



MEETING OF MASSEY UNIVERSITY COUNCIL

FRIDAY 1 MAY 2015

commencing at 10.15 am

to be held in

UNIVERSITY HOUSE MEETING ROOM

UNIVERSITY HOUSE

MANAWATU CAMPUS

MASSEY UNIVERSITY COUNCIL

**A meeting of Massey University Council will be held in
University House Meeting Room, University House, Manawatū Campus
on**

Friday 1 May 2015

Commencing at 10.15am

AGENDA- PART I

Official Information Act 1982 and Local Government Official Information and Meetings Act 1987

Massey University (including its Council) is subject to the Official Information Act 1982. This means that if a specific request for disclosure is made, information that it holds must be disclosed unless non-disclosure can be justified in the terms of the Official Information Act 1982.

Matters that are included in Part II and most matters in the Finance Section of Council (or Committee) meetings are protected from disclosure under the Official Information Act 1982. That is, non-disclosure of information relating to such matters can usually be justified in terms of the Official Information Act 1982. Therefore, care should be taken to ensure that papers relating to Part II or Finance Section matters are not seen outside Council (or its relevant Committee) and that such matters are not mentioned outside Council (or its relevant Committee).

All requests (whether written or oral) by any person who is not a Council member for information included under Part II or the Finance Section of Council (or Committee) meetings and requests for the minutes of those parts of Council (or Committee) meetings must be referred immediately to the Registrar for decision on disclosure or otherwise. Individual members are advised not to disclose Part II or Finance Section matters.

Interest: Declaration and Disqualification

In accordance with the Education Act 1989 members are reminded that if they have any direct or indirect pecuniary interest (including their conditions of service as the Chief Executive or as a member of the staff of the institution) in a matter being considered or about to be considered by the Council (or Committee) then as soon as possible after the relevant facts have come to their knowledge they:

- (a) must disclose the nature of the interest at a meeting of the Council (or Committee);
- (b) must not be present during any deliberation or take part in any decision of the Council (or Committee) with respect to that matter unless the Council decides otherwise.

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THE CHANCELLOR WILL MOVE THAT, EXCLUDING

- Mr Stuart Morriss, Assistant Vice-Chancellor Operations, International and University Registrar
- Mr Chris Wood, Acting Assistant Vice-Chancellor – Strategy, Finance, IT and Commercial Operations
- Mr James Gardiner, Director of Communications
- Ms Paddy Nicol, Executive Secretary

WHO HAVE, IN THE OPINION OF COUNCIL, KNOWLEDGE THAT COULD BE OF ASSISTANCE, MEMBERS OF THE PRESS AND PUBLIC BE NOW EXCLUDED FROM THE MEETING SO THAT FOR THE UNDERNOTED REASONS THE FOLLOWING MATTERS MAY BE DISCUSSED WITHOUT PUBLIC DISCLOSURE; THE COMMITTEE BEING SATISFIED, WHERE APPROPRIATE, THAT THERE ARE CONSIDERATIONS WHICH OUTWEIGH THE PUBLIC INTEREST OF DISCLOSURE. Reference: Section 48 (1) of the Local Government and Information and Meetings Act 1987. Reference: Section 9 as detailed hereunder of the Official Information Act 1982.

Item	Reason for Proposed Public Exclusion
Item 8.1 C15/59 Confirmation of Minutes – meeting held on 6 March 2015	These matters were considered in Part II of the meeting held on 6 March 2015
Item 8.2 Matters Arising	These matters were considered in Part II of the meeting held on 6 March 2015
Item 8.3 Follow-up Schedule as at 1 May 2015	These matters were considered in Part II of the meetings held on 6 March 2015 and before
Item 10.1 Chancellor’s Report	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k) To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 10.2 C15/47 Vice-Chancellor’s Report – Part II – Key Strategic Issues	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 11.1 C15/48 2016 Student Fees Proposal	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 11.2 C15/49 Business Case: Albany Campus West Precinct Development Access and Infrastructure – Stage 1	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 11.3 C15/50 Loan Agreement with Massey University Foundation Trust	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 11.4 C15/51 Health and Safety Annual Plan 2016	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 11.5 C15/52 Appointment of Vice-Chancellor’s Nominee to Human Ethics Committee: Southern A	To protect the privacy of natural persons Reference: Section 9 2 (a)

Item	Reason for Proposed Public Exclusion
Item 12.1 Report on Delegation to Vice-Chancellor: Student Management Solution Implementation (SMSI) Programme Update	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.2 C15/54 Healthy and Safety Report – January to February 2015	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.3 C15/55 Financial Report for the Three Months Ended 31 March 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.4 C15/56 Performance and Risk Report: First Quarter 2015	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.5 C15/57 2015 Enrolment Report as at 12 April 2015	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.6 C15/58 Vice-Chancellor’s 2015 Objectives – January to March 2015	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.7 C15/60 Report on E-Ballot: Review Authorisation and signing of MoE Borrowing Consent to the Audit and Risk Committee: 1 April 2015	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.8.1 Finance Committee Report: meeting held on 24 March 2015	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.8.2 Audit and Risk Committee Report: meeting held on 17 April 2015	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.8.3 C15/61 Honorary Awards Committee Report: meeting held on 14 April 2015	To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 12.9 C15/62 Academic Board Report – meeting held on 18 March 2015	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 14.1 C15/63 Risk Management Report – March 2015	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)

AND

Item 13.0 Such matters as members of Council declare their intention to raise under Late Items in the privileged part of the meeting.



MINUTES OF MASSEY UNIVERSITY COUNCIL

**THE MEETING OF MASSEY UNIVERSITY COUNCIL HELD IN
UNIVERSITY HOUSE MEETING ROOM, UNIVERSITY HOUSE,
MANAWATU CAMPUS**

on

FRIDAY 6 MARCH 2015 AT 9.00am

PART I

PRESENT: Mr Chris Kelly (Chancellor), Mr Michael Ahie (Pro Chancellor),
Dr Helen Anderson, Dr Russ Ballard, Ms Fiona Coote, Ms Kura Denness,
Professor Grant Duncan, Ms Nitika Erueti-Satish, Mr Colin Harvey, Hon
Steve Maharey (Vice-Chancellor), Mr Ian Marshall, Professor Cynthia
White and Ms Lesley Whyte

IN ATTENDANCE: Mr Stuart Morriss, Assistant Vice-Chancellor Operations, International and
University Registrar
Ms Rose Anne MacLeod, Assistant Vice-Chancellor Strategy, Finance, IT
and Commercial Operations
Mr James Gardiner, Director Communications
Ms Paddy Nicol, Executive Secretary
Ms Jackie Koenders, Council Secretary

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1.0 INTRODUCTION

1.1 WELCOME

The Chancellor opened the meeting at 9.00am welcoming those present. He provided an outline of the day which included a farewell lunch for Ms Rose Anne MacLeod, Assistant Vice-Chancellor Strategy, Finance, IT and Commercial Operations.

1.2 HEALTH AND SAFETY BRIEFING

The Council Health and Safety Spokesperson Ms Whyte gave a safety briefing.

1.3 APOLOGIES

Apologies were noted and received from Mr Bruce Ullrich, Mr Ben Vanderkolk and for late arrival, Dr Helen Anderson.

1.4 DECLARATION OF INTEREST

The Chair noted the Interests Register and called for any further declarations. Mr Ian Marshall declared that he had been appointed onto the Marlborough District Council Board.

1.5 MEETING AGENDA REVIEW

It was noted that Part 1 item 4.1.2 Register of Controlled Entities, would be taken in Part II of the agenda. The reason for the proposed public exclusion was to protect the privacy of natural persons. Reference: Section 9 2 (a).

**1.6 C15/02
CONFIRMATION OF PART I MINUTES - MEETING HELD ON 5 DECEMBER
2014**

**15.01 RESOLVED THAT THE MINUTES OF THE MASSEY UNIVERSITY
COUNCIL MEETING HELD ON FRIDAY 5 DECEMBER 2014 (PART I) BE
RECEIVED AS A TRUE AND CORRECT RECORD**

AHIE/WHITE
Carried

1.7 MATTERS ARISING

There were no matters arising further to those on the Follow-up Schedule.

1.8 FOLLOW-UP SCHEDULE AS AT 6 MARCH 2015

There were no matters on the Follow-up Schedule.

1.9 COUNCIL AGENDA PLAN – UPDATE FOR 6 MARCH 2015

It was noted that the Health and Safety Strategy for 2016 would be considered at the 4 December 2015 Council meeting.

2.0 STRATEGIC DISCUSSIONS

There were no Strategic Discussions in Part I.

3.0 KEY REPORTS

3.1 CHANCELLOR'S REPORT - *oral*

The Chancellor reported that since the 5 December 2014 Council meeting he had:

- 9 December: Represented Massey University at the Callaghan Innovation Group Workshop;
- 15 December: Met with the Chair of Massey Ventures Ltd.
- 23 January: Attended the Performance Review Committee meeting;
- 4 February: Circulated an E-Ballot to Council for the Conferment of the Honorary Doctorate to Mr Dhanin Chearavanont;
- 11 February: Attended the Audit and Risk Committee Meeting, and also presented at the Senior Leadership Programme;
- 12 February: Attended a Universities Chancellors' meeting where the new Governance arrangements from the Education Amendment Bill (No.2) were discussed. A farewell was also held for Professor Roy Crawford, Vice-Chancellor, Waikato University.

- 27 February:
 - Met with Ms Rose Anne MacLeod, Assistant Vice-Chancellor Strategy, Finance, IT and Commercial Operations, to discuss the Finance Committee Agenda;
 - Attended the Massey University Agricultural Governance Committee meeting at which it was Professor Robert Anderson’s final meeting; and
 - Attended a seminar regarding dairying in Holland;
- 4 March: Conferment of the Honorary Doctorate Award to Mr Dhanin Chearavanont on the Manawatū campus.

3.2 C15/03 VICE-CHANCELLOR’S REPORT – PART I

The Vice-Chancellor’s report was taken as read. The Vice-Chancellor highlighted the awarding of the Rutherford Medal to Professor Peter Schwerdtfeger, making him the top scientist in New Zealand, and the appointment of Professor Paul Kenyon as Head of Institute of Veterinary, Animal, and Medical Science. It was also reported that Massey University received a five star QS Star ranking in 2014.

4.0 DECISION ITEMS

4.1 UNIVERSITY COUNCIL RELATED DOCUMENTS

4.1.1 C15/05 PAYMENT TO COUNCIL MEMBERS POLICY 2015

Assistant Vice-Chancellor Operations, International & University Registrar, Mr Stuart Morriss, spoke to the Policy, and advised that the policy remained unchanged from the 2014 policy.

The Chancellor reminded Council members that there was a Chancellor fund available for continued education of Council members.

A question was raised regarding the payment for Chairs’ of Council Sub-Committees and whether the Chair fee should be paid when Chairs’ attend other meetings and Graduation Ceremonies. It was agreed that Assistant Vice-Chancellor Operations, International & University Registrar, Mr Stuart Morriss, would consider and review this suggestion and report back to the 1 May 2015 meeting of Council.

Action: Assistant Vice-Chancellor Operations, International & University Registrar Mr Stuart Morriss to review meeting attendance fee for Chairs’ of Council Committees.

15.02 RESOLVED THAT SUBJECT TO THE REVIEW OF THE ATTENDANCE FEE FOR COMMITTEE CHAIRS, COUNCIL APPROVE THE PAYMENTS TO COUNCIL MEMBERS POLICY 2015 – APPENDIX ONE

WHYTE/ERUETI-SATISH
Carried

**4.1.2 C15/06
REGISTER OF CONTROLLED ENTITIES**

This item was moved to Part II of the meeting. The reason for the proposed public exclusion was to protect the privacy of natural persons. Reference: Section 9 2 (a).

4.1.3 COUNCIL COMMITTEE TERMS OF REFERENCE

**4.1.3.1 C15/07
AUDIT AND RISK COMMITTEE**

Ms Kura Denness, Chair of Audit and Risk Committee spoke to the Terms of Reference noting that the overlap between Audit and Risk Committee and the new Finance Committee had been removed.

15.03 RESOLVED THAT COUNCIL APPROVE THE AUDIT AND RISK TERMS OF REFERENCE FOR 2015

DENNESS/COOTE
Carried

**4.1.3.2 C15/08
PERFORMANCE REVIEW COMMITTEE**

The Chancellor spoke to the document and reported that the Terms of Reference remained unchanged from previous years.

15.04 RESOLVED THAT COUNCIL APPROVE THE PERFORMANCE REVIEW COMMITTEE TERMS OF REFERENCE FOR 2015

AHIE/DENNESS
Carried

4.2 COUNCIL DELEGATIONS

**4.2.1 C15/09
APPROVAL OF 2014 ANNUAL FINANCIAL STATEMENTS AND STATEMENT OF SERVICE PERFORMANCE AND SIGNING OF LETTER OF REPRESENTATION: DELEGATION TO AUDIT AND RISK COMMITTEE**

Assistant Vice-Chancellor Strategy, Finance, IT and Commercial Operations, Ms Rose Anne MacLeod, spoke to the document and advised that the delegation was necessary due to the deadline for the Letter of Representation falling before the next scheduled Council meeting. She said that Council members would receive a copy of the draft accounts for comment before approval at the Audit and Risk Committee.

15.05 **RESOLVED** THAT COUNCIL DELEGATE THE AUTHORITY TO THE AUDIT AND RISK COMMITTEE OF COUNCIL TO APPROVE THE 2014 ANNUAL FINANCIAL STATEMENTS AND STATEMENT OF SERVICE PERFORMANCE AND FOR THE CHAIR TO SIGN THE LETTER OF REPRESENTATION ON BEHALF OF THE COUNCIL

COOTE/MARSHALL
Carried

4.2.2 C15/10

CONFERMENT OF DEGREES AND DIPLOMAS AND CERTIFICATES TO BE AWARDED AT GRADUATION CEREMONIES 2015

15.06 **RESOLVED** THAT THE CHANCELLOR, OR HIS NOMINEE, BE AUTHORISED TO CONFER DEGREES AND AWARD DIPLOMAS AND CERTIFICATES AT THE FORTHCOMING MASSEY UNIVERSITY GRADUATION CEREMONIES TO BE HELD ON

- 21, 22 & 24 APRIL 2015 IN AUCKLAND;
- 11, 12, 13, & 14 MAY 2015 IN PALMERSTON NORTH;
- 28 MAY 2015 IN WELLINGTON; AND
- 27 NOVEMBER 2015 IN PALMERSTON NORTH

TO THOSE REPORTED AS HAVING SUCCESSFULLY COMPLETED THE PRESCRIBED COURSES OF STUDY

BALLARD/WHYTE
Carried

4.3 C15/04

STUDENT FEES SETTING PROCESS AND PRINCIPLES

Assistant Vice-Chancellor Operations, International & University Registrar Mr Morriss advised that the process and principles of setting fees has been in place for a number of years and remained unchanged, however the timing of the fees setting is now much earlier than previous years.

