC Māori

Precise: Professor Meihana Durie, Te Pūtahi-a-Toi School of Māori Knowledge, has been appointed to the position of Deputy Vice-Chancellor Māori. In this role, he intends to promote strong research and enterprise collaboration between Massey and iwi, hapū and Māori organisations, and to also support development of new educational pathways for Māori at

the University. Professor Durie will continue a fractional appointment of 0.2 FTE as Head of Te Pūtahi-a-Toi.

- January 28 - Voice staff survey results
- February 5 – Graduation | Whakapōtaetanga – Ceremony Dates 2020
- February 10 - Honorary Awards Committee Call for Nominations

In addition to the above I am also communicating directly with staff through a standing item in the regular Massey News/People@Massey Newsletter. The segment is called From *The Vice-Chancellor* and provides additional context on Massey-All emails and other topics.

1.2 Senior Leadership Team communication with staff

In response to staff indicating a downturn in satisfaction with internal communications in the Mini (Pulse) Survey, the full Senior Leadership Team are undertaking to improve this situation.

Below is a list of the *Massey-All* emails that SLT members have sent to all staff over the reporting period.

- December 12 - Applications for recognition for contributions of tikanga and/or te Reo Māori. From Alan Davis, Deputy Vice-Chancellor People and Culture.
- January 29 - Update on coronavirus – advice to staff. From Stuart Morriss, Deputy Vice-Chancellor Global Engagement.
- January 31 – Digital Plus. From Professor Giselle Byrnes, Provost.
- February 3 - Advice for staff on the coronavirus outbreak. From Stuart Morriss, Deputy Vice-Chancellor Global Engagement.
- February 14 - Coronavirus update for staff. From Stuart Morriss, Deputy Vice-Chancellor Global Engagement.
- February 19 - Digital Transformation update. From Professor Giselle Byrnes, Provost.

2.0 KAIHAUTŪ LEADERSHIP

2.1 Impactful research and community service nationally and internationally through mahi and collaboration on matters of national interest, solving the world's big problems, promoting leadership and working with our communities. Examples include:

- Toioho ki Āpiti's Bridget Rewiti and Te Papa's Matariki Williams (also a current Massey PhD candidate) are editors of a new *ATE Journal of Māori Art*. Launched in June at the Museum of New Zealand Te Papa Tongarewa, it aims to fill a void in the critical writing about Māori/indigenous and Pacific contemporary art/visual culture. Massey University Professors Robert Jahnke, Huhana Smith and Sean Mallon are delighted to support this initiative as members of the ATE editorial board.
- A unique academic journal is being hailed as a forward thinking collaboration between Māori researchers and the community. Te Kura Nui o Waipareira is a peer-reviewed online resource brought to life through a collaboration between Te Whānau o Waipareira in West Auckland and Te Pūtahi-a-Toi, Massey University. It brings together frontline

Whānau Ora workers, health practitioners and researchers from New Zealand and around the world.

- Massey University's College of Creative Arts has entered a partnership with the National Institute of Fashion Technology in India, currently ranked the 15th-best fashion school in the world. The agreement will facilitate closer research connections and strengthen education ties between the two countries.
- Associate Professor Sita Venkateswar, School of People, Environment and Planning, Dr Nitha Palakshappa, School of Communication, Journalism and Marketing, and Dr Dirk Roep, Wageningen University, Netherlands, will co-lead a project in 2020 titled Farming to Flourish: Regenerative Good Systems, Sustainable Livelihoods and Thriving Communities in Taranaki. The collaborative team was awarded \$100,000 for Pivot: Enabling Innovation in Agriculture by the Bashford-Nicholls Trust – Massey University Premier Award. The project will involve master's students and faculty from Wageningen University and Massey working with community groups and the organic farming movement in Taranaki.
- Steve Randerson and Trina Baggett, SHORE and Whāriki Research Centre, organised the national hui for the Community Action on Youth and Drugs programme, which is co-ordinated by the centre. The hui was held in Auckland in November and marked 21 years for the programme and was addressed by Associate Minister of Health Peeni Henare, who emphasised the ongoing need for community-based approaches to reducing drug-related harm.
- Associate Professor Chris Wilkin, SHORE and Whāriki Research Centre, participated in the Ministry of Justice cannabis referendum team expert consultation on the Cannabis Legalisation and Control Bill. Professor Wilkins also participated in the Prime Minister's Science Advisor panel on public information to inform cannabis referendum.

2.2 Congratulations to our staff, students and alumni whose expertise and contributions, expertise and excellence have been recognised during the reporting period. Some excellent examples of this are:

- Professor Don Cleland, School of Food and Advanced Technology, MacDiarmid Institute board member, has been awarded the Scott Medal at the Royal Society Te Apārangi 2019 Research Honours ceremony for making advances in refrigeration engineering. The medal is awarded to a researcher in New Zealand for great merit in work on engineering, science and technology.
- Westpac Massey Fin-Ed Centre director Dr Pushpa Wood has been awarded a 2019 Zonta New Zealand Women of Achievement Award.
- Professor Philippa Gander, Sleep/Wake Research Centre, was awarded the Australasian Sleep Association Distinguished Achievement Award (2019). This award recognises and honours exceptional achievements in the fields of sleep health and sleep science by association members.

- College of Science students Samantha Eathorne and Summer Wynyard have been selected to participate in the 2020 United Nations Youth America Leadership. The tour will take place in February and includes attending the 66th session of Harvard National Model United Nations in Boston.
- Deputy Vice-Chancellor People and Culture Alan Davis was recognised by Human Resources Director in an article on HR professionals who are leading change in businesses across New Zealand: <https://www.hcamag.com/nz/specialisation/leadership/revealed-nzs-hottest-hr-leaders/212019>
- Amy Heise, director of student services, National Centre for Teaching and Learning, was recently elected as vice-president (Aotearoa) for the Australia and New Zealand Student Services Association. This is the peak professional organisation for student support staff in the post-secondary sector in Australasia. The association plays a role in providing sector representation and, in her role, Ms Heise has been invited to be part of discussions relating to the Code of Practice for Pastoral Care of Domestic Students.
- Pasifika librarian Eirenei Taua'I was selected from more than 200 applicants to represent Aotearoa at international leadership Ship for World Youth 32nd programme. Ms Taua'I was supported and encouraged by kaumatua within the community. The programme takes place over six weeks, with travel to Japan, Mexico and Hawaii.
- Professors Jackie Sanders and Robyn Munford, School of Social Work, were awarded a gold rating by the Ministry of Business, Innovation and Employment for the final report for MAUX0901 "Long-term successful youth transitions".
- Associate Professor Toby Mündel and Associate Professor Andy Foskett, School of Sport, Exercise and Nutrition, were both awarded fellowships of Sport and Exercise Science New Zealand for sustained excellence of contribution to the organisation and to sport and exercise science in New Zealand.
- Professor Huia Jahnke, Te Pūtahi-a-Toi School of Māori Knowledge, has received a Fulbright New Zealand Scholar Award that will enable her to research partnerships between indigenous communities and higher education institutions in the United States, in order to explore the kinds of partnerships that could help to advance Māori education goals. The project will be for a six-month period, commencing in June.
- Dr Matt Roskrige, School of Economics and Finance, has been awarded a Rutherford Fellowship by the Royal Society of New Zealand for research titled "*The economics of social capital from a Māori perspective*". The grant has a five-year duration and a total financial value of approximately \$850,000.
- Professor Kura Te Waru-Rewiri, of Ngāti Kahu, Ngāpuhi, Ngāti Kauwhata and Ngāti Rangi, from School of Arts, was awarded the Te Tohu o Te Papa Tongarewa Rongomaraeroa Award for outstanding contribution to Ngā Toi Māori at the Creative New Zealand's Te Waka Toi awards.

- Excellence in student design was celebrated at the ECC New Zealand Student Craft/Design Awards at the Dowse Museum in Lower Hutt, with Massey University students receiving awards and commendations for fashion, textile, furniture, lighting and product design.

2.3 Examples of successes in generating external income:

- **Catalyst Fund**

The outcomes of the Round Three Catalyst: Seeding General applications, submitted in October, have now been announced, with two of the nine Massey University applicants being successful (Professor Georg Zellmer, School of Agriculture and Environment, and Dr Matthieu Vignes, School of Fundamental Sciences). Massey's success rate was 22.2 per cent, significantly higher than the national average of 12.5 per cent. There were 56 applications submitted nationally, with seven being successful (including the two from Massey University, plus three from the University of Auckland and one each from Lincoln University and Victoria University of Wellington).

- **Unlocking Curious Minds**

Four of the eight applications submitted in last year's round were successful – one from the College of Creative Arts and three from the College of Health, worth a total of \$115,682. While the national statistics on success rates have not yet been released, the internal success rate of 50 per cent compares favourably with the rate in 2018 (33 per cent) and with the University's historic success rate of approximately 25 per cent.

- Dr Jeff Adams, SHORE and Whāriki Research Centre, and Associate Professor Ajmol Ali, School of Sport, Exercise and Nutrition, were awarded a Sport NZ/Ministry of Health/Ministry of Education \$1.2 million grant for the Healthy Active Learning Evaluation project. The project initiative is a three-component government Wellbeing Initiative to promote and improve healthy eating and physical activity in schools, kura and early learning services across Aotearoa.

3.0 **Kia Tuawhiti** **Enabling Excellence**

3.1 Mahi undertaken within the University to foster, support and enable excellence. Examples include:

- **Governance**

I am pleased to advise that the Massey University Council has re-elected Michael Ahie as Chancellor for a further year and elected Ben Vanderkolk as its new Pro Chancellor, replacing Dr Helen Anderson.

- **Office of Pasifika Student Success**

Massey University's commitment to Pacific learners and communities been boosted, with the development of a new Office of Pasifika Student Success. The changes come after consultations with staff to strengthen Massey's support for Pacific students, in line with a

newly adopted plan supported by the Senior Leadership Team, designed to lift and accelerate Pasifika student success.

Professor Palatasa Havea ONZM, has been appointed as Dean Pacific to lead the new office that will see staffing increase to 11 across the three campuses. They include the leadership role of Dean Pasifika, along with a team leader, four Pasifika student support coordinators and distance learning and postgraduate advisors. As well as the new office, Pasifika-focused roles are also being developed in the five colleges. The office will provide leadership and raise awareness of Pasifika@Massey internally and externally, through engagement, advocacy and the support of initiatives that aim to help Pasifika students succeed and fulfil their aspirations.

- **VOICE staff survey**

Staff were informed of the overall results of the VOICE staff survey, with University actions for 2020 to focus on – senior leadership visibility, process improvements, and expectations of respectful behaviours. Each college and service has committed to documenting action plans by the end of March this year.

- **Massey Enterprise**

The ecentre has been refocused on student enterprise, as planned last year, with significant cost savings.

The Auckland campus student enterprise studio is being re-located to be more visible and accessible to students, and this will be the new location of the ecentre.

More generally, a partnership is being developed with The Factory and Sprout, which will grow joint profile and presence across Massey's three campus locations and grow the pipeline of entrepreneurs (both staff and student).

The University's student enterprise strategy continues to be developed as a bespoke lean (cost effective) annual programme that empowers a team of student leaders to engage others, to inform and develop the programme of events, and to manage an annual succession of student leaders. The goal is to enhance and grow enterprise thinking to benefit students in all disciplines and for all future professions and vocations.

In parallel with our non-curriculum student enterprise programme and events, the potential for a core enterprise thinking capability programme that may become part of the formal curriculum across all disciplines will continue to be explored and developed. The University is also liaising with government agencies to promote and develop the national enterprise agenda and to ensure that Massey University continues to demonstrate a leading role.

- **Supervisor Accreditation**

This year one of the Doctoral Research Committee's priorities is the implementation of supervisor accreditation and the supervisor development framework. The Policy for Doctoral Supervision sets out to provide a coherent set of research supervision expectations and guiding principles to underpin research supervision practices.

Supervisor accreditation acknowledges and celebrates the achievements and ongoing development of Massey University supervisors. By differentiating the roles of mentor, main and co-supervisors, accreditation moves away from a “one-size-fits-all” approach to supervisory roles and expectations.

Dean research Professor Tracy Riley and graduate learning and development facilitator Dr Julia Rayner will be working with individual academic units throughout the year with a view to having most supervisors accredited by the end of December.

- **Manager Job Descriptions Project**

As part of a programme of introducing a suite of new, more consistent manager job descriptions across the University, the SLT have progressed an executive level role description, and workshops are scheduled with managers on each campus to inform the next levels of managers of managers, and front-line managers. This suite of job descriptions will support focus on the purpose of the role at each level, and introduce greater clarity of expectations around the accountabilities of Massey managers, and more consistent statement of the capabilities (behavioural and technical) needed for success in the role and to underpin recruitment and development of managers.

- **Academic Audit**

The Cycle Six Academic Audit includes an Enhancement Theme, which has been running for two years. This is a new initiative within the audit, with a theme that is common to all Universities but under which each can determine its own way to address enhancement. The two years has now concluded and a report on activity undertaken at Massey University is being prepared. The work under the Enhancement Theme (access, outcomes and opportunities for Māori students and Pasifika students) will continue and two guideline statements that Massey will be audited on are included in the wider audit.

Massey University’s self-review for the audit is due to the Academic Quality Agency) around November 2021 with the site visit set to occur around March 2022. An Academic Audit Self-Review Working Group is about to be formed.

- **Centres of Research Excellence (CoREs)**

Applications for the Centres of Research Excellence were submitted on the November 28. Two CoRE proposals were submitted on behalf of Massey University – a rebid for the existing Riddet Institute CoRE and a new CoRE proposed by the Centre for Public Health Research. Further to this, Massey University researchers are named partners on 28 CoRE proposals from other universities. The Expert Selections Panels will announce a long list of applications successful in the first round of the selection process in early 2020.

- **Congratulations to the Massey Business School staff STAR award recipients who were recognised for their excellence in: Business or Community Engagement; Organisational Citizenship; Student Support; Enterprise; Professional Support; Fostering Healthy Relationships; Leadership; Engaged Teaching; Research Impact.**

- **Massey University Research Medal recipients**

The 2019 medal recipients were announced in December. The medals honour an exceptional body of research carried out by staff over a period of years. Individual recipients include computational biologist Professor Murray Cox, evolutionary ecologist Dr Libby Liggins, human nutrition and dietetics Associate Professor Kathryn Beck, marine biologist Associate Professor Karen Stockin, and animal health and veterinary experts Professor Patrick Morel and Distinguished Professor Nigel French.

The Joint Centre for Disaster Research team, in the College of Humanities and Social Sciences' School of Psychology, has been awarded the Research Medal – Team for 2019, for their diverse work on disaster risk management, from developing resilient communities to providing insights on the recent Whakaari/White Island eruption.

3.2 Senior Leadership Team

There are a lot of issues being advanced through the Senior Leadership Team at the moment, these include: health and safety; SLT Interest Register; monthly discussion on each reporting line; Council update; SLT role description and manager suite of job descriptions; Voice Staff Survey results; Digital assessments at Massey University; SLT planning days; Freedom of Expression policy; national/international risks; HR update; Becoming Aotearoa New Zealand's first Te Tiriti o Waitangi-led University; University Annual Health and Safety plan 2020; summary of the MU emergency management response structure; Delegations policy – minor interim revisions; Honorary and Adjunct (non-employment) policy and procedure; Supernumerary Academic Appointments policy.

Supporting documents

- VC Elogs
- SLT Elogs

Vice-Chancellor's elogs

Below are the elogs that I have sent to all staff over the reporting period.

• November 15 – Staff Forums



Tēnā koutou e hoa mā

It's hard to believe just how fast 2019 has gone. I am sitting here preparing my presentation to you all for next week's forums. I am really looking forward to sharing with you all the wonderful achievements of University colleagues for this year. There are far too many to sensibly name, so I am apologising in advance – I will need to miss some out, as there are so many!