15.07 **RESOLVED** THAT COUNCIL

1. NOTE THE PROCESS AND TIMELINE FOR SETTING INTERNATIONAL AND DOMESTIC FEES FOR 2016;
2. APPROVE THE PRINCIPLES FOR SETTING OF FEES FOR 2016 AS OUTLINED BELOW:
 - a) FEES SET ARE ALIGNED WITH THE ADVANCEMENT OF UNIVERSITY STRATEGY AS OUTLINED IN MASSEY UNIVERSITY, SHAPING THE NATION – THE ROAD TO 2025;
 - b) THE AREAS THAT WILL BE FUNDED BY, AND BENEFITS GAINED FROM, INCREASES IN FEES WILL BE MADE CLEAR;

- c) THE UNIVERSITY'S MARKET POSITION, I.E. RELATIVITY OF FEES WITH OTHER UNIVERSITIES, WILL BE CONSIDERED IN SETTING FEES, WHICH FOR DOMESTIC FEES MAY REQUIRE CONSIDERATION OF AMFM EXEMPTION APPLICATION FOR SOME PROGRAMMES;
- d) FEES SET ARE CONSISTENT WITH THE BUDGET PRIORITIES AND FISCAL PROJECTS AS OUTLINED IN THE UNIVERSITY'S 2015 BUDGET POLICY STATEMENT AND DESIGNED TO ENSURE THE UNIVERSITY'S FINANCIAL SUSTAINABILITY;
- e) THE STUDENTS' ASSOCIATION, ON BEHALF OF ALL STUDENTS, WILL CONTINUE TO BE CONSULTED IN THE PROCESS LEADING UP TO THE RECOMMENDATION BY MANAGEMENT TO COUNCIL OF STATED FEES FOR THE ENSUING YEAR;
- f) FEES SET WILL CONSIDER THE IMPACT OF FEES ON STUDENT AFFORDABILITY;
- g) FEES WILL BE SET IN ACCORDANCE WITH CURRENT GOVERNMENT POLICY;
- h) THE RATIONALE FOR THE FEES SET WILL BE TRANSPARENT AND WILL ENDEAVOUR TO DEMONSTRATE VALUE FOR LEARNERS;
- i) THE PROCESS OF FEE SETTING WILL RECOGNISE THAT THERE ARE DIFFERENTIAL COSTS AND POTENTIAL BENEFITS TO THE INDIVIDUAL AND THE UNIVERSITY OF STUDY FOR DIFFERENT TYPES OF COURSE; AND
- j) THE STRUCTURE OF THE UNIVERSITY'S FEES WILL BE CONSISTENT WITH THE GOALS OF THE FEE STRATEGY REVIEW I.E. THAT FEES STRUCTURES BE ADMINISTRATIVELY STRAIGHT FORWARD AND PRACTICAL

TAIT/HARVEY
Carried

5.0 ITEMS FOR NOTING

5.1 C15/11 FINANCIAL REPORT FOR THE TWELVE MONTHS ENDED 31 DECEMBER 2014

Assistant Vice-Chancellor Strategy, Finance, IT and Commercial Operations Ms Rose-Anne McLeod spoke to the report. Council members congratulated Ms McLeod and the Vice-Chancellor on the result. There was also acknowledgement of the hard work and good will of University staff which had contributed to the performance.

The Financial Report for the twelve months ended 31 December 2014 was noted and received.

**5.2. C15/12
ACADEMIC BOARD REPORT FOR THE MEETING HELD ON 18 FEBRUARY
2015**

Academic Board Appointee to Council Professor White spoke to the report advising that Academic Board had formed a working party to address the recommendations outlined in both the Prebble Report and the David Vincent report.

The report was noted as amended.

6.0 INFORMATION/BACKGROUND ITEMS

**6.1 C15/13
TRACKING COUNCIL DECISIONS AND DELEGATIONS REPORT: PART I**

The report was noted and received.

7.0 MOVING INTO PART II

EXCLUSION OF THE PUBLIC

THE CHANCELLOR MOVED THAT, EXCLUDING

- Mr Stuart Morriss, Assistant Vice-Chancellor Operations, International and University Registrar
- Ms Rose Anne MacLeod, Assistant Vice-Chancellor Strategy, Finance, IT and Commercial Operations
- Mr James Gardiner, Director Communications
- Ms Paddy Nicol, Executive Secretary
- Ms Jackie Koenders, Council Secretary

WHO HAVE, IN THE OPINION OF COUNCIL, KNOWLEDGE THAT COULD BE OF ASSISTANCE, MEMBERS OF THE PRESS AND PUBLIC BE NOW EXCLUDED FROM THE MEETING SO THAT FOR THE UNDERNOTED REASONS THE FOLLOWING MATTERS MAY BE DISCUSSED WITHOUT PUBLIC DISCLOSURE; THE COMMITTEE BEING SATISFIED, WHERE APPROPRIATE, THAT THERE ARE CONSIDERATIONS WHICH OUTWEIGH THE PUBLIC INTEREST OF DISCLOSURE. Reference: Section 48 (1) of the Local Government and Information and Meetings Act 1987.

Reference: Section 9 as detailed hereunder of the Official Information Act 1982.

Item	Reason for Proposed Public Exclusion
Item 8.1 C15/14 Confirmation of Minutes – meeting held on 5 December 2014	These matters were considered in Part II of the meeting held on 3 October 2014
Item 8.2 Matters Arising	These matters were considered in Part II of the meeting held on 3 October 2014
Item 8.3 Follow-up Schedule as at 6 March 2015	These matters were considered in Part II of the meetings held on 3 October 2014 and before

Item	Reason for Proposed Public Exclusion
Item 9.1 C15/15 College of Humanities and Social Sciences (including Institute of Education) - Strategies	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k) To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 9.2 C15/16 Graduate Employability	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 10.1 Chancellor’s Report	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k) To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 10.2 C15/17 Vice-Chancellor’s Report – Part II	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k) To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 11.1 C15/18 Governance Committee Recommendations	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k) To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 11.2 C15/19 Health and Safety Governance and Management Arrangements	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k) To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 12.1 C15/20 2014 Annual Health and Safety Report	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k) To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 12.2 C15/22 Major Capital Projects Report – Quarter Ended 31 December 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.3 C15/24 Financial Report for the Twelve Months Ended 31 December 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.4 C15/25 Student Management Solution Implementation (SMSI) Programme Update	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.5 C15/26 2015 Enrolment Report	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.6 C15/27 Vice-Chancellor’s 2014 Objectives – January to December 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)

Item	Reason for Proposed Public Exclusion
Item 12.7 C15/28 Vice-Chancellor’s Scene Setting 2015	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.8.1 C15/29 Report on E-Ballot Resolution for Delegation of Authority to Sign Management Services Contract for Albany Student Accommodation – 19 December 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k) To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 12.8.2 C15/30 Report on E-Ballot Proposal for managing recommendations from Massey Ventures Ltd relating to third party negotiations which are commercial and in confidence - 29 January 2015	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k) To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 12.9 C15/31 Review of Council Evaluations 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k) To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 12.10.1.1 C15/32 Audit and Risk Committee Report – meeting held on 5 December 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.10.1.2 C15/33 Audit and Risk Committee Report – meeting held on 11 February 2015	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.10.2 C15/34 Academic Board Report – meeting held on 18 February 2015	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 14.1 C15/35 Tracking Council Decisions and Delegations – Part II	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k) To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 14.2 C15/36 Risk Management Report – December 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 11.5 C15/23 Performance Review Committee Recommendation	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k) To protect the privacy of natural persons Reference: Section 9 2 (a)

AND

Item 13.0

Such matters as members of Council declare their intention to raise under Late Items in the privileged part of the meeting.

CHAIR
Carried

15.0 ITEMS MOVED FROM PART II TO PART I

The following decisions and report was moved from Part II into Part I.

**11.1 C15/18
CHANGES TO UNIVERSITY GOVERNANCE: EDUCATION
AMENDMENT ACT**

RESOLVED THAT COUNCIL

- a. NOTE THE CHANGES TO THE GOVERNANCE OF UNIVERSITIES REQUIRED BY THE EDUCATION AMENDMENT ACT 2015 (APPENDICES ONE AND TWO);
- b. APPROVE RELEASE OF THE DRAFT MASSEY UNIVERSITY COUNCIL NOTICE 2015 (APPENDIX FIVE) FOR TARGETED CONSULTATION WITH ACADEMIC BOARD, SENIOR LEADERSHIP TEAM, STAFF, AND STUDENTS;
- c. APPROVE THE TIMELINE PROPOSED IN TABLE 1 FOR CONSULTATION AND DECISION-MAKING REQUIRED FOR RECONSTITUTION OF THE MASSEY UNIVERSITY COUNCIL;
- d. DELEGATE AUTHORITY TO THE CHANCELLOR TO APPROVE RELEASE OF THE CONSULTATION DOCUMENT ON THE MASSEY UNIVERSITY COUNCIL NOTICE 2015; AND
- e. AGREE THAT NEW STATUTES WILL BE PREPARED FOR STAFF AND STUDENT ELECTIONS, AND FOR APPOINTMENTS TO COUNCIL, AND BE CONSIDERED BY THE GOVERNANCE COMMITTEE PRIOR TO SUBMISSION TO COUNCIL AT ITS JULY MEETING

The following decision was moved from Part II into Part I.

**11.2 HEALTH AND SAFETY GOVERNANCE AND MANAGEMENT
STRUCTURE**

RESOLVED THAT COUNCIL APPROVE THE DETAILED FUNCTION AND STRUCTURES FOR GOVERNANCE AND MANAGEMENT OF HEALTH AND SAFETY WITHIN THE UNIVERSITY

Signature: _____

Date: _____

Council Follow-up Schedule Part I – 1 May 2015
From last meeting

Note: bracketed italics are completed actions

Item	Outcome	Action	Milestone dates
1. Approval of 2014 Annual Financial Statements and Statement of Service Performance and signing of Letter of Representation: Delegation to Audit and Risk Committee	<ul style="list-style-type: none"> Assistant Vice-Chancellor Strategy, Finance, IT and Commercial Operations, Ms Rose Anne MacLeod, spoke to the document and advised that the delegation was necessary due to the deadline for the Letter of Representation falling before the next scheduled Council meeting. She said that Council members would receive a copy of the draft accounts for comment before approval at the Audit and Risk Committee. 	<ul style="list-style-type: none"> Report to Council when delegation exercised. 	<ul style="list-style-type: none"> 1 May 2015 Council meeting
2. Payments to Council Members Policy 2015	<ul style="list-style-type: none"> A question was raised regarding the payment for Chairs' of Council Sub-Committees and whether the Chair fee should be paid when Chairs' attend other meetings and Graduation Ceremonies. The Policy was approved subject to the further review of the attendance fee for Committee chairs. 	<ul style="list-style-type: none"> It was agreed that Assistant Vice-Chancellor Operations, International & University Registrar, Mr Stuart Morriss, would consider and review this suggestion and report back to Council. 	<ul style="list-style-type: none"> 1 May 2015 Council meeting

Council Follow-up Schedule Part I – 1 May 2015
Ongoing Issues

Note: bracketed italics are completed actions

Item	Outcome	Action	Milestone dates
1.	•	•	•

COUNCIL AGENDA PLAN – MARCH - DECEMBER – 2015

	<p>Friday 6 March (Manawatu) Function: <u>Close off of previous year;</u> <u>Establishing parameters for new year;</u> <u>Strategy approval for the current year</u></p> <ul style="list-style-type: none"> • VC scene setting • Approve Road to 2025 • Preparation for grads and Honorary Awards • Annual Accounts for previous year (delegation) • Review of Council performance 	<p>Friday 1 May (Manawatu) Function: <u>Consolidation of business for current year</u></p> <ul style="list-style-type: none"> • Monitoring progress re enrolments • Induction of new members • Powhiri for new Council members • Farewell to leaving Council members
Strategic Discussions	<p>College of Humanities and Social Sciences including Institute of Education strategies: (<i>Pro Vice-Chancellor CHSSc</i>)</p> <p>Employability - Links to employer/employment: <i>Assistant Vice-Chancellor Research, Academic and Enterprise and Assistant Vice-Chancellor Operations, International and University Registrar</i></p>	<ul style="list-style-type: none"> • Student Forum • Legal implications of the new Health and Safety Bill – deferred until Bill passed into law
Site visits	Palmerston North Campus Tour including School of Sport and Exercise	Te Pūtahi a Toi Marae
Key Reports	<ul style="list-style-type: none"> • Chancellor’s Report • Vice-Chancellor’s Reports 	<ul style="list-style-type: none"> • Chancellor’s Reports • Vice-Chancellor’s Reports
Decision Items	<ul style="list-style-type: none"> • Performance Review Committee Report • 2014 Annual Accounts and Statement of Service Performance delegation to A&R Committee • Renewal of Performance Framework • Controlled Entities Reporting Schedule • Conferring of Degrees & Awarding of Diplomas and Certificates at graduation ceremonies delegation • Terms of Reference- Council Committees • Student Fee Setting Process and Principles • Policies as per schedule 	<ul style="list-style-type: none"> • Student Fee Setting Process and Principles (Domestic and International) • Terms of Reference – Academic Board • Terms of Reference – Academic Committee • Terms of Reference – Finance Committee • Terms of Reference – Disciplinary Committee • Graduation Dates – 2017 • Policies as per schedule
Items for noting	<ul style="list-style-type: none"> • VC scene setting 2015 • Financial Reports • Major Capital Projects Report • Health and Safety Report • Student Management System Renewal Project • Audit & Risk Committee Report • Risk Management Report commentary • Academic Board Reports • Academic Board Chair’s Report (<i>in person</i>) • Honorary Awards Committee Report • Review of Council Evaluation 2014 	<ul style="list-style-type: none"> • Financial Report • VC Performance Review Report • Enrolment Report • 2015 Health and Safety Annual Plan • Health and Safety Report • Quarterly Performance Reports • Debtors Report • Māori Protocols Review Report • Audit & Risk Committee Report • Risk Management Report commentary • Academic Board Reports • Massey Global Limited Annual Report 2014 • Massey University (Management and Valuation) Property Foundation Annual Report 2014 • Massey Ventures Ltd Annual Report 2014 • Massey Ventures Limited Chair’s visit
Information / Background	<ul style="list-style-type: none"> • Tracking Council Decisions and Delegations 	

Business Cases will brought to Council for approval as appropriate
A Health and Safety Briefing by will be held at the beginning of each meeting

COUNCIL AGENDA PLAN – MARCH - DECEMBER – 2015

	<p>Friday 7 August (Wellington) Function: <u>Approval of Investment Plan;</u> <u>Approval of Domestic and International Fees</u></p> <ul style="list-style-type: none"> • Approve Domestic, International and Other Student Fees • Establish Council agenda plan and schedule for following year 	<p>Friday 30 October (Albany) Function: <u>Review Operating and Capital Budgets</u></p> <ul style="list-style-type: none"> • Review Operating and Capital Budgets
Strategic Discussions	<ul style="list-style-type: none"> • Student Forum 	
Site visits	Wellington Campus visit	Albany Campus visit
Key Reports	<ul style="list-style-type: none"> • Chancellor’s Reports • Vice-Chancellor’s Reports 	<ul style="list-style-type: none"> • Chancellor’s Reports • Vice-Chancellor’s Reports
Decision Items	<ul style="list-style-type: none"> • Domestic, International and Other Student Fees 2016 • Investment Plan 2016-2018 • Graduation Dates – 2017 & 2018 • Proposed Meeting Schedule 2016 • Draft Agenda Plan 2016 • Policies as per schedule 	<ul style="list-style-type: none"> • Terms of Reference – Academic Board • Terms of Reference – Academic Committee • Policies as per schedule
Items for noting	<ul style="list-style-type: none"> • Financial Reports • VC Performance Review Report • Consolidated Performance Reports • Debtors Report • Enrolment Report • Health and Safety Report • Student Management System Renewal Project • Audit & Risk Committee Report • Academic Board Reports • Academic Board Chair’s Report (<i>in person</i>) • Research Strategy Framework Annual Report (<i>AVC RAE in person</i>) • Agri One Ltd Annual Report 2014 • MU Foundation Annual report 2014 • Massey Foundation – Chair’s visit • Sydney Campbell Foundation annual report 2014 • Massey-Lincoln and Agricultural Industry Trust Annual Report 2104 • Agri One Ltd annual report 2014 • Massey Global Limited Annual Report 2014 • Massey University (Management and Valuation) Property Foundation • Massey Ventures Ltd Annual Report 2014 • Massey Ventures Limited Chair’s visit 	<ul style="list-style-type: none"> • Review Operating and Capital Budgets 2016 • Financial Reports • Consolidated Performance Reports • Major Capital Projects Report • VC Performance Review Report • Enrolment Report • Health and Safety Report • Audit & Risk Committee Report • Risk Management Report commentary • Academic Board Reports • Honorary Awards Committee Report
Information / Background	<ul style="list-style-type: none"> • Tracking Council Decisions and Delegations • Council Graduation Schedule 2016 • Notice of Intention for Chancellor and Pro Chancellor positions 	

COUNCIL AGENDA PLAN – MARCH - DECEMBER – 2015

Business Cases will brought to Council for approval as appropriate
A Health and Safety Briefing by will be held at the beginning of each meeting

	<p>Friday 4 December (Manawatu) Function: <u>Budget approval & Final Decisions for current year and prep for following year</u></p> <ul style="list-style-type: none"> • Approve Operating and Capital Budget for following year • Election of Chancellor and Pro-Chancellor • Committee membership established
Strategic Discussions	
Site Visits	Palmerston North campus visit
Key Reports	<ul style="list-style-type: none"> • Chancellor’s Report • Vice-Chancellor’s Reports
Decision Items	<ul style="list-style-type: none"> • 2015 University Operating and Capital Budget • Renewal of Insurance 2016-report delegation • MVL SCI 2016 • Student Bad Debts • Health and Safety Strategy for 2016 • Council Committee membership • Review Guidelines for Conduct of Council and Council Committees meetings • Review Council Code of Conduct • Election: Chancellor & Pro Chancellor • Review Guidelines Council meeting conduct 2016 • Policies as per schedule
Items for noting	<ul style="list-style-type: none"> • Financial Report • Major Capital Projects Report • VC Performance Review Report • Enrolment Report • Health and Safety Report • Student Management System Renewal Project • Aged Debtors Report • Audit & Risk Report Committee • Risk Management Report commentary • Academic Board Reports • Academic Board Chair Report (<i>in person</i>) • Honorary Awards Committee Report • Council Evaluation 2015

Business Cases will brought to Council for approval as appropriate
A Health and Safety Briefing by will be held at the beginning of each meeting



MASSEY UNIVERSITY

VICE-CHANCELLOR'S OFFICE

To: Members of Council
From: Vice-Chancellor
Date: 20 April 2015
Subject: **Vice-Chancellor's Part I Report to Council**
Period: mid-February to early April 2015

Purpose:

This report is presented to update Council on key achievements, highlights and major issues arising over the period mid-February to early April, 2015, and also seeks to give Council a flavour of the breadth and depth of University-associated activities. The report gathers together strategic items provided by college and service lines, the Vice-Chancellor's e-log and diary. Further detail is provided in the appendices to this report.

1.0 Ngā Take o te Wā Topical Issues

1.1 Cyclone Pam

Cyclone Pam devastated Vanuatu over the weekend of March 14-15 and also caused problems on the East Coast of New Zealand. Some of our Massey staff and students have homes and families in affected areas. The University is seeking to assist students from Vanuatu where required.

Anyone wishing to support relief efforts can make a donation at any of the on-campus Campus Information Services offices. Please just indicate that it is for the Cyclone Pam appeal: "Making a Difference". The donations collected will all be transferred to the Red Cross on April 30. Massey University will start the collection with a \$500 contribution.

1.2 Sliding into the first semester

We had a great start to the year with the successful delivery of the Orientation programme. All were action-packed with activities to welcome the students to the respective campuses. Thank you to everyone who has been involved in ensuring our students enjoy the start to the year and settle quickly into study.

In the spirit of always pushing the boundaries of what is thought possible – the Manawatū campus students broke the world record for the number of people down a water slide. The old record was 289, Massey 306 (after disallowed ones – total of 311 down the slide). Campus staff Kirsty Greenwell, Jane McLaughlin, Mark Rainier, Dr Sandi Shillington and David Wiltshire deserve a special mention for putting their togs on and joining in.

1.3 Enrolments

Student numbers (or the lack of them) is proving to be a challenge again this year for the tertiary sector. As Radio New Zealand reported in early April, most institutions are reporting a

drop in enrolments. In part this is caused by the levelling off of the number of school leavers. It may also be the case that the more buoyant economy is encouraging people to seek employment rather than study.

In this context, it is great to see that Massey is “bucking the trend”. The University appears to be on target to reach its enrolment forecast. There are three key reasons for this: 1. Massey is not as reliant on school leavers as other universities because some 60 per cent of students are over 25. 2. Over the past few years our colleges have been reviewing their curriculum, dropping some areas of study and introducing others. These new areas of study are proving to be attractive to students. 3. Between 2009 and 2013, the University reduced student numbers to comply with the demands of the Tertiary Education Commission. In 2014 marketing and recruitment was stepped up and this has proven to be successful.

There are some lessons here: 1. The diverse body of students Massey attracts is a key strength. 2. The drive to renew and refresh the curriculum has to continue. 3. The effort to position Massey as “the engine of the new New Zealand” – creative, innovative and connected – is having an impact. 4. The University has staff prepared to go the extra mile in the marketing, recruitment and enrolment areas. 5. We need to sustain the drive to grow student numbers.

There are opportunities to ensure that the University does meet its enrolment targets coming up during the year. Marketing and recruitment for Second Semester is now under way and planning for Summer School is on the horizon. Staff thinking of teaching in the Summer School programme need to make that known soon. The broader the programme, the more likely students will enrol.

Positive feedback is great to hear and that’s what I have received from a thoroughly grateful extramural student in regards to the excellent customer service he was given by Christine Higgin, University Printery.

1.4 Election website nominated for Oscars of the internet

On The Fence – an interactive web tool supported by the strategic innovations fund and devised by Massey design students – has been nominated for a Webby Award. The Webbys are the annual awards for excellence on the internet, with nominees selected by the International Academy of Digital Arts and Sciences.

On The Fence is the only non-American nomination in the People’s Voice category of “political blog/websites”. The web tool started life in 2011 as a student design project to help young undecided and first-time voters to make informed electoral choices and transform disengaged youth into active civic participants. Users indicate how they feel about a selection of issues statements, to find out which political parties most closely reflect their views.

In 2014, Massey University’s Design and Democracy Project, part of design studio Open Lab, partnered with Springload, an award-winning New Zealand web company, to redevelop the tool for young people on mobile devices.

The other four nominees in the political blog/websites category are *Rolling Stone* magazine’s online coverage of America’s Gun Violence Epidemic, and US political news/commentary sites factcheck.org, truthdig, and politico.

Winners of The Webby’s People Voice awards are determined by the number of popular votes nominees receive. So, please spread the word. We need as many supporters going to the site and voting for *On the Fence* as possible. The link is:

<http://pv.webbyawards.com/2015/web/general-website/blog-political>

2.0 Ngā Tino Take me ngā Mahere Rautaki Key Strategic Issues and Positioning

2.1 SLT Planning for the year ahead

The Senior Leadership Team meeting held over three days at Auckland in February covered a lot of ground. The agenda included:

- Plans to implement the recommendations of the Vincent Fit-for-Purpose Report
- Marketing, recruitment, enrolment and retention plans for 2015
- Campus plans
- Regional activities
- Links with new migrant communities in the Auckland region
- Implementation of the employability framework
- The next steps for Massey University Worldwide
- Key deliverables for each service and academic area within the University
- Capital works for 2015

Conclusion - there is a great deal of important work to be completed in 2015.

While at the campus, the SLT met with the first students to move into the new student accommodation village over a barbecue lunch. Enthusiastic support for the development came from everyone. Having the students living on the campus has already made a noticeable difference to campus life.

An enormous vote of thanks is owed to all of the staff involved in making the Albany accommodation development a success. As often has to happen with these large projects a lot of hours were put in by a lot of people over the final weeks. Thank you.

The campus development plan specific to Albany focuses on growth – something that has been prevented in recent years by the Tertiary Education Commission. To take this message to the wider community a Grow North Forum was held on February 18. Thanks to the staff involved in organisation and those who spoke (in particular Distinguished Professor Paul Spoonley, Pro Vice-Chancellor, College of Humanities and Social Sciences). The aim is for Massey to lead discussion about the future development of the rapidly growing Auckland area.

2.2 What we stand for

The University's marketing agency took me through the next steps in the University's domestic marketing campaign in March. This operates at three levels. First is the effort to ensure Massey is well recognised and understood by the wider New Zealand community. Second is the "I AM...A NEW NEW ZEALANDER" campaign aimed at establishing the values and behaviours that Massey represents. Third is the promotion of specific programmes of study.

The key message behind this domestic campaign is that Massey University aims, through its teaching, research and engagement with the community, to shape the future of New Zealand in changing times. The proposition is that students and the wider community should join with Massey to apply knowledge to the building of a new New Zealand. This message is being responded to positively across the country.

Measurable improvement has been made in all areas over the past few years. For example, Massey has tripled its presence in the media. Improving marketing has been a challenging process because, until last year, the Tertiary Education Commission has required Massey to reduce its number of students because we were over the forecast established in 2004 when the funding freeze was put in place in 2009. For the past few years we have had to reduce student numbers while building the University's reputation.

Thankfully we are through this period now and have the room to grow. The enrolment numbers for this year appear to be on target but there is room (and the need) for the University to do more. During the year the intention is to run a number of specific campaigns in areas like distance where growth is possible. Leading into 2016 the intention is to continue to ramp up the marketing effort across the University with an emphasis on Albany in Auckland.

The emphasis on Auckland reflects the growing population in the region and the investment strategy being advanced by the Tertiary Education Commission.

It is very important that we take this opportunity to grow the University. With three large campuses and a significant distance “campus”, the University is in the position to enrol significantly more students. Indeed, this is essential if we are to complete the Albany campus over the next 10 years or so. Albany is currently home to around 6500 EFTS. The original plan was that the campus would host 15,000 EFTS and have twice as many buildings as it does now.

Staff members who are planning to grow their programme (undergraduate or post graduate) should ensure they have talked with their college and that colleges should have linked this to the marketing plan.

It is important to note that growth for growth's sake is not the aim of the University. Decisions taken over previous decades to become a multi-campus national university mean Massey will need to continue to grow in size for some time to come. Reputation, however, is always the central goal. Massey is focused on shaping the future of the nation and taking the best it has to offer to the world. The quality of what we do is always the paramount concern.

2.3 Wellington campus Think Differently initiatives

Associate Professor Robin Peace, College of Humanities and Social Sciences, and Professor Frank Sligo, College of Business, of the Wellington campus, have been appointed to co-convene the campus Think Differently committee, with a brief to design a bottom-up approach to identifying and naming the potential of the Wellington campus to epitomise a university that 'thinks differently'.

2.4 Albany campus Grow North initiatives

The Grow North initiative is progressing, with both an internal and external focus. Internally, the Grow North strategy has been finalised and a meeting with a large group of about 50 staff on the Albany campus is scheduled for May 5, with the intention of turning the strategy into an operational plan with milestones and key performance indicators.

Externally, a Grow North event was held on the Albany-Auckland campus in mid-February with roughly 100 participants, many of them prominent members from the Auckland (especially North Auckland) community. An important consequence of the day was enthusiasm for Massey playing a key role in developing a “Silicon Corridor” in North Auckland. Subsequently, I sought and received support from Brett O'Reilly, chief executive of the Auckland Tourism, Events and Economic Development, to support a “Call to Arms” type study addressing this challenge. A team is being assembled for the study, with work to culminate in a follow up forum in July for the study's release.

3.0 Te Rangahau me te Tohungatanga Research and Scholarship

3.1 Institutional Review of Research

This year the University will be undertaking an Institutional Review of Research in preparation for the next Performance-Based Research Funding round. Our reputation and significant revenue depend on how well our research capacity is presented. To ensure everyone is ready and there is less of a rush than last time, the rehearsal this year will ensure the systems are in place and researchers are clear as to what is required. The date when portfolios will be due is July 1.

3.2 Official launch of the Massey University Press

Massey University Press was officially launched on February 27. Thanks to everyone involved in what has been a long process – but a very important one. If Massey is to shape the future and take the best to the world, it needs a publishing house of its own. Not only for Massey-based authors but others who want to publish in areas championed by the University. In a few years, I hope the Press has established a clear and innovative profile that

we can all be proud of. All the best to Professor Glyn Harper, College of Humanities and Social Sciences, and the inaugural Board. Please refer to Appendix I for further details.

3.3 External launch of the Pacific Research and Policy Centre

The external launch of the Pacific Research and Policy Centre was held on March 30, in the Grand Hall, Parliament Buildings, Wellington. Please refer to Appendix II for further details.

3.4 Centre of Research Excellence

The Riddet Centre of Research Excellence hosted a site visit last week from the team looking at who is to be funded in the current round. The Riddet CoRE team was well prepared and presented a very compelling case. The outcome will be known in May/June. Thank you to everyone involved – in particular Distinguished Professors Paul Moughan and Harjinder Singh.

3.5 Congratulations to Distinguished Professor Harjinder Singh, co-director of the Riddet Institute and head of the School of Food and Nutrition, College of Health, who has been elected a Fellow of the United States Institute of Food Technologists. He is the third New Zealander to be elected an IFT Fellow. This is a unique professional distinction given to individuals with outstanding and extraordinary qualifications and experience for their contributions to the food science and technology field. Please refer to Appendix III for further details.

3.6 Associate Professor Nick Zepke, Institute of Education, was awarded the 2014 McKenzie Award from the New Zealand Association for Research in Education (NZARE). This is the most prestigious education award in Aotearoa. “The purpose of the award is to honour a current NZARE member’s significant contribution to educational research over an extended period of time. A significant contribution is interpreted as contributing to new knowledge and being an exemplary researcher in the education community in a chosen discipline.”

3.7 Associate Professor Adriane Rini, School of Humanities, has been selected as a member of the Research Foundation Flanders (FWO) Expert Panel, assessing research funding proposals for Belgian universities. It is a three-year appointment, 2015-17.

3.8 A joint graduate school between Massey University and Plant and Food Research is now up and running. The Joint Graduate School of Horticulture and Food Enterprise has not had a formal launch yet, although two establishment group meetings were held in December and January to plan this. To date, two PhD scholarships have been awarded via the new graduate school.

For further highlights on our outstanding staff, students and alumni please refer to section 5.0 Celebrating Excellence – Awards and Recognition, below, and throughout this report.

**4.0 Te Whakaako me te Ako
Teaching and Learning**

4.1 Massey University, under the leadership of Professor Paul Watters, School of Engineering and Advanced Technology, is one of six groups invited to submit full proposals to operate Information and Communications Technology (ICT) Graduate Schools. The new schools will connect tertiary education and industry to deliver more of the ICT skills New Zealand needs by lifting the training of the next generation of high-tech professions to another level.

4.2 Associate Professor Ian Laird, Professor Stephen Legg and Dr Kirsten Olsen, School of Public Health, delivered the second (December) and third (January) of four Occupational Health workshops to newly recruited Health and Safety Inspectors from Worksafe New Zealand (the new health and safety regulator) in Wellington. The fourth is scheduled for June. Massey University was contracted to deliver the workshops in recognition of the extensive technical expertise in occupational health. With the impending change in New Zealand Health and Safety legislation, and the strategic and political focus on occupational health issues in the workplace, this is a great opportunity for Massey to work with Worksafe to expand and enhance its current and future capability development programme.

- 4.3 FabLab is running the five-month Fab Academy programme for the first time in Australasia, with students from Australia, Sweden, France, Canada and New Zealand participating in this global diploma.

The College of Creative Arts *FabLab WGTN* was Australasia's first digital fabrication laboratory affiliated to the Massachusetts Institute of Technology. Fab Labs are a global network of local labs, enabling invention by providing access to tools for digital fabrication and providing a creative space where people can share and grow ideas. (See also item 8.16 on Fab Lab CHCH.)

- 4.4 The College of Creative Arts in collaboration with Lund University, Sweden, has been awarded funding from the Swedish Foundation for International Cooperation in Research and Higher Education, to develop its international strategic relationship in postgraduate studies. The initiative is led by Professor Anders Warell of Lund University (a former major coordinator for Industrial Design here at Massey) and supported by Professor Vicki Karaminas, College of Creative Arts, Associate Professor Julieanna Preston and Rodney Adank, School of Design. The project will enable Lund and Massey to jointly develop and offer students a distinctive, international, cross-cultural postgraduate study experience in the field of industrial design, with unique opportunities for the students not possible for either of the two institutions to offer single-handedly.
- 4.5 The Chartered Financial Analyst Institute has reaffirmed Massey University's status as a Chartered Financial Analyst Programme Partner with the Bachelor of Business Studies Finance programme.
- 4.6 The Recording of Scholarly Work and Student Work Policy and Framework was approved by the Academic Board at its February 2015 meeting. The National Centre for Teaching and Learning will now develop resources for those wishing to record their work – particularly for users of the MediaSite suite.
- 4.7 Science librarians at Manawatū have piloted a flipped-classroom approach to teaching information literacy skills to postgraduate students. Twenty-six postgraduate sciences students participated in *Searching for Science*, where they viewed online material and undertook activities before attending a face-to-face class. Almost all students rated their satisfaction with the class as excellent.
- 4.8 Teaching Consultants were invited by the Graduate Research School to run a session on *Writing the Literature Review* at the first PhD Induction for 2015. More sessions will follow.
- 4.9 John Milne, National Centre for Teaching and Learning, is delivering the blended delivery Foundation of Teaching and Learning course to ensure that new academic staff are offered teaching development as they begin work in the Massey Teaching and Learning Environment.

4.10 Accreditation

4.10.1 National Association of Schools of Art and Design (United States)

Following the first successful cohort of graduates in the new Master of Fine Arts programmes in both Design and Fine Arts specialisations, documents have been sent to the National Association of Schools of Art and Design to apply for Final Approval for Listing of the programme. The result of this application is expected in April-May.