We are nearly halfway through our current five-year Strategic Plan, and this year we have done a desktop review to assess progress – and I'm pleased to say we are working on all fronts and outcomes are now being delivered. In part this is because we have begun to prioritise our general resource allocation to ensure we have sufficient money to reinvest in our strategy, and we are now starting to see the fruits of our labour across research, learning and teaching, and infrastructure.

Generally, our research success has taken a huge step forward – with individual success in competitive external grants, in PBRF and in multiple rankings results. It's a credit to many people across the organisation that we have been able to change the trajectory of our research. Alongside this, the work we are doing to lift our digital capacity and capability, and to build a digitally enhanced learning and teaching environment continues at pace. Ensuring that our students and staff have contemporary physical and digital infrastructure as the basis for high-quality outcomes has also been a focus.

I know these outcomes are being achieved by the willingness of colleagues to lean in and work together for a better Massey. As the year draws to a close, we should take time to celebrate what we have achieved so far.

However, we cannot and must not be complacent; the work is not yet done. A range of issues continue to challenge us financially, and I have, again, asked my Senior Leadership Team to work with you to continue to reshape Massey for our successful future.

I am seeking approval from our Council for a 2020 budget that delivers a 3% surplus. Alongside this, I anticipate we will once again be able to invest an additional 2% into our strategic goals. As I have noted above, this is delivering our Strategy in tangible ways. Underpinning this, our new Budget Allocation Framework is allowing us all to see more transparently how money flows and how it is used across the University, to support our core activities of research, teaching and service and this will assist us over the next 12 months to thoughtfully ensure allocations are being made efficiently, fairly and to constantly reinforce excellence.

As you might expect, there are challenges.

Each year, our salary and non-salary costs increase at a rate that is higher than our income. As an example of this, our much needed investment in infrastructure (both digital and physical) has an impact on our operating funds – as the inbuilt depreciation costs of new infrastructure directly affects the amount of cash we have to spend on our day-to-day activity. This is exacerbated for the digital infrastructure as it is depreciated at a faster rate.

A second example of fiscal challenge relates to our PBRF outcomes. Despite the amazing lift in our results, we have experienced a significant decrease in the annual PBRF funding; while the quantum for distribution hasn't changed, the number of tertiary providers now eligible for PBRF funding has increased. Put differently, there are more slices to be taken from the same size pie!

There are many other pressures on universities, and Massey is not immune from these! However I am buoyed by the resolute determination of our staff, led by the SLT, to ensure that our University is successful in these challenging times. Our Senior Leadership Team is working together, collaboratively and as a trusted team, to assess how best to transform our University into one that can sustainably navigate through these challenges. There is no doubt that the focus and investment we have given to the new Global Engagement portfolio will enable significant growth in this segment over coming years. However, we will also need to continue to ensure we are fit-for-purpose to maximise the impact of that growth.

At present, each member of our Senior Leadership Team is working within their portfolios to find the best ways forward in 2020. It is worth remembering that our university is diverse in its needs and the context in which we operate is complex. Notwithstanding this, there has been considerable work by the SLT on potential strategies for efficiency and quality through transformative approaches such as 'Digital Plus'. As Vice-Chancellor, together with SLT, I will be engaging in consideration of these whole-of-University strategies, and my SLT colleagues will be focused on more local efforts within their portfolios. For example, we anticipate that we will see such local opportunities as enhanced voluntary cessation offers to be made in targeted ways within specific portfolios, or we might examine how we could structure ourselves for greater efficiency and effectiveness.

Ultimately, our end goal will be to transform Massey University into a university that is able to thrive in our 21st century context, and continues to serve our diverse students and delivers the amazing outcomes we have seen this year. But it will require all of our collective effort and energy to achieve this and I am looking forward to it.

In the meantime, I hope you are able to join me next week at the various forums, followed by an opportunity to socialise with colleagues.

Vice-Chancellor's Forum followed by End of Year Functions:

Manawatū - Wednesday 20 November	3pm – 4pm Japan Lecture Theatre 4pm – 5pm University House Foyer
Wellington - Thursday 21 November	3pm – 4pm The Pitt 4pm – 5pm Level C, Gallery/Foyer
Auckland - Friday 22 November	3pm – 4pm SNW200 4pm – 5pm SNW Foyer

At the forums I will be delighted to share with you some of our 2019 achievements as well as open up conversation about the work ahead in 2020.

Jan

- December 2 – Changes to staff departmental car parking charges in 2020**

Kia ora rā e hoa mā

For 2020 we will be making changes to standardise the charges paid by staff and departments/business units for staff car parking on our three campuses. This will result in minor changes on both our Manawatu and Wellington campuses but a significant change on our Auckland campus with the introduction of charges. The decision to make this change will improve the equity of parking costs for staff on each campus and is supported by the Senior Leadership Team.

For some staff and departments, the charging changes will result in either an increase in the fees paid or an introduction of fees where parking was previously free. In a small number of situations there will be a slight reduction in costs in order to standardise the charges applied. As noted above the campus with the largest degree of change will be Auckland.

The charges being applied for 2020 across all campuses mirror the charges currently paid on the Manawatu campus. These are significantly less than market rates and the amounts paid at other universities and tertiary institutions.

In 2020 staff choosing to use a staff carpark will pay via a fortnightly deduction from their salary and the charges will range between \$309 and \$485 per annum depending on whether a staff member chooses to have a general, reserved or numbered park. Departmental parking costs will be \$485 per annum on each campus.

Type of parking space	2020 Cost per fortnight	Annual equivalence
Staff general park	\$11.90	\$309.00
Staff reserved park	\$14.25	\$370.00
Staff numbered park	\$18.65	\$485.00
Departmental park		\$485.00
Mobility – staff with current CCS permits	\$11.90	\$309.00

Explanation of carpark types

- General – access to a car park but does not have a designated parking space
- Reserved – access to a car park and a reserved space but not numbered
- Numbered – access to a car park and a specific numbered parking space
- Departmental – access to a car park and a parking space purchased by a University department

Note: not all categories are available on all campuses

Departments affected by these changes will receive communication from Campus Operations staff over the period of change and more information regarding the processes for implementing and managing the changes for staff will be provided over the next few weeks. In the meantime, staff with any queries should contact the Operations Service Desk on their respective campus.

Nāku iti nei

Jan Thomas
Vice-Chancellor

- **December 13 – New Appointment - Te Toi Ihorei ki Pūrehuroa**

Massey University aspires to be a Te Tiriti o Waitangi – led institution. We have no doubt this journey will take some years to achieve.

As part of the next step on this journey, a position has been created for Māori scholars of distinction, who will be able to guide the University on our Te Tiriti Journey. This reconfigures Māori leadership within the institution. Distinguished Professor Hingangaroa Smith will take up the inaugural position, which will be titled Te Toi Ihorei ki Pūrehuroa, the Distinguished Professor at Large for Māori Academic and Iwi Advancement. Recognising the immense mana, and expertise that Distinguished Professor Smith brings to Massey, this role will support the DVC Māori and the Senior Leadership Team to drive our Te Tiriti o Waitangi aspiration forward into reality. Over the last year, Professor Smith has worked at refining and resetting the “Te Tiriti – led” aspiration of the University. This move will allow Professor Smith to refocus on academic and transformational projects for which he is nationally and internationally recognised. Through this new role, Distinguished Professor Smith will be able to have a lasting impact on Massey University and Aotearoa New Zealand, and I thank him for accepting this challenge. He will continue to work from with the DVC Māori office, reporting to, and supporting the DVC Māori.

The DVC Māori position continues to be a key position on the Senior Leadership Team and the appointment of a successor will be addressed over coming months. This new position will commence from 1 January 2020. Distinguished Professor Smith will continue as Acting DVC Māori until the DVC Māori appointment is made.

Ngā mihi nui ki a koutou

Jan Thomas
Vice-Chancellor

- **January 21 (2020) – Digital Plus**

Tēnā koutou katoa me āku mihi nui mō te tau hou Pākehā nei. Happy New Year to you all and my best wishes as we commence our new academic year.

I trust that you’ve all had a restful time with loved ones, and as we all make our way back after this deserved break, I know our thoughts will be turning to this coming year. I have taken time over the festive season to reflect on how we performed last year, our current Massey Strategy 2018-2022 and where we are going next. Following on from my December note, I want to share with you some of my thoughts about the road ahead.

Our achievements

We're now in the second year of our strategic transformation and our investment is paying dividends:

- Research investment has driven a significant lift in our research outcomes, rankings and reputation
- Investment in digital environment as part of the student learning experience and business excellence has been substantial
- We now have transparency in how money flows around the University as a result of the first stage of the Budget Allocation Framework
- Our aspiration to be Te Tiriti o Waitangi-led continues to unfold

Our challenges

However, as I outlined late last year, we are operating in a challenging context, including a decline in relative funding, a modest domestic student market, and no regular infrastructure funding. Given Massey's multi-campus distribution and our diverse student base, these challenges affect Massey University more intensely than other universities, and includes our provision and maintenance of significant capital requirements across three physical campuses as well as offering the sort of holistic experience that students now expect. In short, we need to continue to modernise our academic offer to make sure our programmes are student-centred and future-focused.

Our Digital Plus strategy

Over the past year, I have been working with SLT to identify the key shifts that will enable Massey to become an effective and sustainable multi-campus university. The approach we have determined is named Digital Plus, and this will guide the design of our refreshed academic offer (the 'what' we teach and 'where' it is offered). Endorsed by SLT and Council, the Digital Plus concept will change the way we do things at Massey, and for the better. In the next week or so you'll see more information and details about Digital Plus, including what it might mean for Massey staff and students, from Giselle Byrnes, our Provost.

At the heart of Digital Plus is recognising the need to optimise our physical infrastructure guided by the general principle that specialised physical infrastructure will only be present on one geographic Massey site. In my view, the duplication of specialist or expensive facilities is not an efficient use of precious publicly funded resources. Growth is a key part of our future too and new students will come in part from international growth. We have a new global engagement strategy and marketing plans under development to guide us towards this growth.

I am excited to be leading our university into the future in this way, and, am energised to be working with you all to see this future take shape. I will be speaking at our campus forums in a few weeks' time, and I hope to see you there.

Ngā mihi nunui ki a koutou katoa

Nā

Jan Thomas
Vice-Chancellor

- **January 23 - Wuhan, China coronavirus outbreak**

Tēnā koutou

You will no doubt be aware of the news of the outbreak of a new virus, Coronavirus, in Wuhan, a city in China where Massey University has a number of partner universities.

There are no reports from any staff or students so far who have been directly affected by the Coronavirus.

Staff and students are advised to read the [Ministry of Health's](#) recommendations relating to the virus.

The University has convened a working group to monitor the situation and ensure appropriate actions are taken as the situation develops.

The University has partnerships with three universities and a number Education Agencies based in Wuhan that support individual students to enrol for study at Massey. The University's partners in this city are Wuhan University, Huazhong Agricultural University and Qingdao University.

Between 50 and 70 full-time students from Wuhan are expected to come to New Zealand this year to study at Massey's three campuses (Auckland, Wellington and Palmerston North), as well as a group of 15 of short course students planning to undertake a 21-day programme in Palmerston North in February. However, discussions are underway to accommodate any changes or postponements that may be required as a result of advice from public health authorities.

Our Student Services will actively include information about the symptoms and risks of this virus to students during International Orientation Week (starting Feb 17) and will advise who to contact if symptoms develop (ie; Student Health Services).

Massey has alerted the relevant public health organisations in Auckland, Wellington and Palmerston North to ensure staff are aware to watch for symptoms and ensure the necessary resources are obtained if the coronavirus were brought to any of the three regions.

If you are planning on travelling to Wuhan note that approval for this will be guided/informed by the NZ SafeTravel website and Ministry of Foreign Affairs and Trade (MFAT) instructions as they are updated for travel to this particular zone.

For more information please check the following:

[SafeTravel/Ministry of Foreign Affairs and Trade](#)

Ngā mihi nui ki a koutou

Professor Jan Thomas
Vice-Chancellor

- **January 24 - Appointment of new DVC Māori**

Tēnā koutou e hoa mā,

I am very happy to announce the appointment of Professor Meihana Durie as Deputy Vice-Chancellor Māori. Most of you will already know Professor Durie as head of Te-Pūtahi-ā-Toi, the School of Māori Knowledge, where he will continue to retain a leadership role. I am sure you will agree he is an excellent choice to lead Māori advancement at the University.

I would also like to extend my thanks to Distinguished Professor Hingangaroa Smith for all his work in the role of DVC Māori and for continuing in an acting capacity until this appointment could be made.

Professor Smith will now be able to take up his new role as Massey's inaugural Te Toi Ihorei ki Pūrehuroa, a position for Māori scholars of distinction, which will see him continue to guide Massey on its journey to becoming Te Tiriti-led.

Massey is in an enviable position to now have two leaders of immense mana strengthening our aspirations for Māori advancement and I'm confident this will lead to positive change.

Professor Durie brings a wealth of experience to the role of DVC Māori. Prior to joining Massey to lead Te-Pūtahi-ā-Toi in 2017, he was a Hohua Tutengaehe Postdoctoral Fellow at the Health Research Council (HRC) and Kaihautū/Academic Director at Te Wānanga o Raukawa. He also a current member of the HRC Māori Health Committee.

Please join with me in congratulating Professor Durie on his appointment, which is effective immediately.

Ngā mihi,

Jan Thomas
Vic-Chancellor

• January 28 - Voice staff survey results

Ngā mihi mahana ki a koutou katoa

I would like to thank the more than 2200 Massey staff who participated in the staff survey last year, and who shared their ideas on what we can do better to make this University a great place to work and pursue our careers.

I deeply appreciate so many of you taking time to be part of this important conversation about what is important to you in relation to the University. The perceptions of staff are important as they have an impact on staff retention, engagement and organisational performance. The survey results will help inform decisions about the prioritisation and development of initiatives to improve the employment experience of staff.

Key areas that improved from our 2017 survey include:

- Staff development – up 7 percentage points
- Bullying is not tolerated in my department – up 6 percentage points
- Teaching is favourably regarded within my work unit – up 5 per cent
- Other units give my work unit good support – up 5 per cent
- Involvement – I am consulted before decisions that affect me – up 5 per cent

There is also some encouraging feedback about the quality of teamwork, confidence in the ability of co-workers, job satisfaction and workplace relationships. Staff reported being treated with respect:

- By their manager – 85 per cent (up by 4 percentage points)
- By co-workers – 88 per cent (up by 1 percentage point)

Key areas we must improve on were:

- Massey's performance – views about whether the way Massey is run have improved over the past year

- Internal communication – senior management need to be highly visible and communicate regularly and effectively with staff face-to-face. (A number of areas have bucked the trend and improved very significantly in this area and there are some lessons to be learned from these colleagues.)
- On the whole, our processes are not considered as efficient as they could be.

Some 83 per cent of staff reported having received feedback on the 2017 survey (10 per cent higher than the sector benchmark), but only 36 per cent felt there had been action at Massey resulting from that survey. There have been some significant developments over the past 12 months in relation to our internal communications, and as part of these developments we'll ensure you are kept closely informed about how we're improving our metrics this year.

More information about the survey and our results can be found [here](#)

Ngā mihi nui

Jan Thomas
Vice-Chancellor

• February 5 – Graduation | Whakapōtaetanga – Ceremony Dates 2020

Kia ora koutou

Graduation is a wonderful opportunity to recognise and celebrate the achievements of our students.

All academic, research and professional staff are invited to attend the ceremonies and participate in the public procession. A strong staff presence is encouraged as it reflects the value we place on student achievement and helps to ensure successful ceremonies.

Please save the following dates:

CEREMONIES	AUCKLAND	MANAWATŪ	WELLINGTON
Date	Tuesday 21 April to Thursday 23 April 2020 * Note additional ceremonies	Monday 11 May to Wednesday 13 May 2020 and Friday 20 November 2020 (change of date)	Thursday 28 May 2020
Venue	Bruce Mason Centre Takapuna Beach	Regent Theatre Palmerston North	Michael Fowler Centre Wellington
College details and start time	Ceremonies Auckland *	Ceremonies Manawatū	Ceremonies Wellington
Staff information	More information for staff is available, including ordering your academic dress, booking your seat on stage, Māori and Pasifika celebrations		

We look forward to you joining our graduates to celebrate their wonderful achievements.