4.10.2 Association to Advance Collegiate Schools of Business

I met with the AACSB Panel at the conclusion of their accreditation visit at the end of March to hear their preliminary recommendations. The panel could not have been more full of praise for what the Massey Business School is doing. Not much more can be said at this time because the panel's recommendations have yet to go before the AACSB Board. But it is safe to congratulate Professor Ted Zorn and the entire team involved in the visit – well done!

Other highlights of teaching and learning initiatives can also be found throughout this report.

5.0 Te Whakanui Hiranga– Ngā Tohu Whakamānawa Celebrating Excellence – Awards and Recognition

5.1 Honorary Doctorate - Dr Dhanin Chearavanont

A truly remarkable man and visionary, Dr Dhanin Chearavanont is one of Thailand's most successful business leaders, he is considered an exemplar businessman in international trade, an entrepreneur, innovator and recognised philanthropist, and has also made an enormous contribution to improving the standard of living for Thai people in the agrifood sector and is credited for introducing modern agricultural development to emerging economies.

Dr Chearavanont, 75, is chairman and chief executive officer of the Charoen Pokphand Group (known as CP Group), a conglomerate with core businesses in agrifood, retail and telecommunications that employs more than 300,000 people worldwide, with total revenues of more than \$US41 billion. CP Group was the first foreign investor in China after the economy was reopened to outside investment in the late 1970s. In 2007, it founded Thailand's first and only work-based learning higher education institute, the Panyapiwat Institute of Management.

Dr Chearavanont was recognised by the University with a Doctor of Science (honoris causa) at a ceremony at the Manawatū campus on March 4. The degree was in recognition of his services to international business and his philanthropic activities. Please refer to Appendix IV for further details.

Events of this magnitude take an enormous amount of work. To emphasise this point let me thank the following people for their outstanding work and for ensuring the University was presented in such a positive way:

Stuart Morriss, Keith Harvey, Dr Sandi Shillington, Debra Ward, Gary Mack, Dave Bentley, Scott Pearce, Geoffrey Pearce, Jason McQuarters, Kerry-Lee Probert, Bernard Shearsby, Rupert Oakley, Nigel Paul, Matthew Hannah, Rachel Smith, David Webb, Rob Roberts, June Lincoln, Fiona Brown, Shaya Matthews, Jacqueline Koenders, Lance Gray, Jacob Tapiata, Taniya Ward, Jane Mulryan, Michael O'Shaughnessy, Denis Jenkins.

5.2 University Defining Excellence Awards

Thank you to the outstanding teachers, researchers, alumni and partners involved in the Defining Excellence Awards in Auckland in March. It was a well-organised and very successful night. Please refer to Appendix V for further details.

5.3 Massey University annual teaching awards

Once again the annual teaching awards reinforced the importance of teaching at Massey and showcased outstanding teachers. Congratulations to Dr Alison Sewell, Dr Trisia Farrelly and Associate Professor Ian Fuller. It takes considerable work to prepare for the awards and not everyone succeeds. Thank you to the staff who put themselves forward and to those who support them. Winners of the University awards are eligible to go on to the National Teaching Awards. Massey has been very successful at the national level. Please refer to Appendix VI for further details.

5.4 Randstad Awards

I note that the University continues to rank well in the recently announced Randstad Awards. Massey University is in the top 10 of New Zealand's most attractive employer brands. Please refer to Appendix VII for further details.

5.5 Congratulations other to our staff, students and alumni whose expertise and excellence has been recognised in the following ways:

5.5.1 Dr Jodie Hunter, Institute of Education, has been awarded a prestigious Fulbright New Zealand Scholar Award. The title of her research project is: *Addressing diversity and equity in mathematics education through funds of knowledge.*

- 5.5.2 The Nielsen Bookscan 2014 Overall Bestseller's Chart ranked Dr Thom Conroy's (School of English and Media Studies) novel, *The Naturalist*, as number six for 2014.
- 5.5.3 Professor Marlena Kruger, College of Health was appointed for a three year term as extraordinary Professor in Human Nutrition in the Department of Human Nutrition, Faculty of Health Sciences, University of Pretoria, South Africa. This is the second three-year term where Dr Kruger has been appointed to this role.
- 5.5.4 Associate Professor Kerry Taylor, School of Humanities, has been appointed Honorary Research Associate at the Museum of New Zealand Te Papa Tongarewa.
- 5.5.5 Professor Lorraine Warren, School of Management, was chair of the 2014 Business Panel for the International Undergraduate Awards, the world's only pan-discipline academic awards programme that identifies leading creative thinkers through their undergraduate coursework.
- 5.5.6 Dr Nives Botica Redmayne, School of Accountancy, has been appointed a councillor on the Council of Chartered Accountants Australia and New Zealand, for the term 2015-17.
- 5.5.7 Professor Cynthia White, College of Humanities and Social Sciences, has been re-appointed to the panel for the selection of the winner of the International Christopher Brumfit Prize for the best Doctoral Thesis in Applied Linguistics awarded by Cambridge University Press, United Kingdom.
- 5.5.8 Professor White has been appointed associate editor for the journal *Language Learning and Technology* (ranked Q1 in Scopus), for the period November 2014-18.
- 5.5.9 Dr Anna Powles, Centre for Defence and Security Studies, co-edited a book, *United Nations Peacekeeping Challenge: The Importance of the Integrated Approach*, which will be published by Ashgate in July 2015. The book will be part of Ashgate's *Global Security in a Changing World* series.
- 5.5.10 Associate Professor Angie Farrow, School of English and Media Studies, launched her book *Together All Alone*, six shorts plays – at the Palmerston North City Council Library on December 8, followed by a production of the plays at the Globe Theatre, on December 10, 11 and 12.
- 5.5.11 Dr Karen Ashton and Dr Alyson McGee, Institute of Education, were congratulated by the Applied Linguistics Association of New Zealand and notified that their student, Rachel Hamlin, won the best MA thesis competition for 2013.
- 5.5.12 Dr Ella Kahu, School of Psychology, (supervisors Professor Christine Stephens, Associate Professor Nick Zepke and Dr Linda Leach), was awarded the 2014 Sutton-Smith Doctoral Award. "The award honours Brian Sutton-Smith. Professor Sutton-Smith was awarded the first Education PhD in New Zealand in 1954. The Sutton-Smith Doctoral Award is awarded annually for an excellent doctoral thesis by a New Zealand Association of Research in Education member."
- 5.5.13 Associate Professor Ian Laird, Professor Stephen Legg and Dr Kirsten Olsen, School of Public Health, were co-editors of a special issue of the *International Journal Safety Science* (Vol 71 Part C) entitled *Managing Safety in Small and Medium Enterprises*. This is the second of two special journal issues arising from the international conference that this group ran in Nelson in February, 2013, on *Understanding Small Enterprises (USE2013)*.
- 5.5.14 Dr Flora Hung-Baesecke, School of Communication, Journalism and Marketing, won the Faculty Best Paper, Public Relations Division, at the International Communication Association conference last year.
- 5.5.15 Dr Hung-Baesecke was invited recently to join the advisory board of the prestigious International Public Relations Research Conference, held annually in Miami, United States.

- 5.5.16 *Meet Me in the Square* is a solo exhibition by David Cook, School of Art, at the Christchurch Art Gallery, January 31-May 24. His 180-page book *Meet Me in the Square: Christchurch 1983-1987*, was published by the Christchurch Art Gallery, December 16, in an edition of 1500. The book has been featured in the media.
- 5.5.17 Katie Sizeland, School of Engineering and Advanced Technology student, (chief supervisor Professor Richard Haverkamp, School of Engineering and Advanced Technology), won the prize for best student poster at the Australian Synchrotron Users Meeting heading off several excellent Australian student posters. The prize includes a scholarship worth about \$7500 to attend the 10-day Cheiron School at the world's largest synchrotron facility, Spring-8 in Japan. The scholarship covers all costs of travel and attendance at the Cheiron School.
- 5.5.18 Associate Professor Glenn Banks, School of People, Environment and Planning, was lead author of the *Papua New Guinea National Human Development Report 2014: From Wealth to Wellbeing: Translating Resource Revenue into Sustainable Human Development*, for the United Nations Development Programme.
- 5.5.19 Associate Professor Jane Goodyer, School of Engineering and Advanced Technology, has been elected as a Fellow of the British-based Institution of Engineering and Technology. Dr Goodyer has also been invited to be part of a University Twinning and Networking Programme of Unesco.
- 5.5.20 Kyle Jones, Bachelor of Veterinary Science student, was awarded the annual Pelorus Area Health Trust grant of \$500.
- 5.5.21 Adele English, Bachelor of Veterinary Science student, received the Graham Veterinary Club of Marlborough Scholarship of \$5000.
- 5.5.22 Bogdan Jovanovic, Bachelor of Design (Hons) student, won the Expressions scholarship for visual arts.
- 5.5.23 Annette O'Sullivan and Fay McAlpine, School of Design, were named Tutors of the Year in what can only be described as a phenomenal effort in the 2014 Australasian ISTD Student Assessment Scheme. The International Society of Typographic Designers is a professional body run by and for typographers, graphic designers and educators. Through the hard work of our staff Massey University has broken all known ISTD records internationally in its 40-year history and this award reflects this amazing achievement.
- 5.5.24 There are two scholarships available specifically for students to study journalism. This year marks the first time Massey postgraduate journalism students have won both. Steven Trask has won the Science Media Centre's Science Journalism Fellowship and Solbin Kang has won the Asia New Zealand Foundation's Kiwi Asian Journalism Scholarship.
- 5.5.25 A new book by recently retired staff member Associate Professor Jill Bevan-Brown, Institute of Education, and colleagues, *Working with Māori children with special educational needs – He Maki Whakahirahira*, was published by the New Zealand Council for Educational research and was launched at the block course for Specialist Teaching Programme students in Albany.
- 5.5.26 Professor Bruce Glavovic, School of People, Environment and Planning, had his book *Climate Change and the Coast: Building Resilient Communities* published by CRC Press.
- 5.5.27 Massey University flag historian Malcolm Mulholland has been appointed to the Government's Flag Consideration Panel to oversee a public engagement process and consider possible alternatives to the current flag. Mr Mulholland, a senior researcher at Te Pūtahi-a-Toi/School of Māori Art, Knowledge and Education and New Zealand's leading flag historian, says he is "deeply honoured" to have been selected for the panel of 12.
- 5.5.28 Dr Ian de terte, School of Psychology, has been appointed to the editorial board for: *Psychological Trauma Journal: Theory, Research, Practice, and Policy*.

- 5.5.29 Dr David Simpson, Institute of Fundamental Sciences, was awarded the New Zealand Mathematical Society Early Career Award for “contributions to the analysis of the effects of randomness and uncertainties in non-smooth dynamical systems”. This award was instituted in 2006 to reward early career New Zealand mathematicians. Criteria for eligibility are the same as for the Marsden Fund Fast-Start grants – applicants must be within seven years of confirmation of PhD. The candidate will be judged on their best three papers and a two-page CV.
- 5.5.30 Professor Martin Hazelton, Institute of Fundamental Sciences, was awarded the 2014 Littlejohn Research Award, presented at the New Zealand Statistical Association Conference. The Littlejohn Research Award was established in 2013 and is named in commemoration of Roger Littlejohn, who worked as a biometrician with AgResearch at the Invermay Research Centre (Dunedin) for nearly 30 years. The award is based on original statistical research published in the last five calendar years.
- 5.5.31 Associate Professor Jane Goodyer, School of Engineering and Advanced Technology, was made a Fellow of the Institution of Engineering and Technology, England.
- 5.5.32 Dr Amal Punchihewa, School of Engineering and Advanced Technology, was made a Fellow of the Institution of Professional Engineers New Zealand.
- 5.5.33 Luke Liu, a PhD student in Associate Professor Shane Telfer’s Institute of Fundamental Sciences group, was awarded the Chinese Government Award for Outstanding PhD Students. This award is for Chinese students undertaking their PhD overseas. Five hundred students, including only three in New Zealand, were selected this year across all disciplines. The assessment is based on the student’s publication record, reference letters, oral/poster presentations at international conferences as well as their contributions towards their field.
- 5.5.34 Elizabeth Stewart, Institute of Food Science and Technology, reviewed three chapters of textbook *Understanding Nutrition*, Australian and New Zealand Edition, Whitney et al on request of Cengage Learning.
- 5.5.35 Richard Kuipers von Lande, Institute of Veterinary, Animal and Biomedical Sciences, successfully concluded his Fellowship examinations to the Australian and New Zealand College of Veterinary Scientists.
- 5.5.36 PhD student Thanh Ngo, has won the Best PhD Student Paper Award for *Ranking with a Euclidean common set of weights in data envelopment analysis with application to the New Zealand banking sector*, co-authored with Associate Professor David Tripe, School of Economics and Finance, at the Photo Marketing Association Australia 2015 conference in Auckland.
- 5.5.37 Dr Max Schleser, School of Music and Creative Media Production, presented his Massey University Research Fund-funded project *24Frames 24Hours* in a paper *#24Frames*.
- 5.5.38 Linda Palmer, University Librarian, has been appointed as the Council of New Zealand University Librarians representative on the Council of Australian University Libraries’ Quality and Assessment Advisory Committee, a group that advises the Australian council on library assessment tools, benchmarks, standards, and developments in measuring and communicating library value and impact.
- 5.5.39 Hannah Gibb, Bachelor of Agricultural Science student, received a \$4000 Farmers Mutual Group Scholarship for exceptional academic, extra-curricular and agricultural achievements.
- 5.5.40 Maxine van Brakel, Bachelor of Food Technology (Hons) student, received a 2014 New Zealand Steel Undergraduate Scholarship.
- 5.5.41 Chris Lowe, Bachelor of Agricultural Science student, was awarded a one-year \$4000 Balance Agri-Nutrients tertiary study scholarship.

- 5.5.42 Liz Brooker-Williams, Graduate Diploma in Journalism graduate, received a Civil Defence Emergency Management silver award for her work during the Raetihi water contamination crisis in 2013.
- 5.5.43 Karla Frost, Bachelor of Agricultural Science graduate, received the 2015 Northland Farm Manager of the Year, at the Northland Dairy Awards.
- 5.5.44 Richard Ash, Bachelor of Applied Sciences graduate, received the following awards:
- Manawatū Sharemilker/Equity Farmer of the Year
 - DairyNZ Human Resources Award
 - Livestock Improvement Corporation Recording and Productivity Award
 - Meridian Energy Performance Award
 - Westpac Business Performance Award
- 5.5.45 Lily Wheatley, Bachelor of Applied Economics (Hons) student, received the New Zealand Pacific Highest Achiever Award from the Ministry of Foreign Affairs and Trade.
- 5.5.46 Luuka Jomes, Bachelor of Business Studies student, won the Women's K1 kayaking title at the Canoe Slalom New Zealand national championships at Mangahao.
- 5.5.47 Dr Tom Ormond, Bachelor of Education graduate, has been selected as a fellow by the American Council of Education.

Other highlights of staff, student and alumni recognition can also be found throughout this report.

6.0 Te Kōtuitui me Te Aronga Manaakitanga Connections and Responsibility

6.1 Māori, Pasifika and New Migrants update

6.1.1 The Senior Leadership Team visited Ngāti Whātua o Ōrakei, at the Ōrakei Marae, Auckland, on February 16. This was an important renewal of a longstanding relationship between the iwi and Massey University. The aim now is to explore practical actions we can take together.

6.1.2 Marae refurbishment, Wellington campus

The final Kuratini marae refurbishment consultation hui was held, at the marae, on March 27. The project moved a step forward towards a start date in May this year with the hui agreeing to proceed forward with the marae refurbishment; establish a working group to advise on matters relating to the implementation of the marae upgrade throughout the project; and to organise the whakanoa (removal of tapu) ceremony to allow the wharenui to be repurposed for use as a wharekai. That ceremony on April 1 was attended by 60 staff, students, mana whenua, kaumatua and kuia including other community representatives and officiated by the tohunga Dr Huirangi Waikerepuru. The marae is now officially closed for construction work with a due date for its opening by December 2015.

6.1.3 Māori Science Academy

The Māori directorate, in conjunction with External Relations and the College of Sciences, is investigating the potential of piloting a Māori Science Academy programme in partnership with four secondary schools in the Manawatū region and several funders (eg Fonterra) to start next year. The academy will focus on STEM (science, technology, engineering and mathematics) subjects, including agriculture and agrifood business, to provide a pathway for pupils from years 11-13 to enter university.

6.1.4 Cultural Audit Model

Progress continues with the development of a new cultural audit model to monitor the performance of colleges and service lines responsiveness to Māori and Pasifika. The monitoring tool is being tested on 2014 data involving measures sourced from Massey's Investment Plan and both Māori and Pasifika strategies (eg, student recruitment, retention, and completion, and staff development), prior to full implementation in 2016.

6.1.5 Monitoring Stakeholder Engagement

A new electronic system is being devised to monitor all Māori and Pasifika stakeholder engagements by Massey staff due for completion by June 2015. The one-stop shop for intelligence gathering and record keeping of such engagements will ensure a more efficient, effective and co-ordinated response across Massey with key stakeholders eg, iwi, churches, and community groups.

6.1.6 Associate Professor Marjan van den Belt, Ecological Economics Research New Zealand, is co-leading a Social Ecological Entrepreneurship programme with Ngā Rauru, which started in January, 2015. The first hui (January 26-February 1) intersected with the iwi's annual Waitotara Awa Hikoi at Takirau Marae.

6.1.7 The Māori Mentoring and Leadership Pilot Project that ran in the College of Business in semester two 2014 has been expanded to include all Māori and Pasifika distance students enrolled in the core business studies papers. The initiative focuses on early engagement with students in order to improve the overall pass rate. Thirteen Māori and Pasifika mentors have been recruited into the initiative and things are progressing very positively at this early stage.

6.1.8 The Office of the Assistant Vice-Chancellor Māori and Pasifika, in partnership with Auckland Museum, is organising a symposium called *175: the Treaty on the Ground: Dialogue and Difference, Crisis and Response*, targeted at academics and practitioners July 6-7. The two days will be followed by a colloquium at Albany for emerging academics July 8.

6.1.9 The Pasifika director met with a group including representatives from New Zealand Post, Hutchens Consulting, and the Pacific Exporters' Network, to explore ways in which Pacific Islanders in New Zealand are assisted to send products and goods to relatives in the islands. The Pasifika Directorate has been asked to liaise with the communities and to carry out initial research into the needs of the communities as well as marketing and other logistical considerations.

6.1.10 The Pasifika Directorate continues collaboration with the University of Western Sydney under the terms of the memorandum of understanding. Recruitment and enrolment plans were developed. From the time the memorandum was posted on the University of Western Sydney facebook page and website 20,000 hits have been recorded. There are now 20 confirmed enrolments for the Massey extramural programme.

6.1.11 Centre for Teaching and Learning staff members were involved in the Pasifika Orientation. This enabled new students to network with senior students, support services staff and community leaders. Pasifika Consultants completed outbound phone calls and emails/letters sent to all first-year students to invite them to Pasifika events and to advise them of Pasifika student support services, and to support them with induction, Navigating Stream, and the Massey services for students

6.1.12 Associate Professor Marjan van den Belt, Ecological Economics Research New Zealand, co-led a hui on February 28-March 1 for the Social Ecological Entrepreneurship project with Ngā Rauru.

Please also refer to item 3.3 above and Appendix II for the external launch of the Pacific Research and Policy Centre.

6.2 Agrifood update

6.2.1 Te Puna Whakatipu – Transforming Agrifood Business

All activity of Te Puna Whakatipu team is related to implementing the Massey Agrifood Business Strategy. This means supporting the university's core business in relation to agrifood business (eg teaching programmes and strategic initiatives such as FoodHQ) as well as identifying new strategic projects where there is the potential to generate new revenue for the University and/or demonstrate thought leadership.

During the reporting period the directors of Te Puna continued to deliver on current projects (including those funded internally as well as those funded externally) while also looking to develop new funding streams. Specific activities during this period include:

- **Projects**

The team continues to deliver on the Global Food Safety Partnership; the China Food and Drug Administration scholarship programme and the Marlborough Food and Beverage Innovation Cluster. The team coordinated or supported others to deliver on work with the Livestock Improvement Corporation, the Ministry of Foreign Affairs and Trade-funded project in East Indonesia, and the New Zealand Food Safety Science and Research Centre.

- **Emerging Projects**

There are a number of emerging projects where discussions are starting or continuing. Some of these are with multinational corporations where the university response needs to be strategic and cross college.

- **Relationship building**

Main interactions (outside those relating to FoodHQ or the New Zealand Food Safety Science and Research Centre) have been with Ministry of Primary Industries, Livestock Improvement Corporation, Fonterra, Dairy New Zealand, Landcorp, Westpac and the Fairfax Group.

- **Events**

In keeping with its overall purpose, Te Puna plays a role in events where agrifood and business overlap – and/or supports other academic units to undertake events where a cross-disciplinary approach is important. During this period Te Puna has hosted a visit from Professor Aalt Dijkhuizen (President of Topsector Agri & Food Netherlands and formerly of Wageningen University and Research Centre) - please refer to Appendix VIII for further details, and is organising one of the events for the Big Issues in Business series (on Food Safety). Internal events include coordinating the University's Agrifood Business Leader's forum, and other meetings that relate to building an effective cohort of leaders across the university capable of responding to the opportunities that are emerging in agrifood business.

- 6.2.2 As part of our ongoing commitment to supporting the food innovation agenda of New Zealand and export growth, Massey staff have also been very busy over the last few weeks working on a major new collaborative proposal (\$18 million) for Ministry of Business, Innovation and Employment funding, *Enabling Technologies for the Process Industries of New Zealand*. Professors Jim Jones and Richard Archer are leading the Massey team, which will host the initiative with staff drawn from AgResearch, University of Auckland, University of Otago, Plant and Food Research and the Riddet Institute.
- 6.2.3 Ministry of Primary Industries director-general Martyn Dunne visited the Manawatū campus in March and later spoke with the members of the FoodHQ Board. Mr Dunne stressed that issues like food security, food safety and food protection required significant input from Massey University. He was encouraged to hear that interest among students in primary industries was growing given the Government's assessment that an additional 55,000 people will be needed between now and 2025. As the number one University in this area, the opportunities for teaching, research and engagement are many.
- 6.2.4 It was great to see a successful Sheep Dairying Conference get under way in February. The conference was held in a marquee on what is to be the Town Square of Food HQ. Massey staff led the way (thanks to Associate Professor Craig Prichard, School of Management, and the team). Sheep milk production is growing and appears to have a very positive future, given its acceptability amongst Asian consumers.
- 6.2.5 On the subject of sheep, I met with New Zealand Merino while on a brief visit to Christchurch for a speaking engagement in February. Chief executive John Brakenridge is very interested in working with Massey as the organisation develops a more consumer-focused approach to the promotion of merino wool and meat. A workshop is to be planned.

- 6.2.6 My thanks to the staff who represented the University and FoodHQ at Central Districts Field Days. The weather was kind, the numbers looked to be up and the feedback was very positive.
- 6.3 Other examples of the breadth and depth of the University's connections, relationships, contributions and impacts:
- 6.3.1 Dr Rand Hazou, School of English and Media Studies, travelled to Sydney to participate in *Connecting from a Distance*, a theatrical collaboration between Australia and Palestine to facilitate the transfer of skills and knowledge between theatre-makers and performers from both countries.
- 6.3.2 Vicky Forgie, Ecological Economics Research New Zealand, ran a workshop on December 4 on the Wellington Region Genuine Progress Index. Participants from Statistics New Zealand, the Greater Wellington Regional Council, the Wellington City Council, the Wellington Chamber of Commerce and Hutt Valley District Health Board attended.
- 6.3.3 The Aotearoa Creative Writing Research Network, directed by Dr Thom Conroy, School of English and Media Studies, launched its website, featuring an introductory video, a Twitter feed on national Creative Writing news and events, a member's directory, and online resources.
- 6.3.4 Steve Randerson, SHORE Centre, facilitated a meeting to review and evaluate the efforts of a group of government and non-government public health agencies to inform and increase community engagement in the Auckland Council's Local Alcohol Policy consultation process. The meeting was attended by representatives from the Auckland District Health Board, Te Ha Oranga, Hapai Te Hauora, Alcohol Healthwatch and the Health Promotion Agency.
- 6.3.5 The School of Humanities, together with the Portuguese Consulate and the Palmerston North City Library presented a selection of contemporary Portuguese short films at the Central Library on January 30.
- 6.3.6 Professor Sally Casswell, SHORE Centre, provided technical support for the alcohol law development in Vietnam, November 8-15, Hanoi. This involved discussions with the World Health Organisation on a support programme in Vietnam, key issues for alcohol control law, and policy options; and attended a technical meeting with partners on alcohol law development with discussion around advertising and promotion control; and participated in a two-day workshop on alcohol law development.
- 6.3.7 Associate Professor Mark Henrickson, School of Social Work, attended the International Association of Schools of Social Work Board meeting on January 23-24, at The Longhouse, University of British Columbia, Vancouver. Dr Henrickson is a member of the executive committee and treasurer of this association.
- 6.3.8 Thomas Gorte, senior professional clinician, School of Nursing, undertook a surveillance audit of the Tairāwhiti District Health Board children's services.
- 6.3.9 The ecentre is again offering free workshops for entrepreneurs in 2015 to encourage and support the entrepreneurial spirit that underpins our innovation ecosystem. Beginning on January 29, the free public workshops drill down into the leading-edge technologies that are of particular interest to start-ups and small technology-based businesses.
- 6.3.10 More than a decade on from their 2003 examination of the motivations of residential rental property investors, Professor Anne de Bruin, School of Economics and Finance, and Dr Susan Flint-Hartle, School of Economics and Finance, are conducting a follow-up nationwide survey. Given current widespread interest in property market issues, this survey is timely and valuable. Although initially distributed through the New Zealand Property Investors Federation, widespread participation in the survey is being sought in a variety of ways. Massey staff, students and alumni who own residential rental property are invited to complete the short survey and encourage their networks to do the same.

- 6.3.11 College of Creative Arts students, led by Antony Nevin, School of Design, had design work featured in Wellington's Gardens Magic as part of the Summer City Festival. The multi-level Design for Festival and Events students had work that was installed in Wellington's Botanical Gardens for three weeks in January. This was seen by more than 65,000 people and featured on the front page of the Dominion Post and on Radio New Zealand's The Wireless programme.
- 6.3.12 Dr Flora Hung-Baesecke, School of Communication, Journalism and Marketing, worked with the Institute for Public Relations in the United States on translating a Dictionary of Public Relations Measurement and Research into Chinese, which was completed in January.
- 6.3.13 Netball New Zealand regional community coaching programme invited Dennis Slade, School of Sport and Exercise, to Auckland to present to them a workshop on the teaching games for understanding principles as they apply to coaching young people in netball. There were 38 coaches from throughout New Zealand and Mr Slade's two-hour practical session, tinged with theory into practice, was extremely well received.
- 6.3.14 Dr Michael Irwin's, Institute of Education, *Action Learning Research Project: Boys' Learning and Engagement*, has been working with the North Shore region Resource Teacher of Learning and Behaviour cluster.
- 6.3.15 Veronica Tawhai, Te Putahi-a-Toi, along with rangatahi (youth) involved in the project, presented the results of the three-year national Matike Mai Aotearoa Rangatahi (Youth for Constitutional Transformation) project at the Open Forum tent, Te Tii marae, Waitangi, as a part of the Waitangi Day commemorations on February 6.
- 6.3.16 Dr Anna Powles, Centre for Defence and Security Studies, is president of Women In International Security New Zealand, which is housed within the Centre for Defence and Security Studies. On February 18 the group hosted Major-General Dave Gawn, the New Zealand Defence Force Chief of Army, who spoke on the role of women in combat and United Nations Security Council Resolution 1325, the resolution on women, peace and security that acknowledges the disproportionate and unique impact of armed conflict on women and girls. This was the first in a series of talks WIISNZ will be hosting this year on UNSCR 1325, to mark the 15th anniversary of the resolution's adoption. WIISNZ will be hosting the public consultations for the New Zealand National Action Plan.
- 6.3.17 To initiate 2015 as the International Year of the Soil, on the February 10 more than 300 registrants attended the 28th annual Fertiliser and Lime Research Centre Workshop for the annual review of New Zealand's major environmental research programmes. Centre director Professor Mike Hedley, Institute of Agriculture and Environment, and the workshop organiser Lance Currie, Institute of Agriculture and Environment, were thrilled by the largest ever response from delegates and expect the annual melting pot will spawn new ideas and research collaborations to tackle agriculture's nutrient management issues.
- 6.3.18 Associate Professor Craig Prichard, School of Management, led a team of Massey and AgResearch colleagues in organising and running the inaugural FoodHQ Ewe Milk Products and Sheep Dairying Conference. The conference, which attracted 157 participants, including a number of international attendees, was held at FoodHQ to develop the fledgling industry. The conference was designed as a prototype for FoodHQ engagement processes and followed on from work A/Prof Prichard did with MBA students who studied the FoodHQ cluster/alliance project. A key outcome of the conference was the formation of a steering group charged with incorporating the Sheep Dairy Association of New Zealand and organising a set of work streams that support the industry's development.

The Exploratorium, a method and designed environment used for surveying attitudes in groups of people, was successfully tested and used at the conference. The Exploratorium was conceived by Matthijs Siljee, School of Design, with Associate Professor Craig Pritchard, and developed by an OpenLab design team with postgraduate Celeste Holmes and Buster Caldwell. It was then deployed by Food HQ at the Central District Field Days in March and will again be used by Massey University at the National Field Days in Mystery Creek in June.

- 6.3.19 The College of Creative Arts was proud to host New Zealand Qualification Authority chief executive Dr Karen Poutasi, local school principals, teachers, parents and pupils for the opening of the Top Art Exhibition in Te Ara Hihiko. The exhibition celebrates and showcases the talent and achievements of the best students from last year's level three National Certificate of Educational Achievement pupils in design, painting, sculpture, photography and printmaking. In a new development, a digital portfolio of moving image work is included for the first time. The portfolios will be on display until March 13, with lots of school groups booked to visit.
- 6.3.20 The 2016 *Your Guide to Creative Arts* was ready earlier than ever before and can be found online at <http://publications.massey.ac.nz>.
- 6.3.21 Representatives of Futureintech visited the Fab Lab to gain an understanding of the innovative opportunities that might exist for young people in the future. Futureintech is tasked with raising an awareness of careers in science, technology and engineering in primary and secondary schools throughout New Zealand and the representatives were very inspired after their visit.
- 6.3.22 Anna Aflalo, a master's graduate of Innovation, Design, Entrepreneurship and Art in Lyon, has come to Wellington to participate in the Fab Academy and is sharing her experiences at the Fab Lab with a small group of pupils at Houghton Valley Primary School. The pupils will participate in a Fab Academy "lite" programme and will complete the experience by running a workshop at Handmade 2015 in June.
- 6.3.23 The first two Big Issues in Business events for the year took place in March. Associate Professor Valentyna Melnyk, School of Communication, Journalism and Marketing, presented her research into retail loyalty programmes in Auckland on March 18 alongside Farmers head of marketing Dean Cook. Then, in Wellington on March 31, Dr Farah Palmer, School of Management, joined an industry panel to discuss the importance of good leadership in increasingly diverse workplaces. For more details and to register visit the all-new Big Issues in Business home page: <http://www.massey.ac.nz/bibs/>.
- 6.3.24 The Inaugural Sir Stephen Tindall Distinguished Professor Lecture was delivered by Professor Kusum Ailawadi (Dartmouth College) on February 4. The purpose of the event was to celebrate the Sir Stephen Tindall endowment and to showcase the best in retail research.
- 6.3.25 The Allan Wilson Centre ran a highly innovative 24-hour BioBlitz in Uawa/Tolaga Bay on 12/13 February. The BioBlitz involved 30 specialists, the Tolaga Bay Area School staff and pupils and the wider community, finding as many species of animals, plants, birds, bugs, fungi, fish and molluscs as possible over a 24-hour period. We estimate more than 500 species were discovered – the final result will be available within the next week. One teacher was heard to comment; "Now *this* is the way to teach science".
- 6.3.26 In March I met with Rick Ellis, who is now the chief executive of Te Papa museum. Mr Ellis is very interested in a strong relationship with Massey University. He is also supportive of the planned Museum of War and Conflict, which is taking shape in Massey's Museum Building under the guidance of Sir Peter Jackson.
- 6.3.27 The many events being held to mark 100 years since the First World War are in full swing. Massey University has many staff heavily involved in these events. A very impressive line-up of speakers was assembled last week for *The Myriad Faces of War* symposium that opened in Te Ara Hihiko last week. Congratulations to Professor Kingsley Baird and the team of Massey staff who organised the symposium.
- 6.3.28 Every year around this time, the Relay for Life Manawatū event is held on the Manawatū campus Hokowhitu site. It is the longest-running and most financially successful of the Relay for Life events held all over the country. Thank you to the staff and students who took part in our team this year. The weather added a bit of adventure to proceedings – memories have been made!