Noho ora mai

Jan Thomas
Vice-Chancellor

- **February 10 - Honorary Awards Committee Call for Nominations**

Honorary Awards Committee Call for Nominations

As you will all be aware, Massey has deep and extensive connections with the communities we serve, through our excellent alumni network as well as through our longstanding research and teaching collaborations. One way in which we build and strengthen these connections is through the University's honorary awards, specifically our Honorary Doctorates, University Medals and Distinguished Alumni Awards. These suite of awards typically acknowledge outstanding individuals who we wish to honour for their achievements and these people will have a connection with or strong alignment to Massey.

The Honorary Awards Committee is chaired by the Vice-Chancellor, and comprises an external member, a PVC representative, the Provost and up to three members of Academic Board.

In addition to acknowledging outstanding individuals with strong connections to Massey, we also look to honouring those whose work and values strongly aligns with our own strategic ambitions and with whom we wish to build future relationships. I am mindful that we need to identify the very best people, both in Aotearoa New Zealand and further afield, to walk with us as we continue to build this great University.

A call for nominations is announced on a twice yearly basis in February and June.

Please refer to the [Regulations and Criteria](#) for the Conferring of Honorary Degrees and Professor Emerita Titles and the Awarding of Massey University Medals.

For further information or advice please contact the [Honorary Awards Committee Secretary](#).

Jan Thomas
Vice-Chancellor

Senior Leadership Team elogs

Below are the elogs that have been sent by SLT members to all staff over the reporting period.

- **December 12 - Applications for recognition for contributions of tikanga and/or te Reo Māori.**

From Alan Davis, Deputy Vice-Chancellor People and Culture



Kei ngā rau ringa o Te Kunenga ki Pūrehuroa, ngā kaitaunaki i te reo Māori me ōna tikanga, tēnā koutou katoa.

Massey is, again, going to be calling for endorsed applications for recognition for contributions of tikanga and/or te reo by staff who are required to do this over and above their core job.

We have recently negotiated with our University unions to make changes to the recognition provision and the criteria are currently being recalibrated by the Office of DVC Māori to reflect the broader approach to this important area in support of the University's strategy.

The recognition arrangement has changed from a minimum of \$2,500 gross to a range from a minimum of \$1,000 to a maximum of \$3,000 gross taxable. This is designed to encourage our people to grow in their expression of the te tiriti-led aspirations of Massey.

An invitation, together with a revised online application form, will be issued in the new year for staff with endorsement of their manager to put forward their contributions for acknowledge and recognition by the University by way of this discretionary payment.

Alan Davis
Deputy Vice-Chancellor People & Culture

- **January 29 - Update on coronavirus – advice to staff**

From Stuart Morriss, Deputy Vice-Chancellor Global Engagement



Tēnā koutou

Many of you are following the global situation regarding the coronavirus as the situation continues to evolve rapidly.

The New Zealand Government has decided coronavirus is a 'notifiable disease' – meaning officials have the power to quarantine people if required. No cases have been identified in New Zealand at this time. However, we are aware this could change at any time, and staff and student health and safety is our top priority.

The Ministry of Education has [issued advice to tertiary institutions](#) on the coronavirus, including encouraging us to err on the side of caution. The Ministry's advice is that anyone who may be at high risk of exposure because they have recently been to China or have been in close contact with someone confirmed with the virus should be encouraged to delay the start of their study or work for 14 days and voluntarily stay away from campus. We are encouraging our staff who may have been exposed to take note of this advice from the Ministry of Education and work from home if possible. If this is the case, please discuss this with your manager.

To help our staff, students and stakeholders with more information we have published a webpage with FAQs. This is being regularly updated and can be found [here](#). Our working group is also meeting daily to ensure we are doing everything we can about this issue.

If you receive any enquiries from students (in New Zealand or overseas) or from parents or other stakeholders in regard to potential impacts on enrolments, study, fees, travel, accommodation or other concerns resulting from the coronavirus situation, please direct them to our [website](#) or forward their query to contact@massey.ac.nz in the first instance.

Please note: As the situation is constantly evolving, all staff travel to China will need to be approved by the Vice-Chancellor until further notice.

If you suspect you are unwell, please call Healthline on 0800 611 116. For the most up to date information please visit the [Ministry of Health website](#).

The working group is still working through the logistics of how we can best handle this for our students, including following the advice from the Ministry of Education, and we hope to give an update for students in the coming days.

Thank you for your patience and attention while we work through this issue.

Ngā mihi

Stuart Morriss
Deputy Vice-Chancellor Global Engagement

• **January 31 – Digital Plus**

From Professor Giselle Byrnes, Provost



Tēnā koutou e hoa mā

Many of you have been asking about Digital Plus, following the Vice-Chancellor's recent email, which indicated I would soon circulate more details. I am now in a position to share further information about this initiative.

Digital Plus is a strategic concept designed to help Massey future-proof itself as an organisation. It consists of intentional and coordinated consolidation of Massey's academic offering, paired with an acceleration of world-class online learning and teaching. It represents an ambitious step-change for the way the University operates.

Digital Plus will help us remove unnecessary duplication of subjects and resources across our campuses and ensure Massey's academic offering is future-focused, sustainable and that we are making the most efficient use of precious publicly funded resources. It will also guide us towards a more purposeful and deliberate differentiation of our campuses.

Digital Plus essentially means removing duplication of face-to-face teaching at a subject level across more than one campus, aside from where enrolments (i.e. demand and infrastructure investment) warrant it. There will be one 'anchor' campus for each subject where the subject will be taught face-to-face, plus a world-class digital online offering.

The aim is to have academic staff who teach the same subject located on the same campus, but please be assured that any changes affecting staff in the future will go through a proper proposal for change consultation process.

Why Digital Plus? Essentially, the duplication of specialist or expensive facilities is not an efficient use of precious publicly funded resources. Digital Plus will allow Massey to save costs from unnecessary duplication and support an academic offering where our learning and teaching is more clearly aligned with our areas of research excellence. It will also strengthen those areas of research to ensure critical mass and best use of our resources, including infrastructure.

A greater focus on the consolidation of what we teach, and where, will allow significant additional resources to be allocated to fund further investment in teaching, research, enterprise and the commercialisation of research and enable Massey to offer a truly student-centred learning experience. We have a long and proud history of leadership in distance education and Digital Plus will allow Massey to maintain that competitive advantage.

Many of you will be aware that this work is already well underway. For the past two years, SLT has been investing in our internal capability development through 15 new dedicated roles in the digitisation team, based at the University's National Centre of Teaching and Learning. We have successfully refreshed many of our curricula and have established key partnerships, including with Wiley Online to redevelop the fully online Master of Business Administration.

You can read more about Digital Plus, the rationale for the concept, and FAQs on OneMassey here, and watch the video below.



Digital Plus is critical to future-proofing our University, accelerating our digital transformation and strengthening our research. As colleagues, you are an essential part of ensuring that it works and so I welcome your feedback about Digital Plus, which we are collating online here. My door is also open if you wish to discuss this in person and please know that I am listening to your feedback.

Ngā manaakitanga

Giselle

• **February 3 - Advice for staff on the coronavirus outbreak**

From Stuart Morriss, Deputy Vice-Chancellor Global Engagement



Kia ora koutou

I would like to update you on Massey University's response to the coronavirus outbreak – how this may impact you, and what we are doing to support you and our student community. This affects many of our international students, and we want to reassure everyone that we will do everything we can to help students continue with their studies through this time.

Travel restrictions

As you know, the New Zealand Government announced temporary travel restrictions on travellers coming from or through mainland China, effective from today for two weeks. The Government is reviewing this position every 48 hours. This affects foreign travellers who leave or transit through mainland China. New Zealand citizens and permanent residents returning to New Zealand will still be able to enter, as will their immediate family members, however they will be required to self-isolate for 14 days on arrival back in the country.

Voluntary self-isolation advice

As per Ministry of Health advice, last week we advised all students and staff who may have been at risk of exposure because they have recently been to China, or have been in close contact with someone confirmed with coronavirus, to delay the start of their study or work year for 14 days and voluntarily stay away. Please visit [this link](#) for more information about self-isolation. Again, we are encouraging our staff who may have been exposed to take note of this advice and work from home if possible. If this is the case, please discuss this with your manager.

Support for international and domestic students

We are supporting our international students affected by travel restrictions to continue their studies with us with as little disruption as possible. Massey University has world-class distance learning facilities, and many will be able to continue to study off-campus. We want to strongly encourage students to continue with their enrolment so we can help them make arrangements. Please help us in getting this message across to any students you talk to who may be affected.

We also want to reassure our staff and students in New Zealand that we are following Ministry of Health guidelines to keep everyone on our campuses safe. The safety and wellbeing of all our staff and students is our top priority and we are committed to supporting all you through this time.

Staff travel to China

The Ministry of Foreign Affairs and Trade (MFAT) has advised New Zealanders to avoid non-essential travel to China. Because of the change in travel risk rating, staff planning travel to China will require the approval of their SLT manager and the Vice-Chancellor. For information on the high-risk travel approval process, please view the information here.

SLT members and Heads of Schools and Departments are liaising with travellers who have already booked travel to affected areas where new restrictions are in place.

Ongoing updates

We will continue to keep you informed and will give updates as soon as we can.

We have FAQs to answer queries and concerns on multiple impacts of the coronavirus situation on teaching, learning, exams and more, available on Staffroom/OneMassey from tomorrow.

Our website has FAQs to help international and domestic students and we are posting regular updates to our social media channels, including WeChat (search for MasseyUniversityNZ or “新西兰梅西大学”) and Weibo.

If you have specific concerns, or you receive calls or messages from concerned students or parents, please urgently refer them to the National Contact Centre, either via email contact@massey.ac.nz or phone: 0800 MASSEY (0800 627 739) or +64 6 350 5701.

Ngā manaakitanga,

Stuart

Stuart Morriss
Deputy Vice-Chancellor Global Engagement

• **February 14 - Coronavirus update for staff.**

From Stuart Morriss, Deputy Vice-Chancellor Global Engagement

Tēnā koutou katoa,

Orientation Week is always an exciting time as we welcome our students for Semester One. It's also an incredibly busy period for staff and I want to acknowledge the extra challenges this year that have resulted from the COVID-19 coronavirus outbreak, which is no doubt on everyone's minds.

First of all, I wish to thank everybody for the extra effort you have put in since the Government announced its travel restrictions from China. An enormous amount of work has happened behind the scenes to support our affected students, while also ensuring the safety and wellbeing of staff and students on our campuses.

I would like to give you an update on everything the University is doing to prepare for the start of Semester One in light of the COVID-19 situation.

Health and safety on campus

The health, safety and wellbeing of our staff and students is our top priority, so we are strictly adhering to Ministry of Health guidelines to keep everyone on our campus safe.

We have been very clear with those considered to be at risk of exposure to COVID-19. They have been asked to self-isolate for 14 days and we are facilitating this for any students in our student accommodation. The Government's travel restrictions, which came into effect on February 3, also means international students from China will have been in New Zealand for longer than the Ministry of Health's recommended self-isolation period.

The University has a Pandemic Response Plan that follows guidance provided by both the Ministry of Education and the Ministry of Health and, at all stages, our actions will reflect the advice provided by these official authorities. Current official guidance places no restrictions on public gatherings and does not impact upon our approach to learning and teaching in person, or via distance.

This may change if circumstances change – we are closely monitoring the situation and you can be assured we will respond to any changes in official guidance as the situation develops.

Supporting affected students in China

We have identified and contacted approximately 1700 students in China who are unable to travel to New Zealand to commence their studies. Staff across the whole of the university have been working incredibly hard to enable as many affected students as possible to begin their studies via distance learning. This has required discussions with Chinese education authorities, flexibility and a tremendous amount of willingness of both academic and professional staff to enable adjustments to courses, a communications programme to contact and support these students, and technical work to improve access to Stream in China.

Many of these students will be anxious about studying online and will require additional support when Semester One starts. I would like to thank you in advance for this very important work and I know you will make all our students – whether online or on campus – feel welcome and safe.

The University has established two web pages to keep everyone up to date on the COVID-19 situation and I suggest you bookmark these for future reference:

- Advice on coronavirus outbreak – this is a public page to keep our learning community informed with the latest in information. It includes links to comprehensive FAQs for students.
- Coronavirus FAQs for staff – this is an internal page specifically for staff that includes information about health and safety, travel procedures and Stream support for offshore students.

Ngā mihi

Stuart Morriss

Deputy Vice-Chancellor Global Engagement

February 19 – Digital Transformation update

From Professor Giselle Byrnes, Provost



Tēnā koutou e hoa mā

I am today updating you on the [‘Activate’](#) programme, which consists of redesigning our course offerings to become digitally enabled – part of the Digital Plus principle of Massey offering world-class online learning.

Activate is part of the University’s [Digital Transformation](#) strategic initiative, which has been under way since September 2018.

Under the guidance of the Senior Leadership Team, we have been investing considerably in our internal digital capability development through 15 new dedicated roles in the digitisation team.

Based at the University’s National Centre of Teaching and Learning and led by Director, Digital Innovation Jean Jacoby, the team is working closely with academic staff to redesign our online offerings – and the results are already speaking for themselves.

Examples of the Digital Innovation team’s success to date include our partnership with Wiley Online to develop a fully online Master of Business Administration, and the work advanced on redesigning the Bachelor of Social Work and the Master of Clinical Practice (Nursing) to develop a digitally enhanced curriculum. By embedding digital transformation into the curriculum design process, we can ensure that this work is completed in a pedagogically sound, sustainable and evidence-based manner.

Our redesigned courses will be designed to accommodate enrolment growth without additional resources as digital technologies will be used to not only enhance the student experience but also to support more time-effective teaching practices and manage staff workloads. To date, staff from seven programmes are participating in a fully supported curriculum design process, and staff from more than

70 courses have either participated in intensive course design workshops or had a detailed review of their course design and delivery.

The team has also been collaborating with the Library on developing a digital literacies framework for staff and students; this is due to be completed later this year.

Massey's academic staff will benefit from Activate, as they will be supported through programmes of professional development with a focus on pedagogical good practice, active and technology-enhanced learning and curriculum design.

Massey University has a long and proud history of leadership in distance education and the Activate programme, in advancing our agenda around Digital Plus will allow our University to maintain this important competitive advantage.

As I have recently shared with you, Digital Plus is a strategic concept critical to future-proofing our University, advancing our digital transformation and strengthening our research. Please take the time to find out more about the Activate project [here](#). As always, I welcome your feedback and your views about this work.

Ngā mihi nui

Professor Giselle Byrnes
Provost

DATE:	5 March 2020
AUTHOR:	Vice-Chancellor, Professor Jan Thomas
SUBJECT:	STRATEGY IN ACTION

Recommendations

- That Council note the Strategy in Action paper.

Ngā Kēte O Te Wananga – Research | Hei Arataki – Civic Leadership

Ground-breaking research at the interface of public health and wildlife conservation

It is currently abundantly clear why Professor David Hayman's research into why and how novel, globally important pathogens emerge and cause disease is so important.

COVID-19 (novel coronavirus) has gripped the world since its outbreak in Wuhan, China in December 2019. From Chinese resident lockdowns to travel restrictions and the flow-on effects to New Zealand businesses and tertiary institutions, the outbreak continues to cause significant disruption and widespread concern.



As news of the outbreak began to spread, the world turned its attention to scientists and academics to better understand where the virus may have come from, how it may have been spread and the possible consequences.

Group Leader Academic at the School of Veterinary Science, Professor David Hayman, quickly became a source of expert commentary for New Zealand media, including *Radio New Zealand*, *Stuff*, *Newsroom*, *Newshub*, and the *New Zealand Herald*.

Professor Hayman was able to explain how the deadly COVID-19 jumped from animals to humans inside the Huanan Seafood Wholesale Market in the heart of Wuhan's city centre, as well as the steps required to reduce the likelihood of diseases making this jump in the future.