- 6.4 With the purpose of reinforcing strong strategic connections and taking the opportunity to present the University's point of view, I meet with various people and groups around New Zealand and overseas. The following are by way of example:
- Visit from Westpac.
 - Attended the Ministry of Foreign Affairs/Secretary General of ASEAN event.
 - Attended Massey University Foundation Board meeting.
 - Met with Marco Marinkovich, chairman of the New Zealand Dairy Company.
 - Spoke at Finance 2015 (a partnership with the Auckland Chamber of Commerce) was standing room only. Interest in the event, in part, reflects the growing credibility of the Massey Business School among the Auckland business community. Well done to Professor Ted Zorn and the school. (Please refer to Appendix IX for further details).
 - Visited the Asia New Zealand Auckland office.
 - Met with Dr Kathryn McPherson, chief executive of the Health Research Council.
 - Attended a Ministry of Education Ministerial Forum.
 - Newly-elected Palmerston North Mayor, Grant Smith, visited in late February to discuss links with the University. It is great to see the priority he is placing on Palmerston North being a "univerCITY". The city and the University work closely together on a variety of projects but there is a lot more that could be done.
 - Discussion with the Wool Tech organisation on the future of industry qualifications.
 - Visit from Dr Aalt Dijkhuizen, the former President of Wageningen UR, which included a session on the future of Dairy New Zealand. (Please refer to item 6.2.1 and Appendix VII for further details).
 - Visit from a delegation from the Pakistan Higher Education Commission. (Please refer to item 7.4 for further details).
 - Special session to confer an honorary doctorate on Dhanin Chearavanont. Please refer to item 5.1 above and Appendix IV.
 - Chaired the Committee for University Academic Programmes.
 - Spoke at the closing of Relay for Life in Manawatū (thanks to all the staff and students who were involved).
 - Met with the Combined Unions (March).
 - Attended a Westpac Customer Relations Breakfast.
 - Visited the Central Districts Field Days.
 - Follow-up visit from the Academic Quality Agency.
 - Visit to a University marketing agency.
 - Attended the BioCommerce Board meeting (March)
 - Participated in the Public Relations Institute of New Zealand panel discussion.
 - Attended the EDUCANZ Transition Board meeting.
 - Met with the Royal Brunei Armed Forces Chief of Defence (refer to item 7.4 and 8.3 below).
 - Attended a Defence Advisory Board meeting.
 - Attended an Asia New Zealand Foundation Board meeting (March and April).
 - Visit by chief executive of Ministry of Primary Industries, Martyn Dunne (refer to item 6.2.3 above)
 - Attended a Food HQ Board meeting.
 - Meeting with Te Papa chief executive. (refer item 6.3.26 above)
 - Discussion with New Zealand Herald about the Grow North strategy.
 - Attended The Myriad Faces Splash Page launch.
 - Massey Foundation United-States-based Board.
 - Interview with Jamie MacKay for RadioSports the Farming Show (March).
 - CIR: Meeting with President/Provost and Dean.
 - Attended the KPMG Agribusiness Agenda Roundtable.
 - Spoke at the external launch of the Pacific Research and Policy Centre, Parliament, Grand Hall (Refer to item 9.15 above).
 - Attended the Riddet Board meeting (March).
 - Met with Te Punaha Matatini to discuss partnership.
 - Welcomed the Working with Nature Conference, Manawatū campus.
 - Telephone interview with John Peachey, host of Nationwide Morning Show regarding the Innovation Hub Project.

- Catch-up with Manawatū Museum Te Manawa chief executive Andy Lowe.
- Visit from Swiss Ambassador David Vogelsanger.
- Met with Chris Gosling, chief executive of the recently merged Whitireia and Weltec Institutes of Technology.
- Addressed the New Zealand Association of Cooperative Education Conference.
- Preview of the Great War Exhibition.
- Attended the opening of Pukeahu National War Memorial Park.

6.5 Bereavements

It is with sadness that we record the passing of the following:

- **Virginia Ford**
Council members will no doubt have heard the very sad news of the death of student Virginia Ford in Palmerston North in mid-March. The University has been providing support to anyone who requires it – the contact is Mark Rainier – m.g.rainier@massey.ac.nz.
- **William (Bill) Tither, a significant figure from our past** former Registrar.
- **Margaret Keeling**, the first woman to sit on the Massey University Council (1977-85) and junior lecturer in History (1964-65).
- **Brian Korte**, business manager Institute of Veterinary, Animal and Biomedical Sciences.
- **Professor Anthony (Tony) Whincup**, recently retired head of the School of Visual and Material Culture, in the College of Creative Arts (and previously head of Photography).

7.0 Te Ao Whānui Internationalisation

7.1 Internationalisation update

7.1.1 Internationalisation at Massey has attracted numerous successes over the past six months, including a significant boost of profile with key stakeholder groups and countries. Some of the successes include:

- The award of honorary doctorates to the First Lady of China, Madam Peng Liyuan, and Dhanin Chearavanont, chairman and chief executive of the Charoen Pokphand Group, (refer to item 5.1 above).
- Massey's inclusion in the exclusive list of providers by the Saudi Arabia Cultural Mission to receive Saudi Arabia students on the prestigious King Abdullah Scholarship Programme.
- Final stages of negotiation with the China Scholarship Council to provide professional development to 120 Chinese university lecturers.
- Compared with 1401, numbers for inbound (90 per cent increase) and outbound (194 per cent increase) student exchange, and study abroad (103 per cent increase), have increased in 1501.
- Continuing efforts are in place to promote articulation programmes with private training establishments and overseas tertiary institutions. Emphasis have been placed on increasing articulation agreements in non-mainstream programmes including education. Ongoing efforts are in place to growth articulation agreements in other areas.
- Restrictions on foreign content mean access to Massey's website from China is limited, and work is under way to address this.

7.1.2 One main focus for the next six months continues to be on building Massey's profile on social media, ie Weibo in China, and Facebook/LinkedIn worldwide. Weibo followers is currently at 1959 followers (up from 950 in September last year). Facebook is at 125,272, and Massey International Twitter has 497 followers.

7.2 Manawatū Region International Education Strategy

Palmerston North Economic Development Agency Vision Manawatū has contracted Massey University to develop a Palmerston North City and Manawatū Region International Education Strategy. This comes on the back of some earlier work completed by Vision in 2014, with the

aim of promoting the region as a strategic destination of choice for international students seeking an international programme in New Zealand.

7.3 International agreements included:

- A memorandum of Understanding and Study Abroad Agreement was signed with the University of Jinan.
- Contracts were signed for the Integrating Education and Action for One Health project in Afghanistan, Bangladesh, Bhutan and Nepal.
- A Memorandum of Understanding was also signed with The Regents of the University of California, Davis.
- The University has now signed a contract with the Ministry of Foreign Affairs and Trade to assist the University of Peradinya, Sri Lanka, with veterinary curriculum development and to help develop extension services to Sri Lankan dairy farmers. Jean Jacoby, a teaching consultant, flew to Sri Lanka to assist with the delivery of the staff development.
- Hebei University of Technology (HEBUT) has gained approval from the Ministry of Education in China, for the 3+1 programme for the Bachelor of Information Sciences degree. HEBUT is now seeking Pricing Bureau approval.

7.4 International delegations and groups hosted included:

- Delegations from Chinese institutions including Zhejiang University of Science and Technology (Design student visits and study abroad), Jianxi University of Finance, the Chinese Ministry of Agriculture and Economics and the Chinese Academy of Agricultural Science, University of Jinan, Yangzhou University (veterinary and agriculture offerings and facilities within the College of Sciences) and Hotho University (staff visits).
- The regional director of the United States International Security Associates visited the Wellington campus.
- The Deputy Dean of National Chung Hsing University of Taiwan visited the Manawatū campus.
- Massey hosted the Saudi Arabian Cultural Mission officials. It was agreed that the mission will meet with Saudi students on the Auckland and Manawatū campuses at the beginning of semester one as a follow-up.
- Xaio Ping Huang, deputy director, Yili Dairy Group, was hosted by the Institute of Food, Science and Technology (to establish a research relationship with Massey). Yili have recently opened a manufacturing plant in the South Island.
- The visit from the Pakistan Higher Education Delegation in March proved to be a significant success. Massey was acknowledged by the delegation to be the New Zealand university with the most to offer. Two agreements were signed during the visit to the Manawatū campus and then a further one at the express request of the leader of the delegation. The other six universities involved were also interested in signing agreements but this will be done in the future. The success of the visit highlights the value of long-term relationships that build trust between institutions.
- The Centre for Defence and Security Studies hosted a delegation from the Royal Brunei Armed Forces. The centre has been providing a programme in Brunei since 2010. I met with the delegation to discuss how the partnership will be furthered developed. Congratulations to the centre for a successful programme that is set to be one of the features of the evolving Massey University Worldwide initiative. (Refer to item 8.3)
- The Riddet Institute hosted Dr Gang Pei, President, Tongji University, Shanghai, China, and a memorandum of understanding between Massey University and Tongji University was signed on February 12.
- The Institute of Agriculture and Environment hosted a delegation of seven for a week in January, from the Institute of Animal and Pasture Science and Green Agriculture, Gansu Academy of Agricultural Sciences, Lanzhou, Gansu, China. The delegation came for a dairy course and wanted to know about New Zealand dairying and how it compares with other countries.

7.5 Other examples of international connections, relationships, contributions and impact:

- 7.5.1 Dr Anna Powles, Centre for Defence and Security Studies, taught a two-week intensive post-graduate course *Negotiating Peace and Security* into the University of Fiji's Master's in

International Diplomacy programme in Suva during December. This initiative enables students at the University of Fiji to be exposed to international lecturers.

- 7.5.2 Dr Robyn Andrews, School of People, Environment and Planning, co-convened a two-day Anglo-Indian Studies workshop in India, jointly hosted by New Zealand Indian Research Institute, University of Calcutta, and the Indian Institute of Technology, Kharagpur, from December 28-29.
- 7.5.3 Dr Andrew East, Institute of Food Science and Technology, has been successful with the University of Chile's Centre of Postharvest Studies in securing \$US50,000 from a Chilean government fund to enable collaboration between the two groups. The collaboration will enable two staff members from the Centre of Postharvest and Refrigeration Research to travel to Chile for research, while two academics, two postdoctoral and one doctoral student will travel to Massey University from Chile to conduct research. All the research work conducted in the collaborative project will be centred around sea freight export of blueberries.

Please also refer to numerous international linkages and activities referred to throughout this report.

8.0 Te Whakatipu Rawa me te Tahua Generating Income and Financial

Examples that demonstrate the quality and diversity of University expertise attracting funding include:

- 8.1 The first cohort of the Institute of Education's Master of Teaching and Learning student teachers commenced in January. The programme is delivered under contract to the Ministry of Education (2015-17) and provides a premium of \$3900 per student above Student Achievement Component to ensure an exemplary Initial Teacher Education experience.
- 8.2 Students in the second triennium of the Institute of Education's Specialist Teaching Programme commenced in February. The programme is delivered under contract to the Ministry of Education in collaboration with the University of Canterbury, which was recently renewed for the period 2015-17.
- 8.3 Thirty-one students were admitted to the Centre for Defence and Security Studies Master of International Security programme for 2015, taught in Brunei at the Royal Brunei Defence Academy Command and Staff College. This is the largest group of students admitted to the programme to study in Brunei in the four years it has been delivered. The students have just completed the foundation studies block course run by Centre for Professional and Continuing Education and have now commenced a two-week block course (149.704 Leadership, Management and Command) co-ordinated by lecturers Dr Carl Bradley and Nick Nelson, Centre for Defence and Security Studies. (Refer to item 7.4)
- 8.4 Social Sciences, received a \$25,000 grant from the Ministry of Business, Innovation and Employment under the Deutsche Forschungsgemeinschaft Scheme that is designed to enhance scientific relations between Germany and New Zealand.
- 8.5 Associate Professor Marjan van den Belt, Ecological Economics Research New Zealand, received a grant of about \$80,000 from the Department of Internal Affairs for a 12-month part-time partnership with Te Kaahui o Rauru through the Community Internship Programme.
- 8.6 The following researchers from the Institute of Education and their research partners in the Faculty of Education, Victoria University of Wellington, have been successful in the 2014 Teaching and Learning Research Initiative funding round, which was announced on December 1:
- Professor John O'Neill (principal investigator), Bevan Erueti, Institute of Education (associate investigator) and Andrew Jamieson, National Centre for Teaching and Learning (associate investigator) were awarded \$444,537 over three years for their

- research on: *The impact of children's everyday learning on teaching and learning in classrooms and across schools*. This was the only three-year project funded in 2014.
- Rose Atkins (associate investigator) and Dr Rowena Taylor (associate investigator), Institute of Education, were awarded \$200,000 over two years for their research: *Creating Active Citizens? Interpreting, implementing and assessing 'personal social action' in NCEA Social Studies*. This was one of seven two-year projects funded in 2014.
- 8.7 The SHORE and Whariki Research Centre were successful with the following grants:
- Ministry of Health, National Public Health Alcohol Working Group – Workforce Training for Alcohol Regulatory Officers 2015, \$120,000
 - Families Commission, alcohol-related family violence – an overview of the issues and effective strategies and interventions, \$19,711
 - Universidad, Peruana Cayetano Heredia (funding from the International Development Research Centre), Evaluating alcohol control policies in Peru and St Kitts, \$20,022
 - The Hanoi School of Public Health (funding from the International Development Research Centre), the International Alcohol Control study – Vietnam, \$21,120
- 8.8 A PhD research program for \$220,000 has been signed with School of Food and Nutrition and Palsgaard in Denmark and will commence shortly.
- 8.9 The New Zealand External Reporting Board has advised Massey University is its preferred researcher for the research project on *Researching Information Needs of Users of New Zealand Capital Market Entity Financial Report*. This project starts in February, 2015, and continues for the best part of the year. The research team, consisting of Professor Fawzi Laswad, Dr Nives Botica Redmayne, Dr Charlie Cai and Dr Warwick Stent, School of Accountancy, are in the process of finalising the \$50,500 research contract.
- 8.10 Dr Pushpa Wood (School of Economics and Finance) of the Westpac-Massey Fin-Ed Centre, was successful in attaining a \$12,000 grant from the Ministry of Youth Development's Financial Literacy Fund for a project entitled, *Making your Money work for you – now and in the future!*
- 8.11 Professor Christoph Schumacher, School of Economics and Finance (AKE Hub), has had the annual Financial Institutions Performance Survey contract for 2014-15 accepted.
- 8.12 Associate Professor Chris Bennewith, College of Creative Arts, exhibited the outcome of his latest research project with Squidsoup – Aeolian Lights – in Salford, England over the Christmas period. The piece, commissioned by Quays Culture and the University of Salford, is 10m x 10m and 5m high and contains about 12,000 individually addressable points of light suspended in space. Inspired by the windy location, the work visualises the wind as an illuminated chaotic force.
- 8.13 Associate Professor Chris Bennewith secured \$10,000 from the Wellington Public Art Panel for a new large-scale light work to feature as part of the council's World War I commemorations.
- 8.14 Open Lab – College of Creative Arts**
Open Lab activities include:
- Open Lab continues to strengthen its partnerships with the Department of Internal Affairs, New Zealand Post and IT Effect by facilitating eight summer scholarships with undergraduate, graduate and postgraduate students.
 - Open Lab delivered a *Better By Design* workshop for the executive leadership team at Callaghan Innovation. The workshop focused on a facilitated conversation around their organisational understanding of their customers, and the desire to locate the customer at the centre of their engagements.
 - Open Lab has been contracted on a publication project for British publishers Little Brown to illustrate author Ben Sedley book *Stuff that Sucks* — a book for teenagers on how to deal with depression.
 - In December the coastal module for LAWA 2.0 (Land, Air, Water Aotearoa) was added to www.lawa.org.nz. The site now provides the New Zealand public with coastal and

freshwater recreational information. Senior designer Jo Bailey was instrumental in the successful delivery and leadership of this initiative at Open Lab.

- A team led by two undergraduates from Open Lab had the opportunity to work with Melbourne's St Kilda Saints on designing the Australian Football League guernsey for the Anzac game to be played at the Wellington stadium to mark the 100-year anniversary of Gallipoli. The design narrative weaves the rising sun badge, 100 notches to represent 100 years, the Southern Cross and the Anzac poppy.
 - Three graduates from Open Lab spent a month intensively working with the web product team at the Department of Internal Affairs to redesign the www.govt.nz website (it is currently under development and not up yet). Their final design aims to guide users through complicated government processes with ease, allowing them to find and access government information online.
- 8.15 Associate Professor Roberta Hunter's (Institute of Education) Ministry of Education-funded mathematics research and professional learning and development initiative for Pasifika students featured on TV One News recently: <http://tvnz.co.nz/national-news/revolutionary-maths-programme-pays-off-pasifika-students-video-6205436> The initiative has attracted more than \$1.5 million in funding and will be further extended this year.
- 8.16 Distinguished Professor Paul Spoonley, Pro Vice-Chancellor College of Humanities and Social Sciences, Tanya Marriott, School of Design, have just returned from a creative workshop with the Christchurch FabLab XCHCH, to develop a playful activity that explores the issues of booming mast seasons within New Zealand forests, and the impact it has on our wildlife. Supported by Callahan Innovation and the Department of Conservation, Christchurch, the project centres around a tabletop game where players are invited to design their own interactive creatures from a kit of sensory components and estimate their rates of survival depended on the availability of augmented seeds. The project is part of the Department of Conservation Battle for the Birds campaign and was "played" in Christchurch in February. (See also item 4.3 on FabLab WGTN.)
- 8.17 Space Between**
A new social enterprise for fashion has moved into a physical studio space and the team, led by Jennifer Whitty and Holly McQuillan, School of Design, have developed systems for storage of post-consumer waste, research and development, manufacturing and dispatch. They have been working with EarthLink Inc on production of the Space Between "Archetype range" of up-cycled garments using post-consumer corporate uniforms at their faculties in Lower Hutt. These will be available to purchase on the website from April 24, which is New Zealand Fashion Revolution Day and the day that Space Between is publically launched.
- Space Between is working with Kent State University, United States, which has received funding (Catalyst Grant funds) to run a tandem project with it. They will collaborate on a project within their TechStyle LAB to produce a first sample fabric, and raise further funds using a kick-starter scheme. Potential investors will be able to put their money towards a design. This will fund the production of the garment in various sizes. This is the first stage in what is hoped to be a much larger project.
- 8.18 Professor Danny Donaghy, Institute of Veterinary, Animal and Biomedical Sciences, met with senior staff from Livestock Improvement Corporation to progress ongoing collaboration through the Strategic Innovations Fund. A key outcome was to confirm timelines for outfitting Massey's dairy farms with Livestock Improvement Corporation technology, and to scope several potential postgraduate student projects that will be jointly funded.
- 8.19 Vicky Forgie, Ecological Economics Research New Zealand, ran a workshop on the interconnection between indicators to measure wellbeing for Statistics New Zealand, Treasury and Ministry of Social Development staff on February 26.
- 8.20 Associate Professor Jane Coad, Institute of Food Science and Technology, has been contracted by Elsevier to write a fourth edition of her best-selling textbook *Physiology and Anatomy for Midwives*.

- 8.21 Dr Pauline Dickinson and Dr Jeffery Adams, SHORE Centre, held a two-day evaluation training workshop in Wellington on February 23-24 at the Service Integration and Development Unit.
- 8.22 The research contract *Aotearoa Fisheries Ltd – Adding Value*, was funded by the Ministry of Business, Innovation and Employment Vision Matauranga, receiving \$207,000 over two years. The project leader is Dr Abby Thompson, Institute of Food Science and Technology (in collaboration with Food HQ and Plant and Food Research).
- 8.23 The research contract *Improved functionality processed potatoes*, was funded by Simplot Australia, receiving \$120,000 over three years (PhD scholarship). The project leader is Dr Jaspreet Singh, Institute of Food Science and Technology.
- 8.24 The research contract *High Value Nutrition Establishment*, was funded by the Ministry of Business, Innovation and Employment (via University of Auckland), receiving \$21,000. The project leader is Professor Harjinder Singh, Institute of Food Science and Technology.
- 8.25 The research contract *Actinidin forms and their interconversion*, was funded by Zespri, receiving \$195,000 over three years (PhD scholarship). The project leader is Dr Mike Boland, Institute of Food Science and Technology.
- 8.26 Tulia Moss, School of Design, explored innovative collaboration between science, technology and design in a one-year experimental project funded by Scion Crown Research Institute. New packaging design concepts for New Zealand export produce, offering future opportunities for added economic value and contributions to benefit environmental and social issues, were completed and presented in March. The concept met with approval and has now moved into a new definite project.

Please also note that numerous items throughout this report relating to generating income.

9.0 **Kia Tuawhiti Enabling Excellence**

9.1 **In tribute of Professor Robert Anderson, Deputy Vice-Chancellor and Pro Vice-Chancellor College of Sciences**

It was an honour to participate in the College of Sciences stakeholder and staff farewell event for Professor Robert Anderson on March 24. The room was filled with partners from the primary industries. Dr Sir Lockwood Smith, New Zealand High Commissioner in London and an old colleague of Professor Anderson's, was the MC. The speeches from senior staff showed the tremendous respect they have for Professor Anderson's many achievements.

Thank you to staff and partners who attended this, or one of the three campus farewell events for Professor Anderson at the end of March. The events were an opportunity to celebrate not only Professor Anderson's 44 years with Massey but also the achievements of the sciences. Just one fact – seven out of 10 Rutherford Medals have gone to Massey staff. Our thanks go to Professor Anderson for his outstanding leadership – best wishes to him and his wife, Robyn, for the future.

9.2 **Deputy Vice-Chancellor**

I am pleased to announce the appointment of Professor Ted Zorn as Massey University's Deputy Vice-Chancellor to replace Professor Robert Anderson (see item 9.1 above).

Professor Zorn is the Massey Business School Pro Vice-Chancellor and Dean. He chairs the Albany, Auckland Campus Leadership Team. He joined Massey in early 2012 after heading the Department of Management Communication at the University of Waikato. He recently championed development of the first retail business degree in New Zealand and the Master in Analytics, an initiative involving all five colleges at Massey. He says that being able to encourage new initiatives and more such cross-college collaboration were primary motivators for accepting the new role.

Please join me in congratulating Professor Zorn.

9.3 Assistant Vice-Chancellor Strategy, Finance, IT and Commercial Operations

I am also pleased to announce the appointment of Cathy Magiannis as the new Assistant Vice-Chancellor Strategy, Finance, IT and Commercial Operations. Ms Magiannis is a widely experienced and extremely talented strategic leader who will be a valuable addition to the University management team. She replaces Rose Anne MacLeod, who finished in March. My thanks to Ms MacLeod and best wishes for the future. Ms Magiannis will join us in June. Please refer to Appendix X for further details.

9.4 Assistant Vice-Chancellor External Relations

I am also delighted to announce that Penelope Barr-Sellers, of Auckland, has accepted to position of Assistant Vice-Chancellor External Relations, commencing June 1. Ms Barr-Sellers will oversee the University's communications, marketing, national events, student recruitment, web content, alumni development and the Massey University Foundation. Please refer to Appendix XI for further details. She replaces Cas Carter, who will be leaving us at the end of April. My thanks to Ms Carter and best wishes for the future.

- 9.5 The results of the Academic Board election for a new chair were announced last week. Congratulations and thanks go to Professor Sally Morgan. Professor Morgan will be well known to everyone throughout the University as the previous Pro Vice-Chancellor of the College of Creative Arts.

Thank you to Professor Andy Lock who has been chairing the Academic Board over the past year and will now be stepping back to allow more time for his very busy research programme.

- 9.6 Associate Professor Heather Galbraith, School of Art, stepped aside as Head of School on February 20 after four years in the role, and senior lecturer Emma Febvre-Richards, School of Art, was appointed acting head of school from February 23 onwards.

- 9.7 Ursula Clarke has been appointed as the Wellington campus librarian, and started on February 2. Ms Clarke has extensive experience in special and corporate libraries in the United Kingdom, and more recently worked at the National Library and Ministry for Business, Industry and Enterprise in New Zealand.

9.8 Vice-Chancellor's all staff briefings in March

Thank you to the staff who attended the all staff briefings in March. They have been held on all campuses – the Manawatū session has been recorded and is available on the Mediasite via <http://webcast.massey.ac.nz/Mediasite/Catalog/catalogs/vcoffice>

The briefings provide an overview of the activities each college and service line will be advancing in 2015. Much more, of course, is going on – what the briefings capture is those activities that are seen to be driving forward the University strategy in this calendar year.

9.9 Senior Leadership Development Programme

The feedback from the leadership forum attended by senior staff in March has been positive. There is a good deal going on around leadership within the University at the moment. This reflects the need for the University to be moving forward in a wide range of areas. Anyone wanting to take part in one of the many leadership programmes should consult the People and Organisational Development calendar.

- 9.10 Notification has been received that the AgHort C teaching laboratory facility on the Manawatū campus has been short-listed for the United Kingdom S-Lab awards in the laboratory effectiveness category. The S-Lab programme is United Kingdom-based but recognises laboratory excellence internationally. A "stage two" submission is now required but, irrespective of the outcome, achieving this shortlisting will provide some international profile for the facility and Massey with S-lab news releases and publications due to be published in March.

9.11 Massey Agricultural Experiment Station dairy veterinarians have developed an animal health plan for all Massey farms, based on clinical teaching requirements of undergraduate students. This will streamline delivery of veterinary services to University farms, and allow better coordination of teaching with ongoing research projects as well as commercial farm imperatives.

9.12 **Workloads Policy and Procedures Consultation**

In March, the Senior Leadership Team received and considered the report from the Academic Workloads Taskforce and as a result the Workloads Policy and Procedures have been amended to reflect some of the issues raised in the report. The Workloads Taskforce noted that the policy and procedure documents work well overall but highlighted issues around the implementation of the policy and procedure in the workplace.

The current policy and a tracked changes version of the policy and procedure for consultation by all staff can be viewed on the web at <http://www.massey.ac.nz/massey/staffroom/national-shared-services/pod/whats-new.cfm>. Consultation will open until April 10, 2015.

9.13 **Hokowhitū sales process begins**

As has been signalled over a number of years, the process to market the Hokowhitū site of the Manawatū campus for sale through an international tender process, commenced in March. Any sale would be subject to lease agreements with current tenants and Massey University will lease the spaces it currently occupies.

A ceremony was held in December 2012 to hand over guardianship of Te Kupenga o te Mātauranga marae from Massey to Te Wananga o Aotearoa te Kuratini o Nga Waka, which leases part of Hokowhitū for educational purposes.

A condition of sale would give the University the right to decide the future of the marae should it no longer be required as a marae by any future owner or the current lessee.

9.14 **Albany Student Accommodation Village**

The Accommodation Block at Albany was officially opened March 27. A lot of very hard work and long hours went into ensuring it was ready for the opening. Thank you to everyone involved – it is a result to be proud of. The feedback from students was excellent. Minister Paula Bennett – a Massey alumna – was the main speaker at the event, which was attended by many people from the community as well as from across the University. Please refer to Appendix XII for further details.

9.15 **Launch of the Centre for Public Health Research**

The launch of the Centre for Public Health Research in Wellington in March provided an opportunity to showcase a world-class facility. Well worth a visit to see what can be achieved with imagination and by listening to the needs of staff.

9.16 **Block 1 and Museum Building update**

Arrow, Facilities Management and Nick Kapica, College of Creative Arts, have done a truly outstanding job ensuring staff and student spaces were ready for the start of the academic year. Heavy construction in Block 10 has been disruptive but good relations with the Ministry for Culture and Heritage are keeping this to a minimum. A week-long programme of public events is planned for April 18-25 and it is estimated that up to 30,000 people will visit the Dominion Museum Building over this period. Professor Kingsley Baird, School of Art, has been involved in discussions about opportunities for College of Creative Arts student involvement in the new museum (See also item 11.2 below).

9.17 **Other Campus Infrastructure**

A number of projects have been completed over the past couple of months. These include:

Manawatū

- The AgHort Lecture Block ventilation system upgrade and ceiling replacement project.

- The Hokowhitu Library seismic upgrade is now completed.
- Relocation of the Library lending desk.
- The Wildbase Groundbreaking Ceremony in Manawatū in February was a demonstration of what partnerships can achieve. The success of Wildbase has attracted a lot of attention and support. The new hospital to be located between the Vet Tower and the Hopkirk Research Institute was made possible by Shell New Zealand, and grants from the Lotteries Commission, Eastern and Central Communities Trust, Central Energy Trust, Craig Shepherd and Provet New Zealand. To reach the fundraising target also required many smaller contributions from supporters and friends of Wildbase, including many Massey staff. Please refer to Appendix XIII for further details.
- Athfield architects have delivered a final workshop to staff and students on a design concept for a more modern and user-focused Manawatū library.
- A refurbishment of the lending area of the library is almost complete. This will enable a new client-centred service delivery model with flexible, side-by-side assistance, and has potential to enable a "one-stop-shop" support zone for students.
- The first stages of the upgrade to the Social Sciences Towers foyers and the AgHort Lecture Block ventilation system upgrade and ceiling replacement projects have been completed.

Albany

- The main focus continues to be Te Ohanga, the Albany Student Accommodation Village project, with all six accommodation buildings now complete and housing our first intake of tenants and the central social and administration building is now also complete (refer to item 9.14 above).
- Staff have now been relocated to the newly refurbished space in the Study Centre. The large teaching area and the two smaller teaching areas are now fully operational.
- Planning work on the Wonder Room has commenced. The interim plan is to clear the space of the current services and equipment and refurbish the area for use by staff and students.
- Work is ongoing around the campus electronic sign. Manufacturing of the sign has commenced. Information Technology Services have been able to confirm that a wireless link can also be used for the sign.

Wellington

- Wellington Library stage two is now complete.
- Stage two of the Wellington library is almost complete, with new learning spaces now available on the ground floor.
- The Entrance to A car park has been resealed and is now in full operation for staff and students. The Wellington City Council contractors have completed their work that affects the University.

9.18 Rich Media Project

At the end of last year, the National Centre for Teaching and Learning and ITS finished outfitting 17 additional teaching and learning spaces across the three campuses with recording functionality. There are now a total of 23 spaces of various sizes and configuration that can be booked for recording purposes. It's great to see so many people taking advantage of the facilities. This week alone there is more than 136hours of scheduled recordings.

For this year, the Rich Media Learning (RML) project will deliver a web-based portal enabling staff and students to create and manage content from their desktops and a high-end production studio.

The investment in RML reinforces the University's commitment to being a leader of technology-enabled learning. In order to get the most out of the technology I encourage you to take advantage of the sessions that the centre will hold on marrying the technology with best practice. Look for more details in the coming months. For more information about lecture capture and desktop recording see <http://www.massey.ac.nz/?macea0728e>.

9.19 Highlights of meetings I have had with Massey staff and associated groups included:

- The meeting with newly-promoted Associate Professors and Professors at Manawatū was a very enjoyable occasion. Leadership within the academic community is particularly important during these challenging, changing times.
- Catch-up with the Wellington staff involved in the campus strategy (this will be shared at the all-staff meetings in March).
- Met the External Relations leaders team.
- Met the Research, Academic and Enterprise team.
- Called into the students Clubs Day at Manawatū campus.
- Spoke at the Wildbase Ground Breaking Ceremony (refer to item 9.17 and Appendix XIII).
- Met College of Business executive team.
- Spoke at the launch of Massey University Press (refer to item 3.2 and Appendix I above).
- Attended the Massey Council meeting (March).
- Interviews to find a new Assistant Vice-Chancellor External Relations (Refer to item 9.4 above).
- Held all-staff meetings on all campuses in March (Refer to item 9.8 above).
- Catch-up with Student Administration Staff, Manawatū campus.
- Chaired the Senior Leadership Team committee meeting (this included an important discussion on the University's IT strategy) (March and April).
- Discussion on marketing plans for Massey International/Worldwide and Agriculture.
- Catch-up with Massey @ Wellington Students' Association president.
- Participated in the Defining Excellence Awards 2015 (Refer to item 5.2 above and Appendix V).
- Catch-up with Pasifika staff.
- Spoke at the administrator's forum held on the Albany campus.
- Catch-up with Albany Students Association president.
- Discussion with the Albany Campus Leadership Team.
- Meeting with newly promoted Associate Professors and Professors on each campus.
- Discussion with Centre for Defence and Security Studies.
- College of Sciences farewell for Po Vice-Chancellor College of Sciences Professor Robert Anderson (Refer to item 9.1).
- Attended Academic Board (March and April).
- Catch-up with health and counselling staff, Wellington campus.
- Farewell for Professor Ross Hemera, College of Creative Arts.
- Finance Committee meeting (March).
- Opened the Massey University Leadership Development programme.
- Presented the Vice-Chancellor's Teaching Awards (Refer to item 5.3 above and Appendix VI).
- Catch up with student presidents. It is great to see that the students' associations on all campuses have begun 2015 with confidence. They have been central to the success of orientation and have very exciting plans for the year ahead.
- Attended the Senior Leadership Team subcommittee meeting (March).
- Chaired Tenders Board (February, March).
- Review of the Defining Excellence Awards.
- SMSI Programme Board meetings (February and March).
- Speaker for Educational Leadership in Action postgraduate contact course that is part of a qualification in Educational Administration and Leadership.
- Attended the Honorary Awards Committee meeting (April).
- Powhiri for new College of Sciences Pro Vice-Chancellor Professor Ray Geor.
- Catch-up with the Chancellor, Chris Kelly.
- Attended the Audit and Risk Committee meeting (April).
- Meeting with Professor Frank Sligo, College of Business, and Associate Professor Robin Peace, College of Humanities and Social Sciences, regarding Wellington Think Differently initiatives.