Professor Hayman's research uses multidisciplinary approaches (including molecular, serological, quantitative and phylogenetic techniques) to address how infectious diseases are maintained within their hosts, and how the process of emergence occurs. His research interests also include how ecological degradation and anthropogenic changes lead to increased pathogen emergence in

humans and animals – and how multidisciplinary research can improve both human and ecological health.

Professor Hayman was awarded a highly sought-after Rutherford Discovery Fellowship in recognition of his work, which has involved studying some of the world's most deadly pathogens to humans, including the Ebola virus.

His projects include using thermal imaging surveillance cameras to monitor long-term hibernation behaviours of bats, and research that determined Ebola virus emergence was linked to the clearing of animal habitat through deforestation in West and Central Africa.

More recently, his research has had an impact much closer to home. Along with other colleagues at Massey University, Professor Hayman has provided expertise to the Ministry of Health around vaccines, epidemiology and infection that informed the Government's recent announcement of a supplementary measles immunisation plan.

The plan will see hundreds of thousands of young people who are not fully protected against measles offered vaccinations against the deadly disease for free. Schools and marae will help deliver the vaccines, with an emphasis on those aged 15-29.

DATE:	5 March 2020
AUTHOR:	Jodie Banner, Director Governance and Assurance
SUBJECT:	REVIEW OF COUNCIL COMMITTEE TERMS OF REFERENCE

Recommendations

- That the Finance and Assurance Committee Terms of Reference for 2020 year be approved.
- That the People and Culture Committee Terms of Reference for the 2020 year be approved.

Purpose

To seek approval for the Finance and Assurance Committee Terms of Reference for 2020 and the People and Culture Committee Terms of Reference for 2020.

Background

The Finance and Assurance Committee Terms of Reference is provided to Council for re-approval with no proposed amendments.

The People and Culture Committee reviewed its Terms of Reference at its inaugural 23 January 2020 meeting and proposed amendments are noted as tracked changes in the attached document.

Supporting Documentation

- Please refer to Finance and Assurance Committee 2020 Terms of Reference
- Please refer to People and Culture Committee 2020 Terms of Reference

FINANCE AND ASSURANCE COMMITTEE TERMS OF REFERENCE

1. Constitution

The Finance and Assurance Committee (Committee) shall be a committee of the Council established by the Council.

2. Objectives

The objective of the Committee is to support Council in discharging its responsibilities for ensuring the quality and integrity of the financial management and assurance requirements of the University. It will have governance oversight on strategic matters in relation to forward financial planning and forecasting and on the financial planning and strategy, financial control and integrity, financial reporting and the monitoring of performance.

To this end the Committee will receive regular reports on and make recommendations to Council.

3. Responsibilities

The responsibilities of the Finance and Assurance Committee are primarily forward-looking governance oversight in order to report on finance and assurance matters to Council. Specific responsibilities include governance oversight of:

- (a) The financial strategy of the University, including the alignment of budgets and major resource allocation decisions with the strategic plan.
- (b) The performance of the University, including
 - Projections of the financial performance of the University over three year and longer horizons;
 - The annual budget (including projections of operating performance, capital expenditure and cash flows) and its alignment with projections of financial performance;
 - Financial and performance reporting, including the format of and timetable for such reporting;
 - The annual external audit of annual reports and financial statements of the University Group and of the individual subsidiaries of the University; and
 - Review and report to Council on compliance with financial covenants.
- (c) Strategy in relation to the assets and liabilities of the University, including governance responsibilities pertaining to:

- Strategies for the management of the balance sheet position of the University;
 - Business cases for all major investment and divestment decisions, including cash flow and operating expenditure implications of the investment/divestment The financing and management structure of all major capital investment projects;The performance including financial performance of subsidiaries of the University;
 - Treasury management including interest rate and forex exposures; and
 - Post completions reviews of final projects.
- (d) Annual insurance renewal.
- (e) To provide governance oversight of the legislative compliance requirements of the university.
- (f) To approve the appointment and exit of the external auditors and other assurance providers including their fees, timetables for efficient completion of the engagements, the monitoring of management's responses, the implementation of the assurance providers' findings and review the annual audit plan with external auditors.
- (g) To review external audit findings and the annual financial statements.
- (h) To review the accounting and asset management policies.
- (i) To agree the other assurance providers' programme (s), review the findings of other assurance providers' and to monitor management's response and implementation corrective actions.
- (j) To review the activities and performance of all assurance providers.
- (k) To be accessible as necessary with the office of the Auditor-General.

4. Authority

The Committee is a committee of Council and shall have no authority independent of the functions delegated to it by Council. The conclusions and pronouncements of the Committee shall not relieve the Council from any of its responsibilities, apart from those delegated to the Committee by Council.

The Committee is authorised by the Council to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any University employee who will be directed to co-operate with any request made by the Committee.

With the prior approval of the Council, the Committee is authorised Council to obtain, at the expense of the University, outside legal or other independent professional advice and to arrange for the attendance at meetings, at the expense of the University, of outside parties with relevant experience and expertise if it considers this necessary.

5. Membership

The number of members of the Committee shall be not less than seven, all of whom shall be members of Council, at least one of whom shall be a staff member or a student member on Council. The Chair and the members of the Committee will be appointed annually by Council.

The membership of the Committee shall be:

- Chancellor
- Vice-Chancellor
- Not less than five (5) Council members including one (1) staff member or student member.

In Attendance:

- Deputy Vice-Chancellor Finance and Technology (DVCF&T)
- Chief Financial Officer (as required by the DVCF&T)
- Deputy Vice-Chancellor People and Culture (DVCP&C)
- Director Risk and Assurance
- Manager – Strategy and Research (as required by the DVCF&T)
- Finance and Assurance Committee Secretary

6. Secretarial and Meetings

The secretary of the Committee shall be appointed by the Council.

A quorum of members of the Committee shall be the majority of the members of the Committee then holding office. The Committee may have in attendance such other persons as it considers necessary to provide appropriate information and explanations.

Meetings shall be held not less than four times a year having regard to the financial strategy cycle. Any member of the Committee may, through the Chair or Secretary, request a meeting at any time if they consider it necessary.

7. Reporting Procedures

The Committee shall maintain direct lines of communication with the Chancellor, Vice-Chancellor and the Deputy Vice-Chancellor Finance and Technology (DVCF&T).

The Vice-Chancellor, and the DVCF&T through the Vice-Chancellor, shall be responsible for drawing to the Committee's immediate attention any material matter that relates to the financial strategy or assurance requirements of the University.

The draft minutes of all Committee meetings shall be circulated to members of the Committee as soon as possible following any Committee meeting and thereafter to the Council.

After each Committee meeting the Chair shall report the Committee's business to the Council at the next Council meeting following the Committee meeting.

8. Review of the Committee

The Committee shall undertake an annual review of its responsibilities and activities and report to Council on this review.

MASSEY UNIVERSITY COUNCIL

PEOPLE AND CULTURE COMMITTEE

TERMS OF REFERENCE 2020

1. Constitution

The People and Culture Committee shall be a committee of the Massey University Council established by the Council.

2. Objectives

The objective of the Committee is to assist the Council in discharging its employer responsibilities in respect of the Vice-Chancellor, under the contract of employment of the Vice-Chancellor and section 180(1)(a) of the Education Act 1989.

3. The responsibilities of the Committee are:

- (a) To make a recommendation to Council regarding annual performance agreements;
- (b) To review the performance of the Vice-Chancellor at least annually or otherwise, and to make a recommendation to Council;
- (c) To review the remuneration of the Vice-Chancellor annually or otherwise in accordance with any employment contract, and to make a recommendation to Council;
- (d) To examine any other matters referred to it by the Council as it considers in the interest of the University;
- ~~(d)(e)~~ To ensure that Council, in respect of Health, Safety and Wellbeing matters, gives effect to its obligations and provides advice on those obligations as required.
- (e) From time to time the Committee shall consider succession planning for the Vice-Chancellor.

4. Authority

The Committee acknowledges that the Vice-Chancellor is the employer of staff and that Council's role is to support the Vice-Chancellor to discharge her responsibilities.

The Committee is authorised by the Council to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee and all employees will be directed to co-operate with any request made by the Committee.

The committee is authorised by the Council to obtain, at the expense of the institution, outside legal or other independent professional advice and to arrange for the attendance at meetings, at the expense of the institution, of outside parties with relevant experience and expertise if it considers this necessary.

5. Review of the Committee

The Committee shall undertake an annual self-review of its objectives and responsibilities. Such objectives and responsibilities shall also be reviewed by the Council, the Vice-Chancellor and any other person the Council considers appropriate.

6. Secretarial and Meetings

The secretary of the Committee shall be appointed by the Council.

A quorum of members of the Committee shall be three (3).

The Committee may have in attendance such members of management and such other persons as it considers necessary to provide appropriate information and explanations.

Reasonable notice of meetings and business to be conducted shall be given to the members of the committee, and others invited to attend.

Minutes of all meetings shall be kept.

The committee may meet as and when required to address escalating/emerging people issues.

An appropriate whakatauakī will be said at the commencement of each meeting.

7. Reporting procedures

As required under the Committee's responsibilities, the chairperson shall report the committee's findings and recommendations to the Council.

8. Membership

The membership of the Committee shall be:

The Chancellor

The Pro-Chancellor

Up to three (3) but no less than two (2) lay Members of Council appointed on an annual basis.

Council shall appoint the two or three lay members of Council for one-year terms on the recommendation of the Chancellor.

~~The Chairperson of the Committee shall be elected by the Committee on an annual basis but shall not be the Chancellor.~~
The Chair and the members of the Committee will be appointed annually by Council.

DATE:	5 March 2020
AUTHOR:	DVC Finance and Technology, Cathy Magiannis
SUBJECT:	DELEGATION TO SIGN LETTER OF REPRESENTATION & 2019 ANNUAL REPORT TIMELINE

Recommendations

It is recommended that Council:

- Delegates the authority to sign the letter of representation for the year ended 31 December 2019 to the Chancellor, Vice-Chancellor and Chief Financial Officer; and
- Notes the timeline in relation to the finalisation and approval of the 2019 annual report.

Purpose

The purpose of this paper is to seek Council's delegation of the authority to sign the letter of representation for the year ended 31 December 2019 to the Chancellor, Vice-Chancellor and Chief Financial Officer.

In addition, the timeline for finalisation and approval of the 2019 Annual Report has been included in this paper.

Letter of Representation

The responsibility for signing the letter of representation to the auditors, in relation to the Annual Financial Statements and Statement of Service Performance (SSP) lies with those charged with governance, being the Council.

It is proposed that the letter of representation is signed by the Chancellor, Vice-Chancellor and Chief Financial Officer. Accordingly, the delegated authority of Council is being sought. Note this is consistent with prior years.

A draft copy of the letter of representation has been attached to this paper. However, it is likely the format of this letter will change prior to 9 April 2020. In particular there may be additional paragraphs included in relation the Statement of Service Performance and the Holiday's Act Compliance Provision. A copy of the final letter of representation will be circulated to Council ahead of the Finance and Assurance Committee of Council (FAC) meeting so any issues may also be raised with the Chair of the FAC prior to the meeting.

2019 Annual Report Timeline

DATE	ACTIVITY
5 March 2020 ¹	Final draft Chancellor and Vice-Chancellor reports completed and available for review
5 March 2020	Council delegate the signing of the representation letter to Chancellor, Vice-Chancellor and Chief Financial Officer
Feb 2020 to 26 March 2020	Drafts of component parts of the annual report circulated to the Chair of FAC and feedback considered
12 March 2020	Final approval of Chancellor and Vice-Chancellor report
26 March 2020	Massey University Group 2019 annual report and individual subsidiary financial statements provided to the Chair of FAC for review / comment
26 March 2020 ²	Annual report circulated to all Council members for feedback / comment
27 March 2020	Chair of the Finance and Assurance Committee (FAC) to meet with Audit New Zealand to discuss audit and the auditor's final report
9 April 2020	FAC will meet, consider the annual report and provide recommendation for Council to approve the annual report
15 April 2020 ³	Formal approval (via eballot) of the annual report from Council. Annual Report signed by Chancellor and Vice-Chancellor

¹The Chancellor and Vice Chancellor's reports have been drafted and initial reviews completed. They are currently undergoing review by the proof-reader.

²Council will be provided 5 working days to provide comments and feedback to the Council Secretary. The timing of this feedback is critical to ensuring the annual report is ready for endorsement at the FAC meeting on 9 April 2020.

³ Note 15 April 2020 is the next working day after 9 April 2020 due to the Easter break

The timetable has been agreed internally with management, FAC and the external auditors.

Supporting documents

Draft Letter of Representation for the year ended 31 December 2019

15 April 2020

Clint Ramoo
Director
Audit New Zealand
PO Box 99
Wellington

Dear Clint

Representation letter for the year ended 31 December 2019

This representation letter is provided in connection with your audit, carried out on behalf of the Auditor-General, of the financial statements and statement of performance, for the year ended 31 December 2019 of:

- Massey University; and
- the group, comprising Massey University and its controlled entities.

The purpose of the audit is to express an independent opinion about whether:

- The financial statements:
 - present fairly, in all material respects:
 - the financial position as at 31 December 2019; and
 - the financial performance and cash flows for the year then ended; and
 - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Standards.

The statement of performance:

- presents fairly, in all material respects, the performance for the year ended 31 December 2019, including:
 - the service performance achievements measured against the forecast outcomes described in the investment plan for the financial year; and

- complies with generally accepted accounting practice in New Zealand.

We understand that your audit was carried out in accordance with the Auditing Standards issued by the Auditor-General, which incorporate the International Standards on Auditing (New Zealand).

General representations

To the best of our knowledge and belief:

- the resources, activities, and entities under our control have been operating effectively and efficiently;
- we have complied with our statutory obligations including laws, regulations, and contractual requirements;
- we have carried out our decisions and actions with due regard to minimising waste;
- we have met Parliament's and the public's expectations of appropriate standards of behaviour in the public sector (that is, we have carried out our decisions and actions with due regard to probity); and
- any decisions or actions have been taken with due regard to financial prudence.

We also acknowledge that we have responsibility for designing, implementing, and maintaining internal control (to the extent that is reasonably practical given the size of Massey University and group) to prevent and detect fraud.

Representations on the financial statements and the statement of service performance

We confirm that all transactions have been recorded in the accounting records and are reflected in the financial statements and statement of service performance, and that, to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves:

- we have fulfilled our responsibilities for preparing and presenting the financial statements and the statement of service performance as required by the Crown Entities Act 2004 and the Education Act 1989 and, in particular, that:
 - the financial statements:
 - present fairly, in all material respects:
 - the financial position of Massey University and group as at 31 December 2019; and

- the financial performance and cash flows for the year then ended; and
 - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Standards.
- the statement of performance:
 - presents fairly, in all material respects, the performance for the year ended 31 December 2019, including:
 - the service performance achievements measured against the forecast outcomes described in the investment plan for the financial year.
 - complies with generally accepted accounting practice in New Zealand.
- we believe the significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable;
- we have appropriately accounted for and disclosed the related party relationships and transactions in the financial statements;
- we have adjusted or disclosed all events subsequent to 31 December 2019 that require adjustment or disclosure;
- we believe the effects of uncorrected misstatements are immaterial, both individually and in the aggregate, to the financial statements and statement of service performance as a whole;
- we believe the effects of uncorrected disclosure deficiencies, including both omitted and incomplete disclosures, are quantitatively and qualitatively immaterial, both individually and in aggregate, to the financial statements as a whole.
- we have disclosed all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements. Where applicable, such litigation and claims have been accounted for and disclosed in accordance with Public Benefit Entity Standards.

Representations about the provision of information

We confirm that, to the best of our knowledge and belief, having made such enquiries as we considered necessary for the purpose of appropriately informing ourselves:

- we have provided you with:
 - all information, such as records and documentation, and other matters that are relevant to preparing and presenting the financial statements and the statement of service performance; and

- unrestricted access to persons within the entity and group from whom you determined it necessary to obtain audit evidence.
- we have disclosed to you the results of our assessment of the risk that the financial statements and statement of service performance may be materially misstated as a result of fraud;
- we have disclosed to you all information in relation to fraud or suspected fraud that we are aware of and that affects the entity and group and involves:
 - management;
 - employees who have significant roles in internal control; or
 - others where the fraud could have a material effect on the financial statements and the statement of performance.
- we have disclosed to you all information in relation to allegations of fraud, or suspected fraud, affecting the entity and group's financial statements and statement of service performance communicated by employees, former employees, analysts, regulators, or others;
- we have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing financial statements and the statement of service performance;
- we have provided you with all the other documents ("other information") which will accompany the financial statements and the performance information which are consistent with one another, and the other information does not contain any material misstatements.
- we have disclosed the identity of the related parties, all of their relationships, and all of their transactions of which we are aware.

Going concern basis of accounting

- We confirm that, to the best of our knowledge and belief, Massey University and group has adequate resources to continue operations at its current level for the foreseeable future. For this reason, the Council continues to adopt the going concern basis of accounting in preparing the financial statements and the statement of service performance for the year ended 31 December 2019. We have reached this conclusion after making enquiries and having regard to circumstances that we consider likely to affect Massey University and group during the period of one year from 15 April 2020, and to circumstances that we know will occur after that date which could affect the validity of the going concern basis of accounting.
- We consider that the financial statements and the statement of service performance adequately disclose the circumstances, and any uncertainties, surrounding the adoption of the going concern basis of accounting by Massey University and group.

- Throughout the year, Massey University and group has complied with the requirements of its banking arrangements, debenture trust deeds, or negative pledge agreements, including those relating to its net tangible assets ratios.

Publication of the financial statements and statement of service performance and related audit report on a website

- The Council accepts that it is responsible for the electronic presentation of the audited financial statements and statement of service performance.
- The electronic version of the audited financial statements and statement of service performance and the related audit report presented on the website are the same as the final signed version of the audited financial statements and statement of service performance and audit report.
- We have clearly differentiated between audited and unaudited information on the website and understand the risk of potential misrepresentation without appropriate controls.
- We have assessed the security controls over audited financial and performance information and the related audit report, and are satisfied that procedures are adequate to ensure the integrity of the information provided.
- Where the audit report on the full financial statements and statement of service performance is provided on a website, the financial statements and statement of service performance are also provided in full.

Sign-off on these representations

- The representations in this letter are made at your request, and to supplement information obtained by you from the records of Massey University and group and to confirm information given to you orally.

Yours sincerely

Michael Ahie
Chancellor

Jan Thomas
Vice-Chancellor

Carolyn Dimond
Chief Financial Officer

DATE:	5 March 2020
AUTHOR:	DVC Students & Alumni, Tere McGonagle-Daly
SUBJECT:	STUDENT FEES SETTING PROCESS AND PRINCIPALS

Recommendations

It is recommended that Council members:

- Note the process and timeline for setting international and domestic fees for 2021; and
- approve the principles for setting of fees for 2021.

Background

The process for setting 2021 fees for domestic and international students will follow a similar path to previous years with updated actions from prior year learning and for any changes to Government and University policies. For 2021 this will include the impact, if any, of Government's Fee Free policy 2021 and beyond. The timelines for the process are:

- Principles for setting fees to be approved by Council at their 05 March 2020 meeting.
- A combined International and Domestic Fees recommendation paper to the SLT for consideration at their meeting of 08 April 2020 and agreement to forward to Council for approval at their 07 May 2020 meeting.

Student representatives and key University stakeholders will be engaged with as part of the fee setting process.

Principles

Fee setting for 2021 is to be guided by the following principles. These are largely unchanged from previous years with the exception of principle (e) which has been revised to better reflect the University's intentions regarding student inclusion and student voice and in response to feedback received from Student Association Presidents in previous years that they do not feel able to represent the views of all Massey students and recommend a wider consultation approach.

- Fees set are aligned with the advancement of University strategy;
- The reasons for, and benefits to be gained by Students and the University from, increases in fees will be the central driver to any fee increases;
- The University's market position, including relativity of fees with NZ and relevant Australian universities, will be considered in the setting of fees.

- d) Annual Maximum Fee Movement (AMFM) policies for 2021 may limit domestic fee changes. Exemption applications may be sought for some programmes or courses;
- e) Student consultation will be part of the preparation of 2021 fee recommendations including consultation with Students' Associations and engagement with the wider student body using electronic and face to face engagement opportunities;
- f) Consideration will be given to the impact of fees on student affordability and well-being, including the opportunity for the setting of fees support student well-being and success;
- g) Fees will be set in accordance with all current Government policy;
- h) The rationale for the fees set will be transparent and endeavour to demonstrate value to learners; and
- i) The process of fee setting will recognise that there are differential costs and potential benefits to the individual and the University for different types of courses. Therefore, changes to fees may be differentiated by course, discipline, location or mode of study.

Consultation

The principles for fee-setting for 2021 have been reviewed and confirmed by the Massey University Fees Working Group (FWG).

DATE:	5 March 2020
AUTHOR:	DVC Finance and Technology, Cathy Magiannis
SUBJECT:	DECEMBER 2019 MONTH END FINANCE REPORT – PART I

Recommendations

It is recommended that the Council notes the contents of this cover paper and the attached un-audited finance report for the year ended 31 December 2019.

Purpose

This report summarises the un-audited financial results for Massey University (the University) for the twelve months ended 31 December 2019. It should be noted that the FY 2019 actual results for some of the University controlled entities were not initially available at the time of producing the month end report. However, provisional group results for all entities except for MUF have been included below to facilitate discussion. Actual un-audited results from those controlled entities have subsequently been received and the changes are immaterial. The group results therefore have not been adjusted. MUF unaudited results for the year ended 31 December 2019 were received and included in the group results.

Key Highlights of the Finance Report

Comments below are in relation to the financial performance and financial position of the University unless stated otherwise.

Income Statement

The University's FY 2019 operating surplus before exceptional / one off items of \$16.0m (3.0% of income) was \$0.1m below budget. Exceptional / one off items listed in the table below (\$17.7m) resulted in a University's net result of \$1.7m deficit. Items worth \$5.2m out of these were related to an un-budgeted transfer of trust funds (\$2.7m) from University to MUF, and a delay in the University receiving Refectory building grant (\$2.5m) from MUF which was included in the FY2019 University budget. While these group transactions had an impact on the financial performance of the University, they did not affect the overall group results.

Description	Amount \$m	Surplus / (Deficit) %
Surplus before exceptional items	16.0	3.0%
SAC funding not able to be recovered*	1.0	

Holiday Act Payment Provision (estimate)	4.0	
Staff Retirement Leave Liability Valuation	4.6	
Voluntary Cessations	2.9	
Refectory Building Grant Delay**	2.5	
Surplus after exceptional items but before trust funds transferred to MUF	1.0	0.2%
Trust funds transferred to MUF**	2.7	
Net Deficit	(1.7)	(0.3%)

*On 24 September 2019, TEC agreed to increase University's 2019 SAC funding baseline by \$1.5m. Maximum SAC funding continues to be capped at 102% of the revised baseline. FY SAC enrolments are 102.6% of the revised baseline as per December 2019 SDR, leaving \$1.0m of SAC funding not able to be recovered.

The University's 2019 operating surplus, before transfer of trust funds, was \$1.0m (0.2% surplus on income) which was below 2019 budget by \$15.1m.

- Income

Total FY income of \$538.9m was \$22.6m above budget. This was mainly due to higher student fees from a strong domestic intake and increase in external research income.

- Expenses

Total YTD expenses of \$537.9m were \$37.8m above budget. This was mainly due to the additional staff related cost associated with increased teaching and external research activity, multiple one-off staff related expenses and a greater increase in the actuarial valuation of staff retirement gratuity liability due to lower than expected interest rates.

Provisional Group Result

FY 2019 provisional group results submitted by the controlled entities (excluding MUF) are included in the table below. MUF's un-audited actual FY 2019 results have been included in this table.

Description	University \$m	MUF \$m	Rest of the Group \$m	Consol. Group \$m
Total income	538.9	9.5	2.6	551.0
Total expenses (Excluding Trust funds transferred)	(537.9)	(3.1)	(1.0)	(542.0)

Surplus before trust funds transferred to MUF	1.0	6.4	1.6	9.0
Surplus %	0.2%			1.6%
Trust funds transferred from University to MUF	(2.7)	2.7	-	-
(Deficit)/Surplus	(1.7)	9.1	1.6	9.0
(Deficit)/Surplus %	(0.3%)			1.6%

The draft group surplus of \$9.0m was \$6.6m behind budget. The unfavourable variance consists of a \$12.5m shortfall in the University contribution due to the exceptional items, excluding group transactions, partially offset by a higher than expected contribution from MUF due to increased donations and improvements in capital markets and a gain from the sale of an investment by MVL.

Balance Sheet

The University's balance sheet continues to be strong. Net equity as at 31 December 2019 was \$17.8m behind budget mainly due to one-off staff related expenses and the staff retirement gratuity liability being valued at a higher amount than anticipated.

Statement of Cash Flows

Opening cash was \$10.4m above budget with higher than expected funds invested in short term investments at the beginning of 2019. The FY cash balance was \$20.4m, \$19.1m below budget, mainly due to higher than budgeted investments in term deposits not classified as cash equivalents.

KPIs

All KPIs were in compliance with targets as at 31 December 2019.

Supporting Information/Documentation

- December 2019 Finance Report Part I
- List of acronyms

MASSEY UNIVERSITY GROUP FINANCIAL RESULTS
INCOME STATEMENT, BALANCE SHEET AND STATEMENT OF CASH
FLOW (UN-AUDITED)
FOR THE YEAR ENDED 31 DECEMBER 2019

INCOME STATEMENT	UNIVERSITY		
	FY ACTUAL (\$000)	FY BUDGET (\$000)	FY VAR (ACT TO BUD) (\$000)
Government Grants	199,211	198,698	513 ✓
Student Fees	196,792	191,366	5,426 ✓
Interest Income	5,051	4,302	749 ✓
Other Income	136,511	118,244	18,267 ✓
Trust Income	1,356	3,676	(2,320) ✗
Total Income	538,921	516,286	22,635 ✓
Staff Related Expenses	316,475	298,334	(18,141) ✗
Other Direct Expenses	159,657	141,314	(18,343) ✗
Depreciation	60,992	59,569	(1,423) ✗
Trust Expenses	868	941	73 ✓
Total Expenses	537,992	500,158	(37,834) ✗
Operating Surplus before Un-budgeted Group Transfer	929	16,128	(15,199) ✗
Trust Funds Transferred To MUF	(2,655)	-	(2,655) ✗
Operating Surplus	(1,726)	16,128	(17,854) ✗

BALANCE SHEET	UNIVERSITY		
	FY ACTUAL (\$000)	FY BUDGET (\$000)	FY VAR (ACT TO BUD) (\$000)
Current Assets	262,754	134,460	128,294 ✓
Non-Current Assets	1,250,539	1,306,471	(55,932) ✗
Current Liabilities	232,467	151,094	(81,373) ✗
Non-Current Liabilities	49,689	40,915	(8,774) ✗
Net Assets	1,231,137	1,248,922	(17,785) ✗
Equity	1,231,137	1,248,922	(17,785) ✗

STATEMENT OF CASHFLOW	UNIVERSITY		
	FY ACTUAL (\$000)	FY BUDGET (\$000)	FY VAR (ACT TO BUD) (\$000)
Cash At Beginning	42,240	31,850	10,390 ✓
Net From Operating Activities	73,840	76,400	(2,560) ✗
Net From Investing Activities	(95,718)	(68,757)	(26,961) ✗
Net From Financing Activities	-	-	- ✓
Net Cash flow	(21,878)	7,643	(29,521) ✗
Net Foreign Exchange	46	-	46 ✓
Cash At End	20,408	39,493	(19,085) ✗

Group KPIs	
KPIs	Compliance FY ACTUAL
Tertiary Education Commission (TEC) *	✓
TEC Borrowing consent - Monitoring Level	✓
TEC Borrowing consent - Breach Level	✓
BNZ Negative pledge	✓
Non TEC	✓

Key	
✓	>= (\$500k)
✗	<(\$500k)

Appendix 1. Acronyms for Massey Group Entities and University Reporting Lines

Massey Group Entities

MU	Massey University
MUF	Massey University Foundation Trust
MVL	Massey Ventures Limited
MGL	Massey Global Limited
ALPP	Applied Leadership in Professional Practice

Massey University Reporting Lines

MBS	Massey Business School
CoCA	College of Creative Arts
CoHSS	College of Humanities and Social Sciences
CoH	College of Health
CoS	College of Sciences
MAES	Massey Agricultural Experimental Research Station
VC	Vice-Chancellor's Office
Provost	Provost
DVC Ops ¹	Deputy Vice-Chancellor Operations
DVC GE	Deputy Vice-Chancellor Global Engagement
PaCE ²	Professional and Continuing Education
DVC M	Deputy Vice-Chancellor Maori
DVC P&C	Deputy Vice-Chancellor People and Culture
DVC F&T	Deputy Vice-Chancellor Finance and Technology
DVC S&A	Deputy Vice-Chancellor Student and Alumni
SPMO	Strategic Project Management Office

¹ DVC Ops was split into DVC GE and DVC S&A during the 2019 financial year.

² PaCE is a teaching unit that reports under DVC GE. While it is not a separate reporting line, many University processes treat it like a sixth college.

DATE:	5 March 2020
AUTHOR:	Director Governance and Assurance, Jodie Banner
SUBJECT:	DELEGATION – CONFERMENT OF DEGREES, DIPLOMAS AND CERTIFICATES TO BE AWARDED AT GRADUATION CEREMONIES 2020

Recommendations

- That the Chancellor, or his nominee, be authorised to confer degrees and award diplomas and certificates at the forthcoming Massey University Graduation Ceremonies to those students reported as having successfully completed the prescribed courses of study.

Key points

- Council has delegated the power to confer degrees and award diplomas and certificates ‘in Council’ to the Academic Board. The conferring of degrees and awarding diplomas and certificates at the graduation ceremonies remains with the Council. As a matter of best practice Council should delegate to the Chancellor, or his nominee, the authority to carry out this power at specified graduation ceremonies.
- Those reported as having successfully completed their prescribed courses of study are those listed for graduation (including those in absentia) in the graduation programmes. A copy will be held in the Office of the Executive Secretary to Council.

DATE:	5 March 2020
AUTHOR:	Director Governance and Assurance, Jodie Banner
SUBJECT:	REVIEW OF PROCEDURES FOR COUNCIL AND COUNCIL COMMITTEE MEETINGS 2020 AND CODE OF BEST GOVERNANCE PRACTICE 2020

Recommendations

- That the adoption of the Procedures for Council and Council Committees for 2020 be reconfirmed with no changes.
- That the adoption of the Massey University Code of Best Governance Practice for 2020 be reconfirmed with no changes.

Purpose

The purpose of this paper is to reconfirm that the Procedures for Council and Council Committees and the Code of Best Governance Practice remain fit for purpose and suitable as they stand with no amendments.

Executive Summary

Procedures for Council and Council Committees

The Procedures for Council and Council Committees provides members with rules which govern the meeting process.

Since the procedures were last reviewed there have been no legislative changes which would require an amendment to the document. There are no proposed administrative changes to the procedures, however it is timely for the Council to review and amend, if appropriate, or reconfirm the rules governing meetings of the Council and Council Committees.

Code of Best Governance Practice

The Code of Best Governance Practice is designed to provide guidance to Council members on expected ethical, behavioural and procedural standards. It sets out the manner in which the Council's powers and functions will be exercised, and the principles of good governance that the Council will adopt in carrying out its duties. It is not intended that the Code be in conflict with the provisions of the Education Act 1989 or any other relevant statutes.

Council first adopted the Code of Best Governance Practice in September 2017 and reconfirmed the Code at its March 2019 meeting. It was recommended that the Code be reviewed in 12 months' time.

The Code is being presented to Council for review, noting that there are no proposed changes. It is recommended that adoption of the Code of Best Governance Practice be confirmed with no changes.

Supporting documents

Please refer to:

- i. Procedures for Council and Council Committee Meetings 2020
- ii. Massey University Code of Best Practice 2020



MASSEY UNIVERSITY COUNCIL

PROCEDURE FOR COUNCIL AND COUNCIL COMMITTEE MEETINGS 2020

1.0 Scheduled meetings

1.1 Council

Meetings of Council shall be held in March, May, July, September, November and December or at other times as determined by Council.

1.2 Council Committees

Meetings of Council committees shall be determined by the committee.

2.0 Extraordinary meetings

2.1 Council

The Chancellor

- may call an extraordinary meeting of Council; and
- shall upon receipt of a request in writing from not fewer than three members stating the business to be transacted, call an extraordinary meeting.

Notice of such a meeting shall be sent to all members not less than three clear days before the day of the extraordinary Council meeting.

2.2 Council Committees

The chair of a committee of Council may call an extraordinary meeting of that committee. Notice of such a meeting shall be sent to all members not less than three clear days before the day of the extraordinary meeting.

3.0 Meeting Quorum

3.1 Council meetings

The quorum for a meeting of the Council shall be a half the members then holding office if the membership is even and a majority of the members if the membership is uneven.

3.2 Council Committee meetings

The quorum for a Council committee meeting shall be determined by each committee's Terms of Reference.

3.3 Apologies

If a member of Council or a Council committee cannot attend a meeting an apology should be tendered to the secretary. The secretary will minute attendance and apologies.

3.4 Extended Absence

If a member plans to absent from Council or a Council committee for a period greater than three consecutive ordinary meetings the absence is confirmed by the chair and the quorum adjusted for that period.

3.5 Granting Leave of Absence

Leave of absence may be granted to a member from an ordinary meeting or other meetings of the Council or its committees upon application by the member.

3.6 Apologies at meetings

If a member has not obtained leave of absence an apology may be tendered on behalf of the member and the apology may be accepted or declined by the local authority. Acceptance of the apology shall be deemed to be a granting of leave of absence of that meeting.

3.7 Recording of Apologies

The chair of each meeting must invite apologies at the beginning of each meeting, including apologies for lateness and early departure. These and subsequent apologies during the meeting shall be recorded in the minutes, including whether they were accepted or declined, and the time of arrival and departure of all members.

4.0 Failure of a Quorum

4.1 Meeting lapses if no quorum

If no quorum is present within 10 minutes of the commencement time of the meeting, or falls short of a quorum, the business before the Council or Council Committee may proceed noting that any recommendations made at that meeting need to be ratified at the next ordinary Council or Council Committee meeting.

5.0 Members' Attendance at Meetings by Audio or Audio Visual Link

5.1 Chair or Presiding Member's Permission

5.1.1 Members, unless lawfully excluded, have the right to attend any meeting of the Council or its Committees by means of audio link or audio visual link, if available, subject to the chair or presiding member at the meeting being satisfied that all conditions and requirements in these procedures in relation to attendance at that meeting by means of audio link or audiovisual link are met.

Part I

5.1.2 A Member may not leave the meeting by disconnecting unless he or she has previously obtained the expressed consent of the chair or presiding member of the meeting.

5.1.3 A person other than a member of the University Council or Committee, may participate in a meeting of the Council or committee by means of audio link or audiovisual link if –

- (a) the chair or presiding member at that meeting is satisfied that all conditions and requirements in these procedures are met in relation to—
 - (i) participation at that meeting by persons other than members; and
 - (ii) the use of audio link or audio visual link for that participation

5.2 Chair or Presiding Member’s Responsibility when Holding Audio and Audiovisual Meetings

The chair or presiding member must ensure that:

- (i) technology for the audio link or audio visual link is available and is of suitable quality; and
- (ii) all those participating in the meeting can hear and be heard by each other; and
- (iii) in relation to sub clause (5.1.2), the attendance of a member by means of audio link or audio visual link does not reduce the accountability or accessibility of that person in relation to the meeting; and
- (iv) the requirements of [Part 7](#) of the Local Government Official Information and Meetings Act 1987 are met.

5.3 Audio Link

5.3.1 Roll Call

A roll call will be taken for audio linked meetings to establish those present at the beginning of the meeting and again at the end to ascertain those members still present.

5.3.2 Audio Voting

Members will be invited by the Chair individually to vote by voice “aye” or “no”. This will negate the use of show of hands in the event of a division.

5.3.3 Confidentiality

Members present via audio link are required to maintain confidentiality, that is, ensure no unauthorised person or persons are present in the room during public excluded sessions.

5.4 Audio Visual Link

5.4.1 Entering and Leaving the meeting

Members, when joining the meeting via audiovisual, are required to alert the chair or presiding member of their presence and if a member leaves before the conclusion of the meeting advise their departure.

5.4.2 Confidentiality

Members present via audiovisual link are required to maintain confidentiality, that is, ensure no unauthorised person or persons are present in the room during public excluded sessions.

5.5 Access to documentation

A document may be given or shown to, or by, a person appearing at a meeting by way of audio link or audiovisual link—

- (a) by transmitting it electronically; or
- (b) by use of audiovisual link (if the person is appearing by audiovisual link); or
- (c) by any other manner that the person presiding thinks fit.

5.6 Requirement to make Technology Available

There is no requirement for Massey University Council to make technology for an audio link or audiovisual link available for meetings.

5.7 Quorum

A quorum is duly constituted if the majority of member's present can simultaneously communicate with each other throughout the meeting whether linking in by audio, audio visual or electronic means.

6.0 Meeting Chair

6.1 Meetings of Council

The Chancellor shall preside at all meetings at which he or she is present.

If the Chancellor is not present at a meeting but the Pro Chancellor is present, the Pro Chancellor shall preside.

If neither the Chancellor or Pro Chancellor is present at a meeting the members present shall appoint one of their number to preside.

No business shall be transacted at a meeting unless a majority of members then holding office are present.

Part I

6.2 Council Committees

Council Committees should be chaired by a member of Council. The chair of each Committee shall be determined by that committee's Terms of Reference.

6.3 Academic Board and its Committees

The chair of the Academic Board and its Committees shall be determined by the respective committee's Terms of Reference.

7.0 Secretary

7.1 Council Secretary

The University Registrar shall be secretary to the Council and shall arrange to have the Council and Council committees operational work carried out.

7.2 Committee secretaries

The secretaries of Council's committees shall be determined by each committee's Terms of Reference.

8.0 Business of Council

8.1 Initiating agenda items

A member may initiate any matter for discussion with the leave of the chair or by giving "notice of motion" in writing to the secretary not less than seven clear days before the meeting at which the matter is to be considered.

8.2 Business to be transacted

The business to be transacted at any meeting shall be specified in the notice of the meeting and, except with the agreement of Council, no other business shall be transacted.

8.3 Minutes of previous meeting

At every meeting of Council and Council committees' minutes of previous meetings not previously approved shall be submitted for approval as a correct record before any other business is transacted. No discussion may arise on the substance of minutes at any succeeding meeting, except as to their correctness.

8.4 Exclusion of the Public

All proceedings of Council and Council committees shall be open to the public except where Council or the Council committee resolves that a matter should exclude the public. The grounds to exclude the public are attached in Appendix I.

9.0 Conflict of Interest

9.1 Register of Interest

A Register of Council members' interests is held by the Secretary to the Council.

9.2 Declaration of Conflict of Interest

Members with an actual or potential conflict of interest, whether non-pecuniary or pecuniary, must as soon as possible after the relevant facts have come to the member's knowledge, disclose the nature of the interest at a meeting of the council or committee.

The interest will be recorded in the meeting minutes.

The member should withdraw from being present during any deliberation of the council or committee with respect to that matter, or take part in any decision of the council or committee with respect to that matter unless the council decides otherwise.

10.0 Debate on a Motion

10.1 Speaking Rights

Every member when speaking shall address the chair and shall not, without the leave of the chair, speak twice to the same motion or amendment except to ask a question or to explain some matter upon which the member has been misunderstood; provided that the proposer of any motion or amendment shall be entitled to reply to the debate before the motion or amendment is put to the vote.

10.2 Amendment of a Motion

If an amendment to a motion under consideration is proposed the debate shall then be addressed to the amendment and not to the original motion. No amendment may be proposed to an amendment motion, but during the debate a member may give notice of intention to move a further amendment to the original motion at the conclusion of the debate on the first amendment. If an amendment on being put to the vote is carried, any further debate shall be on the original motion as amended unless a further amendment is moved.

10.3 Interruption of a debate on any motion

The debate on any motion may be interrupted by the raising of a question related to the motion, a point of order or by a motion for the reading of any document relevant to the matter. All such matters shall be dealt with by the chair before any further consideration of the matter before Council.

10.4 Procedural motions

Debate on any motion may be superseded by a procedural motion and shall be put to the vote immediately without discussion or debate.

Types of procedural motions include:

- (a) the meeting be adjourned to the next ordinary meeting;
- (b) the question under debate be now put;
- (c) the Council proceed directly to the next business;
- (d) the matter lie on the table and not be discussed further at that meeting;
- (e) the matter be referred (or referred back) to the relevant committee or official.

11.0 Voting**11.1 Decisions**

All business of the Council and Council committees shall be decided by resolution, moved by a member of Council or the Council committee and agreed to by a majority of the members voting.

11.2 Determining the vote

A motion of any kind being put shall be determined in the affirmative or the negative by a majority of the voices “aye” or “no”. The chair shall state whether the ayes or noes have it, and unless a division is called for, that decision shall be conclusive. Abstentions shall be called for and recorded prior to the vote.

11.3 Determining a division

If a division is called for, the chair shall require a show of hands, “aye” or “no”, and a majority of those voting shall determine the decision. The Chair has a deliberative vote in a division and a further vote in the case of an equality of votes.

12.0 In Attendance

12.1 Council or Council Committees, by virtue of these Guidelines or by separate resolution, may determine to invite University Office holders, members of staff, expert advisers, and/or the University’s auditors (Internal and External) to be ‘In Attendance’ for all or part of meetings of Council or Council Committees.

12.2 The following standing in attendance guidelines apply for 2017:

12.2.1 Officers and advisers in attendance at Council meetings:

- Chair of Academic Board or proxy
- Assistant Vice-Chancellor Operations, International and University Registrar
- Assistant Vice-Chancellor Strategy, Finance, Information Technology and Commercial Operations
- Executive Secretary
- Members of Senior Leadership Team as requested by the Vice-Chancellor
- Director Communications

12.2.2 Officers, advisers and auditors who may be in attendance at Council Committee meetings:

- Assistant Vice-Chancellor Operations, International and University Registrar
- Assistant Vice-Chancellor Strategy, Finance, Information Technology and Commercial Operations
- Assistant Vice-Chancellor People and Organisational Development
- Executive Secretary
- Members of Senior Leadership Team and management as requested by the Vice-Chancellor
- Risk Manager

Part I

- External experts/specialists/auditors as requested by the Council/Vice-Chancellor

Notes:

1. The Chancellor can authorize the Vice-Chancellor to release Part II material into Part I.
2. Where procedural matters are not specifically covered in these *Procedures for Council and Council Committees* Massey University standard procedures will apply.

Appendix 1**Grounds to exclude the public from meetings in terms of the Local Government Official Information and Meetings Act 1987**

The local authority may by resolution or upon motion being made exclude the public from the whole or any part of the proceedings of any meeting only on one or more of the following grounds, namely:

1. That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information where such disclosure would be likely:
 - a. To prejudice the maintenance of the law, including the prevention, investigation, and detection of offences, and the right to a fair trial; or
 - b. To endanger the safety of any person.
2. That the public conduct of the whole or relevant part of the proceedings of the meeting would be likely to result in the disclosure of information where the withholding of the information is necessary to:
 - a. Protect the privacy of natural persons, including that of deceased natural persons; or
 - b. Protect information where the making available of the information:
 - i. Would disclose a trade secret; or
 - ii. Would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information; or
 - c. Protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information:
 - i. Would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied; or
 - ii. would be likely otherwise to damage the public interest; or
 - d. Avoid prejudice to measures protecting the health or safety of members of the public; or
 - e. Avoid prejudice to measures that prevent or mitigate material loss to members of the public; or
 - f. Maintain the effective conduct of public affairs through:
 - i. The free and frank expression of opinions by, or between, or to members or officers or employees of any local authority, or any persons to whom section 2(5) of the Local Government Official Information and Meetings Act 1987 applies, in the course of their duty; or
 - ii. The protection of such members, officers, employees, and persons from improper pressure or harassment; or
 - g. Maintain legal professional privilege; or

Part I

- h. Enable the local authority holding the information to carry out, without prejudice or disadvantage, commercial activities; or
- i. Enable the local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); or
- j. Prevent the disclosure or use of official information for improper gain or improper advantage.

Provided that where paragraph 2 of this Appendix applies the public may be excluded, unless, in the circumstances of the particular case, the exclusion of the public is outweighed by other considerations which render it desirable, in the public interest, that the public not be excluded.

- 3. That the public conduct of the whole or relevant part of the proceedings of the meeting would be likely to result in the disclosure of information the public disclosure of which would:
 - a. Be contrary to the provisions of a specified enactment; or
 - b. Constitute contempt of Court or of the House of Representatives.
- 4. That the purpose of the whole or relevant part of the proceedings of the meeting is to consider a recommendation made to the local authority by an Ombudsman under Section 30(1) or Section 38(3) of the Local Government Official Information and Meetings Act 1987 (in the case of a local authority named or specified in the First Schedule of this Act).
- 5. That the exclusion of the public from the whole or relevant part of the proceedings of the meeting is necessary to enable the local authority to deliberate in private on its decision or recommendation in:
 - a. Any proceedings before the local authority where:
 - i. A right of appeal lies to any Court or Tribunal against the final decision of the local authority in those proceedings; or
 - ii. The local authority is required, by any enactment, to make a recommendation in respect of the matter that is the subject of those proceedings; and



Massey University Council Code of Best Governance Practice - 2020

Introduction

This Code of Best Governance Practice sets out the manner in which Councils powers and functions will be exercised, and the principles of good governance that Council will adopt in carrying out its duties.

The Massey University Council has significant responsibilities and accountabilities, all of which are outlined in the Council Operating Manual Governance Responsibilities. It is a body with members appointed, elected or by nature of their position, and reflects a range of stakeholder interests.

In order to operate effectively in this environment it is important that individual Council members operate and behave in a manner that is conducive to the Council as a whole effectively fulfilling its responsibilities in line with good governance practice, and also in a way that reflects well on the University.

This Code of Best Governance Practice is designed to provide guidance to Council members on expected ethical, behavioural and procedural standards. It is noted however that nothing in this section is intended to conflict with the provisions of the Education Act 1989 or any other relevant statutes.

The Council, while maintaining its ultimate governance responsibilities, will have an appropriate system of delegations to ensure the effective discharge of these responsibilities. This will be reflected in the Council Delegations Statute.

All members of the Council should be responsible and accountable to the Council. Council members are expected to adhere to the following principles and procedures:

Role and Functions

Role and Responsibilities of Council

The functions of Council are legislated as below in the Education Act 1989 Section 180

- (1) The functions of the council of an institution are—
 - (a) to appoint a chief executive in accordance with the State Sector Act 1988, and to monitor and evaluate his or her performance:
 - (b) to prepare and submit a proposed plan if the institution is seeking funding under a funding mechanism that provides for funding via plans:

- (c) if the institution has a plan,—
 - (i) to ensure that the institution is managed in accordance with that plan;
and
 - (ii) to determine policies to implement that plan:
- (d) to determine, subject to the State Sector Act 1988, the policies of the institution in relation to the management of its affairs:
- (e) to undertake planning relating to the institution's long-term strategic direction.

Refer to Governance Responsibilities folder within the Resource Centre:

- Governance Guide for Council Members of Tertiary Education Institutions – Updated 2019
- Functions and Duties of Council

Role of the Chancellor

- To provide effective leadership and direction to the Council.
- To Foster a constructive governance culture and apply appropriate governance principles among the members and management.
- Develop and maintain sound relationships with the shareholding ministers, their advisors and other stakeholders.
- Ensure processes are in place to evaluate the performance of the Board, its committees and individual members annually.

Role of Members

- Members need to act at all times in a manner that will not reflect adversely on the reputation of the University. This also includes in member's private capacity.
- Members' fundamental obligation, irrespective of their appointment/election process, is to act in good faith in the best interest of the University.
- Members are expected to attend Council meetings and prepare thoroughly. Members are expected to participate fully, frankly and constructively in Council discussions and to bring the benefit of their particular knowledge, skills and abilities to the table.
- Members should familiarize themselves with the operating environment of the University and with issues of concern to key stakeholders.
- Members are not to improperly use their position to gain an advantage for themselves or someone else.

Conflict of Interest

- Members are required to declare any conflicts of personal interest with that of their role as a Council member.
- "Conflict of interest" can arise when:

- a member has a direct or material interest in a transaction to which the University is a party;
 - a member uses confidential information received in their capacity as a Council member;
 - a member receives benefits from representing themselves as an agent of the University without authority;
 - a member has an indirect interest in the subject at hand by virtue of an interest from a party associated with the member.
- Detailed procedures for declaring, recording and managing conflicts of interest are provided in the Council Operating Manual (Section 4 Decision Making – Principles and Procedures: 4.10).

Confidentiality

- Information obtained under Part 2 of Council proceedings must be kept confidential.
- Members are responsible for the security of Council papers and the safe return or disposal of them.
- Release and communication of information on Council deliberations is the prerogative of the Council and not individual members. Individual members may be asked to be part of this process by the Council.
- Further guidance on dealing with confidential information is provided in the Council Operating Manual (Section 4: Decision Making – Principles and Procedures: 4.7).

Dealing with University Staff

- All Council authority conferred on Management is delegated through the Vice- Chancellor and only decisions of the Council acting as a body are binding on the Vice-Chancellor.
- Members should not instruct the Vice-Chancellor or any members of the University staff.
- Should any member wish to deal with a University staff member in an informal capacity they should notify the Vice-Chancellor beforehand. Council members should only communicate with University staff on matters of substance with the explicit agreement of the Chancellor and/or Vice-Chancellor.
- Council to Vice-Chancellor email communication must be copied to the Chancellor.
- The Chancellor maintains an informal link between the Council and Vice- Chancellor between meetings of the Council.

Communications

No member should communicate matters of a sensitive nature outside Council, unless with the explicit agreement of the Chancellor or Vice-Chancellor.

Induction Programme and Professional Development

The Council to provide an induction programme and professional development for members to build the expertise of the Council and to ensure that all members are aware of the nature of their duties and responsibilities.

Evaluation of Performance

The Council undertake an evaluation of its performance and that of its members and committees. The Chancellor is responsible for the organizing of the assessment process, drawing on external resources if required.

Best Practice

On an annual basis, the Council review its conformance with the Code of Best Governance Practice and identify needed skills and expertise for the future.

Risk Assessment

The Council should, where appropriate in light of risk assessment, use its best endeavours to obtain an auditor's report (including audit certification and management letter) of any entity, partnership or joint venture.

Collective Responsibilities

Once a decision has been formally reached by Council then all members should respect and abide by that decision.

Scope

This Code of Best Governance Practice encompasses Council, Council Sub-committees, representational duties and any dealings by Council members' directly or indirectly with Massey, and in the members' public capacity.

Guidelines for the operation of meetings

The Council has standing orders "Guidelines for the Conduct of Council and Council Sub-committees Meetings" which cover protocols for the conduct of meetings (Council Operating Manual: Section 6 - Meetings of Council and Committees:

In addition members should also abide by following courtesies:

- Contribute openly and constructively, recognizing that genuinely held differences bring greater clarity and lead to better decisions
- Address all comments through the Chair.

- One person only speaks at a time – do not carry on side conversations while others are speaking,
- Contributions should be pithy, deal with the facts and be pitched at the strategic level.
- Do not contribute to the discussion unless you have new information for the meeting or a perspective that has not been stated.
- Once a resolution is passed by majority vote do not re-litigate resolutions (either after the meeting or at the next meeting) except where a significant change in circumstances occurs.
- Turn off cell phones and do not undertake non-Council business on devices during the meeting.
- Meetings may be held by video or teleconference. Additional guidelines to address the operation of these meeting may be required.

Personal Liability

No member of the Council is personally liable for any action by the member or by the Council for matters or things done or omitted in good faith in pursuance of the functions of the Council.

Accountability for individual duties

The duties of a member of the Council are owed to the Minister and Council. The Council may bring an action against a Council member for breach of any individual duty. Where the Council believes that the actions of a member may justify his or her removal from office, it must give the Minister of Education a written report stating its reasons for the removal, grounds in support of those reasons and recommendation for removal.

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DATE:	5 March 2020
AUTHOR:	Director Governance and Assurance, Jodie Banner
SUBJECT:	PAYMENTS TO COUNCIL MEMBERS POLICY 2020

Recommendations

- That Council note the contents of this paper and consider whether to reviews the fees payable to Council members, or to confirm the Payments to Council Members Policy for 2020 at the current rates.

Purpose

Tertiary Education Institute (TEI) Council member payments are governed by Ministerial determination which outlines the maximum fees payable and to which the members are currently being paid. The University Council reviews and updates the Payments to Council Members Policy annually, and the purpose of this paper is to seek approval of the policy for 2020.

Background

The CO(19)1 Fees Framework for members appointed to bodies in which the Crown has an interest was updated in July 2019 and amendments relevant to Massey include:

- a modest increase to the fee ranges for Groups 2, 3 and 4 bodies (Massey University is a Group 3 body);
- for chief executive or governance board established bodies, the chief executive or governance board of the agency may agree to fee increases of up to 3 per cent, within the applicable fee range and not more frequently than once a year;

The current fees payable to Council members, as per the 2019 Policy are as follows:

- Chancellor \$40,000
- Pro Chancellor \$25,000
- Chairs of Committees \$22,000
- Council Members \$20,000

The Chancellor also has a \$10,000 discretionary budget for the purpose of hospitality and professional development of Council members.

Determination of 2020 Payments to Council Members

Determination of fees range is based on a score system made up of various factors such as size and complexity and budget/turnover or asset magnitude. The suggested fees range applicable to the University, being a Group 3a Entity with an assessed total score of 20 is:

- Chancellor \$31,475 - \$66,865
- Board/Council Member \$15,735 - \$33,430

Process for reviewing fees

Guidance from the Department of the Prime Minister and Cabinet recommends that when existing fees are being reviewed, the entity re-assess the classification and level of the body. This has been done by management, and current fees (as set in 2019) remain within the specified range.

If the fee is to be reviewed the governance board of the agency, being the University Council, may agree to fee increases of up to 3% per cent within the applicable fee range and not more frequently than once a year. Note that recommendations for fee increases above 3% require Ministerial approval.

Supporting documents

Please refer to Payments to Council Members Policy 2020

Section D: Classification of bodies and fee scales

- 95** The Framework provides for the classification of bodies into one of the following groups:
- **Group 1:** Royal Commissions, Public Inquiries, Government Inquiries and Ministerial Inquiries;
 - **Group 2:** Statutory Tribunals and Authorities;
 - **Group 3:** Governance Boards:
 - Group 3a: General Governance Boards (including TEIs and DHBs);
 - Group 3b: Subsidiary Bodies of Statutory Entities (i.e. of Crown Agents, ACEs, ICEs);
 - **Group 4:** All Other Committees and Other Bodies;
 - Audit and Risk Committees.
- 96** Cabinet has agreed to a schedule of fees for all categories that reflects the nature of their business environment and the role requirements.
- 97** Once a decision has been made on which group the organisation best fits into, establish the level within the group (see classification process below for each group), and then find the fee range for that level in the appropriate table. A decision is then required on what amount, within (or below) the ranges provided, is most appropriate. Section C, particularly paragraph 30, provides guidance on how to make these decisions. Further assistance is available from the SSC.
- 98** Refer to section E if the proposed fee is above the ranges provided, or an alternative method of payment is proposed.

Group 1: Royal Commissions, Public Inquiries, Government Inquiries and Ministerial Inquiries

- 99** Royal Commissions, public inquiries, government inquiries and Ministerial inquiries are time-limited bodies established to inquire into and report on specific matters. Royal Commissions and public inquiries are generally chaired by a judge or a retired judge.
- 100** The key distinction between a Royal Commission, a public inquiry, government inquiry and a Ministerial inquiry lies in the form of the instrument of appointment and the nature of the authority under which it is established:

- Royal Commissions are appointed by the Governor-General, pursuant to the Letters Patent Constituting the Office of the Governor-General of New Zealand 1983 and the Inquiries Act 2013. Royal Commissions are, therefore, generally regarded as having greater prestige and standing than public inquiries appointed under the Inquiries Act 2013 alone. A Royal Commission is generally appointed when the subject matter to be investigated is one of particular public importance. The final report is presented to the Governor-General and the House of Representatives.
- Public inquiries are established by the Governor-General by order in Council pursuant to the Inquiries Act 2013. The final report is presented to the Governor-General and the House of Representatives.
- Government inquiries are established by a Minister or Ministers by notice in the Gazette pursuant to the Inquiries Act 2013. The final report is presented to the appointing Minister.
- Ministerial Inquiries are non-statutory inquiries established by a Minister. The Prime Minister's agreement must be sought on all matters to do with the establishment of a Ministerial Inquiry. (Refer **DPMC Guidance on inquiries** (<https://www.dPMC.govt.nz/our-business-units/cabinet-office/supporting-work-cabinet/cabinet-manual/4-ministers-law-and-6>)).

- 101** A Minister must consult the Prime Minister and the Attorney-General when assessing whether to establish a Royal Commission, public inquiry or government inquiry prior to submitting any proposal to Cabinet (**chapter 4 (/our-business-units/cabinet-office/supporting-work-cabinet/cabinet-manual/4-ministers-law-and-6)** of the Cabinet Manual).
- 102** If a Royal Commission, public inquiry, government inquiry or ministerial inquiry is proposed, the SSC should be contacted for advice about the proposed fee, prior to the appointment being considered by APH and Cabinet. All fees for Royal Commissions, public inquiries, government inquiries and ministerial inquiries must be referred to the Minister of State Services for consideration as an exception.

Group 2: Statutory Tribunals and Authorities

- 103** Statutory tribunals and authorities are a broad and diverse group of adjudicative bodies that decide or resolve some form of question or dispute affecting the rights of parties. They exercise a defined specialist jurisdiction under legislative authority and decide cases

by considering facts and evidence and applying settled rules or principles. They are not courts but equally are independent from the executive (that is, their members are not departmental officers).

Factors – choose one score from each of the following categories

104 Expertise required

Skills, knowledge and experience may vary between members on a particular tribunal. The score below should reflect the level of skill **required by the majority of members**, and should not be based on any particular individual. This factor has a higher weighting than others, to reflect that it is the application of the skills, knowledge and experience in carrying out their responsibilities that is a major contributor to the successful operation of the tribunal or authority.

If a member is a sole member, the Chair fee range may be used, but in setting the actual fee level, the factors to be considered in setting or reviewing fees (paragraph 30) should be taken into account.

Expertise required	Score
Expert and highly regarded in a particular field or discipline.	9
Senior professional providing expertise in a particular field or discipline.	7
Broad general or professional experience. May include community leadership.	5

105 Complexity

This dimension measures the problems typically faced by the tribunal and the mental processes required to arrive at the solution.

Complexity	Score
Very complex issues with no past decisions for guidance. Each situation will be significantly different to others and the solution required is often unique. Decisions may affect the application of multiple statutes.	5
Some issues will be very complex with few previous decisions for guidance. Decisions will usually be limited to a single statute but may involve the application of international conventions and covenants.	4
Complex issues requiring analysis and consideration of potential alternative solutions. While each case will be treated on its merits there will often be previous decisions for guidance.	3

Some issues will be complex requiring analysis and careful judgement but other issues will be straightforward and may be resolved quickly through consistent application of established decisions.	2
Situations require consideration and judgement, but usually under one statute and established guidelines.	1

106 Decision-making

Decision-making	Score
Prime function is as an appellate body. Decisions will usually be published. May have the power to fine, award costs etc.	5
Prime function is as a determining body. Decisions will be usually be published. No penalty provisions. Judicial review of decisions may exist.	4
Power to make decisions – appeal processes available. Has power to fine, award costs etc.	3
Power to make decisions – appeal processes available. No penalty or fining authority.	2
Recommendatory powers only.	1

107 Impact of decisions

Impact of decisions	Score
An immediate impact on groups of people or sector/s of society.	5
An immediate, critical impact on an individual or small number of people.	4
Decisions have an immediate, but not critical effect on a small number of individuals or a single Corporate entity.	3
Decisions have a longer term impact on groups of people or sector/s of society.	2
Decisions affect internal policies within a Department/Ministry.	1

108 Public profile

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Public profile	Score
High profile; broad public interest and scrutiny likely. May involve challenging status of legislation. Potential impact on New Zealand's international reputation.	5
Moderate profile; strong interest likely from large sectors of the public. Decisions of the Tribunal may have a major effect on the supervising Government Department.	4
Medium profile; public interest likely to be localised to area, sector or discipline.	3
Limited profile; usually non- controversial determinations but of interest to small pressure groups.	2
Low profile; generally non-controversial findings or recommendations.	1

Add the scores for each factor together to give a total score. Then refer to the table below for the ranges of fees payable for Group 2 bodies.

109 Group 2 - daily fees

Total score	Level	Fees range – chair	Fees range – members
26-29	1	\$695 - \$1,085	\$445 - \$690
22-25	2	\$630 - \$925	\$410 - \$570
17-21	3	\$575 - \$780	\$365 - \$510
13-16	4	\$485 - \$605	\$315 - \$390
12 or less	5	\$365 - \$540	\$290 - \$350

Group 3: Governance Boards

110 These are boards that are primarily responsible for the governance of a Crown body or organisation (most Crown entities fall into this category). In many cases the body will be established by or under an Act that sets out its statutory purpose or objectives and principal functions.

111

Governance boards have responsibility for the strategic direction of the organisation, the determination of business objectives and formulation of policies to achieve these, and funding policy. A large number will also have the task to recruit, appoint and monitor the chief executive. Where the board is overseeing an interest owned by the Crown, the board is usually the link between the shareholder/owner (the Crown) and management, and its members are appointed either by a Minister /the government or the Governor-General. In some cases, boards have elected members, or members appointed by stakeholders other than the Minister. The organisation the board is overseeing may or may not be a company.

112 A number of Trust Boards also fit into this category.

Group 3a: General Governance Boards (including TEIs and DHBs)

Factors - choose one score from each of the following categories (noting paragraph 111).

113 Size

Select **either** the appropriate budget/turnover **or** asset magnitude figure that best represents the size of the organisation. Lower weighting is given for asset management than budget controlled as assets have been accumulated over time, are retained by the organisation and the Board's responsibility is the safe guardianship and the most effective and sustainable deployment of assets. Budgets on the other hand are expended over a twelve-month period and the Board's accountability for this spend, or revenue earned is more direct.

Please note that funding disbursements and purchases on behalf of the Crown are treated in the same manner as operating budgets.

Budget/turnover	Assets	Score
\$0-\$10m	\$0-\$100m	2
\$10m-\$50m	\$100m-\$500m	4
\$50m-\$100m	\$500m-\$1.0b	6
\$100m-\$300m	\$1.0b-\$3b	8
\$300m-\$600m	\$3b-\$6b	10
\$600m-\$1.2b	\$6b-\$12b	12
\$1.2b+	\$12b+	14

114 Business complexity/functionality

Select the prime function and then consider and assess the complexity of the prime function in accordance with the following tables. Where the organisation clearly has **more than one prime function** and the board is actively involved in decisions relating to both functions, the scores of the two functions may be added, but consultation with the SSC is required.

Option	Prime function
Developed Purchaser	An entity that specialises in making purchase decisions on behalf of the Crown. There will almost certainly be a contractual relationship between the entity and the provider of services.
Funding Disbursement	An entity established to distribute grants or funding.
Investment and Management of Funds	An entity involved in the investment and management of funds on behalf of the Crown or for beneficiaries.
Advisory to Crown	An entity advisory to the Crown at a significant level.
Regulatory	An entity exercising regulatory and/or quasi-judicial power in an independent and objective manner
Provider of Services and Environment	An entity established to provide services. The level of competition for the services will vary, and there may be limits on competition prescribed by statute or otherwise.
Holder of Ownership Interest	The holder of the Crown's ownership interest.
Social Influence	An entity established to improve a social outcome or outcomes through encouraging behaviour change (e.g. healthy lifestyle choices) by promotion of activities and increasing public awareness.

Devolved purchaser	
Prime function	Score
Devolved purchaser of goods and services (\$10b+)	5

Devolved purchaser (\$1b-\$10b)	4
Devolved purchaser (\$100m-\$1b)	3
Devolved purchaser (\$20m-\$100m)	2
Devolved purchaser (under \$20m)	1

OR

Funding disbursement	
Prime function	Score
Funding disbursement (\$10b+)	5
Funding disbursement (\$1b-\$10b)	4
Funding disbursement (\$100m-\$1b)	3
Funding disbursement (\$20m-\$100m)	2
Funding disbursement (under \$20m)	1

OR

Investment and management of funds	
Prime function	Score
Investment management of funds (over \$5b)	5
Investment management of funds (over \$1b)	4
Investment management of funds (over \$500m)	3
Investment management of funds (over \$100m)	2
Investment management of funds (under \$100m)	1

OR

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Advisory to Crown	
Prime function	Score
Critical level with a comprehensive effect on most/all aspects of government activity, strategy and New Zealand society	5
Significant level with a widespread impact across many aspects of government activity, planning and strategy	4
Important level with generalised impact across major sectors	3
Generalised impact across several sectors	2
Local or single sector impact	1

OR

Regulatory	
Prime function	Score
National safety regulatory function for a commercial trading environment where significant international dimensions can impact on operating capability	5
National safety regulatory function for a commercial trading environment	4
National safety regulatory function for a non-commercial trading environment	3
Regulatory	2
Minor regulations required	1

OR

Provider of services and environment	
Prime function	Score
The lead provider of services in a commercial trading environment, where market leadership is important	5

A provider of services in a commercial trading environment	4
The major provider of services where there is limited competition	3
A provider of services where there is limited competition	2
Provider of services (not in a competitive environment or protected by statute)	1

OR

Holder of ownership interest	
Prime function	Score
The holder of the Crown's ownership interest	1

OR

Social influence	
Prime function	Score
Promote behaviour change and increase public awareness for all or most of the population, and have a measurable, beneficial, influence on a substantial segment of the population	5
Promote behaviour change and increase public awareness for all or most of the population, or have a significant influence on a more limited but still substantial segment of the population	4
Promote behaviour change and increase public awareness in a substantial segment of the population, and have a significant influence on a limited segment of the population	3
Promote behaviour change and increase public awareness in a substantial segment of the population	2
Promote behaviour change and increase public awareness in a limited segment of the population	1

Add the scores for “size” and one “business complexity/ functionality” together to give a total score. (Consult with SSC about having more than one prime function.) Refer to the guidance in section C and the table below for the ranges of fees payable for Group 3a bodies.

115 Group 3a – annual fees

Total score	Level	Fees range – chair	Fees range – board
21-24	1	\$36,905 - \$81,930	\$18,450 - \$40,595
15-20	2	\$31,475 - \$66,865	\$15,735 - \$33,430
11-14	3	\$28,220 - \$48,845	\$14,110 - \$24,390
7-10	4	\$26,050 - \$36,470	\$13,025 - \$18,410
6 or less	5	\$13,025 - \$27,350	\$6,510 - \$14,195

District Health Boards Statutory Committees

- 116** Under sections 34 to 36 of the NZ Public Health and Disability Act 2000, each DHB is required to establish permanent advisory committees on community and public health, disability support, and hospitals. An additional \$2,500 a year is paid to each DHB member who is a member of an advisory committee. If a member attends less than 10 meetings per annum, the fee is pro-rated. The fee for the chair of each of these committees is \$3,125 per annum. These fees are paid to DHB members who are also on DHB audit, risk and finance committees.

Group 3b: Subsidiary Bodies of Statutory Entities

- 117** The boards of statutory entities (i.e. the parent boards) set the fees for their subsidiary board members. The statutory entities are Crown Agents, ACEs and ICEs listed in **Schedule 1** (<http://legislation.govt.nz/act/public/2004/0115/latest/DLM331113.html>) of the Crown Entities Act 2004.

118 Size

The following two size criteria are consistent with the protocol for General Governance Boards (Group 3a) above (see paragraph 113).

Select **either** the appropriate budget/turnover **or** asset magnitude figure that best represents the size of the organisation. Lower weighting is given for asset management than budget controlled as assets have been accumulated over time, are retained by the organisation and the body’s responsibility is the safe guardianship and the most effective

and sustainable deployment of assets. Budgets on the other hand are expended over a twelve month period and the body's accountability for this spend, or revenue earned is more direct.

Please note that funding disbursements and purchases on behalf of the Crown are treated in the same manner as operating budgets.

Budget/turnover	Assets	Score
\$0-\$10m	\$0-\$100m	2
\$10m-\$50m	\$100m-\$500m	4
\$50m-\$100m	\$500m-\$1.0b	6
\$100m-\$300m	\$1.0b-\$3b	8
\$300m-\$600m	\$3b-\$6b	10
\$600m-\$1.2b	\$6b-\$12b	12
\$1.2b+	\$12b+	14

Refer to the guidelines in section C and the table below for the ranges of fees payable for Group 3b bodies.

119 Group 3b – annual fees

Total Score	Level	Fees range – Chair	Fees range - Members
10 – 14	1	\$24,965 - \$39,855	\$12,480 - \$19,925
6 – 9	2	\$23,335 - \$37,365	\$11,665 - \$18,680
5 or less	3	\$20,080 - \$33,490	\$10,040 - \$16,745

Group 4: All Other Committees and Other Bodies

120 This category covers a vast array of bodies from advisory committees, to technical review committees to professional regulatory bodies. These bodies may have their functions described in statute, or alternatively have been established by a Minister under a general statutory power to establish advisory committees or by the Cabinet. In other cases, the

bodies will have been established by chief executives or governance boards of agencies to provide advice on the agency's functions and responsibilities on a general basis or on specific areas or issues.

121 The level within this category are determined by:

- skills, knowledge and experience required for members;
- function, level and scope of authority;
- complexity of issues;
- public interest and profile.

Factors – choose one score from each of the following categories

30 122 Skills, knowledge and experience

Skills, knowledge and experience will vary between members on a particular body. The score below should reflect the level of skill required by the majority of members, and should not be based on any particular individual. This factor has a higher weighting than others, to reflect that it is the application of the skills, knowledge and experience in carrying out their responsibilities that is a major contributor to the successful operation of the committee or body.

Skills, knowledge and experience	Definition	Score
Pre-eminent	Outstanding and authoritative knowledge, recognised nationally and internationally for expertise in a particular field.	12
Distinguished	Deep and broad knowledge in a specific area or as a leader. Widely respected as a subject matter expert or authority in their field.	10
Substantive	Substantial range of knowledge and experience in a field or professional discipline sometimes associated with senior level functional or technical leadership, executive management or governance roles. May include widely respected people with broad community support.	8
Technical	A number of years' experience in a technical, professional field or in a leadership role is a pre-requisite.	6
Specialised experience	No specific experience is required but members would have broad general knowledge and may represent a body of opinion.	4

123 Function, level and scope of authority

Function, level and scope of authority	Score
Sets policy or work programme for a major area of economic activity or policy area of importance to the Government's strategic priorities.	6
Sets policy or work programme and/or exercises regulatory/disciplinary powers at an industry level.	5
Provides expert counsel and advice direct to Ministers, agency governance boards or CEOs and/or multi-agency task forces on technical or major policy issues, where issues are of strategic importance. At this level the body would be expected to be proactive in identifying emerging issues and contributing to policy direction and to inform the Government's agenda	4
Exercises regulatory/disciplinary powers at the individual/professional level. This will include the power to impose fines and suspend or prohibit professional practice by the individual. (NB: This would include an individual corporate member.)	3
Provides a broad range of advice on technical and/or policy issues (multi outputs) to an agency governance board/CEO or Minister where issues affect Government policy.	2
Provides ad hoc advice to an agency governance board/CEO or Minister on minor matters. Generally a limited focus at a single output level.	1

124 Complexity of issues

Complexity of issues	Definition	Score
Innovative	The development of new concepts is required to find innovative and pathfinding solutions. There will be little or no external guidance (NZ or internationally) to aid resolution of these issues.	5
Constructive	The development of new policy or advice is required where the issues are complex, multi- dimensional and involve substantial research, consideration of possible alternatives and their consequences. The body may commission research or utilise the findings to inform their policy development or advice.	4

Evaluative	Issues will include circumstances, facts and concepts different to those that have been experienced in the past. Analytical thinking and evaluative judgement will be required to identify realistic alternatives and apply/recommend a solution.	3
Judgement	Solutions will be found from application of professional or personal judgement and generally guided by previous decisions. Circumstances may be different from those previously experienced but there will be a sufficient frame of reference to make a considered decision/recommendation.	2
Operational	Issues to be resolved are generally within existing policy and prior decisions. Decisions can generally be made quickly and with reasonable certainty.	1

Add the scores for each factor together to give a total score. Then refer to the guidance in section C and the table below for the ranges of fees payable for Group 4 bodies.

125 Public interest and profile

Public interest and profile	Score
Widespread public interest in outcomes would be expected. Member/s will attract strong media interest. Potential risk to personal and/or the body's reputation is high.	5
Strong public and stakeholder interest and importance would be associated with these issues. Media interest would also be expected, but potential risk to personal or the body's reputation is unlikely.	4
Moderate but widespread public interest is likely. Reputational risk is minimal.	3
Public interest is likely to be limited, but the issues would be of interest to other members of the particular profession or sector.	2
There is likely to be little or no wider public interest in the decisions.	1

126 Group 4 – daily fees

Total Score	Level	Fees range – chair	Fees range - members
24-28	1	\$540 - \$1,150	\$405 - \$865

20-23	2	\$390 - \$885	\$290 - \$560
15-19	3	\$280 - \$575	\$205 - \$395
10-14	4	\$250 - \$365	\$190 - \$270
9 or less	5	\$205 - \$265	\$150 - \$205

Audit and Risk Committees - Government Departments

- 127** Most agencies have established audit and risk committees (or their equivalent). All or almost all of the chairs and members of these committees are external to the agency and they are generally not public sector employees. Due to the skill and expertise required of external chairs and members of these committees and the complexity of the matters on which they advise, higher fees for agency audit and risk committees have been approved. (The Office of the Auditor-General provides **advice on audit committees** (<http://www.oag.govt.nz/our-work/audit-committees>).)
- 128** Fees for chairs of audit and risk committees can be up to \$1,300 per day and fees for members can be up to \$1,085 per day (up to a maximum of 30 days per annum in both cases).

Section E: Operating outside the parameters of the Framework/ exceptions to the Framework

- 129** Operating outside the parameters of the Framework includes situations where it is proposed to:
- pay fees above the levels set in the fee scales;
 - increase existing fees by more than 5% (even within the applicable fee range);
 - use alternative methods for paying or setting fees (for example, payment of a base honorarium plus a fee for additional services, Crown bodies setting their own fees from a total pool, a full time fee);
 - make additional payments for work in excess of the ordinary demands on body members;
 - make additional payments to chairs of sub-committees (see paragraphs 64 to 67).

- 130** Where Ministers, agencies or other fee-setting authorities believe there is a case to operate outside the parameters of the Framework (except where proposed fees are below the Framework fee ranges), they must consult with the Minister of State Services. Proposals to pay fees outside the parameters of the Framework range should first be discussed with the SSC.
- 131** The following flowchart summarises the process to use when there is a need to operate outside the parameters of the Framework and for fees for all Group 1 bodies.



PAYMENTS TO MASSEY UNIVERSITY COUNCIL MEMBERS POLICY 2020

1. Chancellor

- (i) That the annual fee for the Chancellor shall be \$40,000 in recognition of the many and continuing duties of the Chancellor and his/her involvement in many aspects of the life of the University; and
- (ii) That an amount for the Chancellor's hospitality and professional development of Council members' shall be \$10,000 and be budgeted annually.

2. Pro Chancellor

That the annual fee for the Pro-Chancellor shall be \$25,000 in recognition of the additional time that may be required over and above the Council and committee work and other University business.

3. Chairs of Committees (Other than the Chancellor or Pro Chancellor)

That the annual fee for Chairs of Committees shall be \$22,000 in recognition of the additional time that may be required over and above the Council and committee work and other University business.

4. Members of Council except the Vice-Chancellor

That the annual fee for Council members other than the Chancellor, Pro Chancellor and Vice-Chancellor shall be \$20,000.00 in recognition of the required Council and committee work and other University business.

5. Vice-Chancellor

The Vice-Chancellor is not entitled to receive fees.

6. Expenses

That actual expenses incurred shall be reimbursed for all Council members for attendance at Council meetings and authorized committees, graduations and celebrations to honour Māori and Pasifika graduands/graduates or while undertaking duties requested by Council and shall be in line with University policy.

7. Method of Payments

Fee payments shall be made monthly (invoice) or quarterly (payroll). Reimbursement for expenses is to be made through the Executive Secretary.

DATE:	5 March 2020
AUTHOR:	Chancellor Michael Ahie
SUBJECT:	Exclusion of public

Recommendations

- That the Council exclude the public from the papers noted in table 1.
- That the Council permit those noted in tables 2 and 3 to remain after the public has been excluded.

Table 1

General subject of each matter to be considered		Reason	Section 48(1) grounds
C20/03	Part II Minutes of Council Meeting held on 5 December 2020	For the reasons set out in the Part I minutes of 5 December 2019 held with public present	
C20/14	Outstanding Action Schedule Part 11	Improper gain or advantage	s7(2)(j)
C20/15	Council Part 11 2020 Work Schedule	Improper gain or advantage	s7(2)(j)
C20/17	Transforming Business as Usual Update	Improper gain or advantage	s7(2)(j)
C20/18	Asset Lifecycle Replacement Business Case	Improper gain or advantage	s7(2)(j)
C20/19	Strategic Discussion: International Strategy	Improper gain or advantage	s7(2)(j)
C20/20	Risk Report	Improper gain or advantage	s7(2)(j)
C20/21	Health and Safety Annual Report	Personal privacy	s7(2)(a)
C20/22	December 2019 Financial Report	Improper gain or advantage	s7(2)(j)
C20/23	Major Projects/Capital Portfolio Report	Improper gain or advantage	s7(2)(j)
C20/24	Council Committee Membership	Personal privacy	s7(2)(a)
C20/25	Honorary Awards Committee Recommendations	Personal privacy	s7(2)(a)
C20/26	Performance and Remuneration Recommendation	Personal privacy	s7(2)(a)

Noting papers	
i)	Enrolment report
ii)	Student Management System Implementation update
iii)	Report on 2019 Committee Self-Assessment
iv)	Finance and Assurance Committee Minutes (10 February 2020)
v)	Massey University Human Ethics Committee Membership

This resolution is made in reliance on Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public as stated in the above table.

Table 2

Person to remain	Role
Ms Cathy Magiannis	Deputy Vice-Chancellor Finance and Technology
Ms Jodie Banner	Director Governance and Assurance
Mr Stuart Morriss	Deputy Vice-Chancellor Global Engagement
Mr Alan Davis	Deputy Vice-Chancellor People and Culture

These individuals may remain because of their knowledge and ability to provide the meeting with advice on matters both from an organization-wide context and from their specific role within the University.

Table 3

Person to remain	Role
Ms Lauren King	Acting Secretary – University Council

This person may remain because of her ability to provide the meeting with procedural advice and record the proceedings of the meeting.