These meetings with staff are very useful. I actively seek meetings but am also pleased to be invited to discuss any of the issues the University is dealing with.

- 9.20 There are a lot of issues being advanced through the Senior Leadership Team at the moment, these include: Items identified not to be working properly/causing frustrations; contracts and trading; Massey University's Initial Response to the 2013 Cycle 5 Academic Audit recommendations; Uniform review of support services decision; major capital projects report: quarter ended 31 December; Consolidating Sustainability at Massey; Calf Rearing Unit, Massey Agricultural Experiment Station (MAES); Conflict of Interest and Commitment Policy Review; Internal Audit programme for 2015; Register of Controlled Entities; Internal Audit and External Audit status report; Legislative Compliance report for 2014; Leave and Ancillary Appointments Committee (LAAC) 2014 report; Financial report for the twelve months ended December 31 2014; Massey University Worldwide monthly update; Massey University Foundation's 2015 plan; Uniform review of support services; briefing on the university IT strategy and its progress; items relating to IT and systems previously identified not to be working properly/causing frustrations; contracts and trading; consolidating sustainability at Massey; policy of Staff Code of Conduct; Business Continuity policy; monthly portfolio update papers (for February and March) from Assistant Vice-Chancellors (Research, Academic and Enterprise; External Relations; Strategy, Finance, Information Technology and Commercial Operations; People and Organisational Development; Operations, International and University Registrar; Māori and Pasifika), and Pro Vice-Chancellors (Business; Health; Humanities and Social Sciences; Creative Arts; Sciences).

Further explanation on these items is provided in the SLT web reports available via the University Management-Senior Leadership Team webpage
http://www.massey.ac.nz/massey/about-massey/university-management/university-management/university-management_home.cfm.

9.21 **Massey University Committee Appointments**

- 9.21.1 On the recommendation of the Director, Research Ethics and under delegated authority of Council, I have appointed Lucy Ripia (Te Rarawa, Ngā Puhī), as a community member who identifies as Māori, to the Massey University Human Ethics Committee: Northern, for a three-year term, from April 2, 2015, to April 1, 2018.
- 9.21.2 On the recommendation of Academic Board and under delegated authority of Council, I have made the following appointments of academic members:
- Dr Kerri-Ann Hughes, to the Massey University Human Ethics Committee: Southern A, for a term of three years, from February 18, 2015, to February 18, 2018.
 - Dr Adriane Rini, to the Massey University Human Ethics Committee: Southern A, for a term of three years, from February 18, 2015, to February 18, 2018.
 - Associate Professor Penny Haworth, to the Massey University Human Ethics Committee: Southern B, for a term of three years, from February 18, 2015, to February 18, 2018.

9.22 **Pocket Facts 2015**

Massey University's Pocket Facts 2015 have now been distributed to all staff. This is a wallet-sized profile of the University and a handy take-away to provide to visitors or those we visit with. Should you require further copies please contact Heidi Giles
H.Giles@massey.ac.nz.

10.0 **Te Whai Wāhi/Ngā Wero Opportunities/Threats**

10.1 **Educational Amendment Bill**

As mentioned in my last report, following the passing of the Education Amendment Act in February, I note that the Massey Council has commenced consultation with the University community on their proposed changes to the University governance arrangements.

- 10.2 As mentioned in items 1.3, 2.1 and 2.2 above, 2015 enrolments look to be on track, however, our aim is to exceed target especially at Albany in order to benefit from government funding.

11.0 Te Mana o te Wānanga Overall sense/feel of the place

- 11.1 It has been interesting catching up with the assistant vice-chancellors' and pro vice-chancellors' senior teams and other staff as they get their plans for the year under way. (I have mentioned that groups I have met with to date in item 9.19 above.) The purpose of the meetings was to ensure that everyone has a clear idea of what the University is seeking to achieve and how they can contribute. There is an impressive agenda to be implemented this year. An overview will be provided at the campus all-staff meetings next week.
- 11.2 Staff on all campuses are experiencing a good deal of disruption as the University tries to accommodate change, upgrade older buildings and build new ones.

I visited the College of Creative Arts staff who have just moved into Block 1 on the Wellington campus at the beginning of March. The move is in response to the Museum of War and Conflict that will be opening in April. The new arrangements are, to say the least, innovative. Block 1 has been reconfigured into open plan work spaces, meeting rooms, quiet withdrawal spaces and coffee area. Thanks to the staff who have been involved in these changes – hopefully they are the beginning of new and exciting developments that will be of advantage to the college and the University. (See also item 9.16 above)

I also want to mention the School of Accountancy staff at Albany, who have just shifted into new offices in the Business School building and really pleased to be together again. Once again, thanks to the staff who have endured (unavoidable) delays. All the best for the year ahead.

11.3 Mini staff survey

Thank you to those staff who contributed to the mini staff survey late last year. The survey was to get feedback on actions being taken by teams across the University following the full staff survey in late 2013 and to encourage all teams to be ready for the next full survey, to be run later this year. It is important that we do take action at a local level. Areas where staff reported no action being taken also reported a significant fall in their engagement rating, while those who experienced action enjoyed a modest improvement. Further details are available via <http://www.massey.ac.nz/massey/staffroom/national-shared-services/pod/my-team/massey-staff-survey/mini-staff-survey-2014.cfm>.

Appendices attached:

- Appendix I: Massey launches own publishing press (Ref. item 3.2)
Appendix II: Public participation key to Pacific research (Ref. item 3.3)
Appendix III: Leading New Zealand food scientist elected a Fellow of the United States Institute of Food Technologists (Ref. item 3.5)
Appendix IV: Massey honours top Thai business leader (Ref item 5.1)
Appendix V: Fonterra a winner at Defining Excellence event (Ref. item 5.2)
Appendix VI: Excellence awards bring out teaching's best (Ref. item 5.3)
Appendix VII: Randstad puts Massey back in top 10 of NZ employers (Ref item 5.4)
Appendix VIII: Dairying: how to do more with less (Ref. item 6.2.1)
Appendix IX: Minister talks housing at Finance 2015 (Ref. item 6.4)
Appendix X: Experienced strategic leader new finance head (Ref. item 9.3)
Appendix XI: New head of Massey University External Relations (Ref. item 9.4)
Appendix XII: Auckland student accommodation officially opened (Ref. item 9.14)
Appendix XIII: Conservation Minister starts wildlife hospital expansion (Ref. item 9.17)

Steve Maharey



Editorial board member Professor Subhas Mukhopadhyay, Open Lab designers Thomas Le Bas and Jennah Rasmussen, board chair Professor Glyn Harper, Tessa Lyons, Vice-Chancellor Steve Maharey and Palmerston North mayor Grant Smith

Massey launches own publishing press



Massey University Press logos

Massey University scholars and authors will have the chance to share their specialist knowledge with a much wider readership thanks to the launch of its new publishing press.

Massey University Press aims to become a world-class academic press, publishing scholarly works by its top researchers – as well as non-Massey authors – in a range of signature areas that will appeal to a wider international audience.

In his speech at the Friday launch, Vice-Chancellor Steve Maharey said it was “vital” for the University to have its own press in order to extend its global outreach and to fulfill its goals of “shaping the future of the country and taking the best of New Zealand to the rest of the world.”

He says the initial output of the press will be “a small number of very well chosen books that profile what the university stands for.”

The press would establish itself as “highly innovative”, exploring new publishing options in the future such as online publications that can be downloaded. It was important that the press was not exclusive to Massey authors, he added.

The endeavour will start modestly by publishing up to three books in its first year of active publishing in 2016 – including in eBook format – expanding to around ten books and three eBooks in its fifth year.

With the intent of strengthening Massey’s international reputation in specialist areas, the Massey University Press will focus on agricultural science, food research, veterinary science and practice, public health, creative arts, education, psychology, Māori Studies, military and international studies, aviation and business.

Massey authors have published 122 books through various local and international publishers in the past three years. Their work covers a range of genres, from history and fiction to science, technology and business topics, reflecting the diverse research covered by the University’s five colleges – Business, Creative Arts, Health, Humanities and Social Sciences, and Sciences.

The press’s inaugural editorial board was introduced at the Friday launch on the Manawatū campus, attended by around 40 people, including Palmerston North Mayor Grant Smith.

All Massey academic staff members, the board comprises Professor Glyn Harper (Chair), Ms Anna Brown (Deputy Chair), Professor Subhas Mukhopadhyay and Dr Sam Peterson.

Professor Kathryn Rountree, a social anthropologist in the School of People, Environment and Planning, will chair a broad-based advisory group, yet to be established.

“The Advisory Group will take advantage of the depth of publishing experience held by Massey University staff,” says Professor Harper. “The involvement of the group in supporting the establishment of the press means that it will benefit from this breadth of knowledge. Working alongside the Editorial Board, the Advisory Group will help guide the Press towards international success by providing expert publishing advice.”

Professor Harper, a war historian and Massey project manager for the World War I Centenary History series, says that once it is underway the press will commission books as well as respond to manuscript submissions and publishing proposals. And he envisages some books being translated into other languages where there is a market.

But it will not be a ‘vanity’ publisher of niche works unlikely to appeal to a non-academic audience, he assures. “We want to publish for an intelligent lay readership – not just university staff and students.”

A key element in ensuring the success of the press, at a time when book sales are slumping in the face of digital media, is having a distinctive brand and logo, he says. The Massey University Press logo – designed by the College of Creative Arts’ Open Lab design director Anna Brown – features elements of Māori design and spiritual values to embrace the notion of baskets of knowledge to underline the significance of education and higher learning.

Following the launch, the search is underway for a director/publisher who will work with a team of talented freelance book editors, designers and promoters. The press will have an office based on one of Massey’s three campuses.

Massey joins Auckland, Otago, Victoria, Canterbury and AUT universities as the sixth university in New Zealand to have its own publishing house.

Editorial Board

Glyn Harper is a professor of War Studies at Massey University, and project leader for the WWI and New Zealand Centenary Project. He is the author of numerous military history books, including *Kippenberger: An Inspired New Zealand Commander*; *In the Face of the Enemy: The complete history of the Victoria Cross and New Zealand*; *Dark Journey: Three Key Battles of the Western Front*; *Images of War: World War One: A Photographic Record of New Zealanders at War 1914-1918* and his most recent *The Battles of Monte Cassino: The Campaign and its Controversies*. He has written a number of children's books, including *Le Quesnoy* and the recently published *Jim's Letters*.

Anna Brown is a senior lecturer in the College of Creative Arts' School of Design, and director of Open Lab – an in-house design studio established by the college. She is a book designer, and teaches in the visual communication degree.

Subhas Mukhopadhyay is a professor of Sensing Technology in the School of Engineering and Advanced Technology. He has written four books, edited 21 and has held a range of editorship roles for specialist journals on engineering, mechatronics and technology.

Sam Peterson has been teaching Agricultural science, Science and Veterinary science at Massey for 36 years. His publishing experience includes five years as editor of the New Zealand Society of Animal Production for five years.

Advisory Board Chair

Kathryn Rountree is a professor in Social Anthropology in the School of People, Environment and Planning. She has published six books with New Zealand and top international publishers on pagan movements and spirituality in Europe, as well as on the craft of writing. Prior to her academic career, she published 10 children's books based on her background in archaeology, about New Zealand's early history from the arrival of Māori through to first contact with European settlers.



At the Pacific Research and Policy Centre launch on Monday were Massey University Assistant Vice-Chancellor Māori and Pasifika Dr Selwyn Katene (left) , centre co-ordinator Litea Meo-Sewabu, National Party list MP Alfred Ngaro, centre co-director Professor Regina Scheyvens and College of Humanities and Social Sciences Pro Vice-Chancellor Distinguished Professor Paul Spoonley.

Public participation key to Pacific research

Public participation holds the key to the success of the Massey University Pacific Research and Policy Centre that was launched at Parliament last night, according to a government spokesman.

Guest speaker National Party list MP Alfred Ngaro, of Cook Islands descent, commended Massey's initiative in launching the centre.

He said the research opportunities with the centre presented an opportunity for the wider Pacific Island community to engage, become enlightened and recognise how research had the potential to empower.

Co-director Professor Regina Scheyvens told stakeholders from the community, as well researchers from the university, that its main purpose was to generate and share new knowledge and understandings of key issues relevant to Pasifika peoples in New Zealand and throughout the Pacific region.

This was already being done through projects such as the centre's involvement in the Small Islands Developing States conference as well as through funding by Ministry of Foreign Affairs and Trade for 10 Pasifika emergency managers to attend an emergency management workshop hosted by the University's Joint Centre for Disaster Research. Lessons from this workshop are now being deployed in Vanuatu in the response to Cyclone Pam.

A series of brief presentations, including one by education researcher Dr Jodie Hunter, highlighted research that was achieving practical benefits. Dr Hunter shared insights on a new mathematics

project for Pasifika learners, which is dramatically improving achievement rates in lower decile schools.

Vice-Chancellor Steve Maharey said it was essential that the centre continued to carry out research relevant to Pacific Islanders and that academics and stakeholders embrace the opportunities it presents by “not just observing but being part of it”.

The university has about 130 researchers with expertise in Pacific issues spread across its three campuses, ranging from sustainable agriculture to health and wellbeing, resource management, education, peacekeeping, responsible business and indigenous development.

Read more on the centre's webpage: http://www.massey.ac.nz/massey/learning/departments/centres-research/pacific-research-policy/pacific-research-policy_home.cfm

Contact the centre's co-ordinator Litea Meo-Sewabu on E: L.Meo-Sewabu@massey.ac.nz

Leading New Zealand food scientist elected a Fellow of the United States Institute of Food Technologists

Riddet Institute Co-director, Distinguished Professor Harjinder Singh has been elected a Fellow of the United States Institute of Food Technologists (IFT).

IFT is the largest union of food scientists in the world. Since 1939, it has been unlocking the potential of the food science community by creating a global forum where members from more than 95 countries can share, learn, and grow. Transforming scientific knowledge into innovative solutions throughout the food system for the benefit of people around the world. IFT focuses on food security, food safety, sustainability and food education.

Riddet Institute Co-director, Distinguished Professor Dr Paul Moughan says it is a unique professional distinction given to individuals with outstanding and extraordinary qualifications and experience as well as for their contribution to the food science and technology field.

"Only ten or 12 people are elected as fellows each year, and most are US-based."

Professor Singh says it is an honour to have been elected a fellow.

"It is a further demonstration of the international profile and impact of food science and technology research and education programmes of the Riddet Institute and Massey University."

Distinguished Professor Harjinder Singh is also the Head of the School of Food and Nutrition at Massey University's College of Health. He received his PhD from University College Cork, Ireland and has been with Massey University since 1989. He is a Fellow of the Royal Society of New Zealand and received numerous awards including the Marschall Rhodia International Dairy Science Award (USA), William C. Haines Dairy Science Award (USA), JC Andrews Award, and Shorland Medal (New Zealand). In 2012, he was co-recipient of the prestigious Prime Minister's Science Prize.

He says Fellows are expected to take a leadership role within IFT and participate in think-tanks and task forces. He will travel to Chicago in July to accept the honour.

Professor Paul McDonald, Pro Vice-Chancellor of the College of Health at Massey University, says New Zealanders are very fortunate to have someone of Professor Singh's calibre working here.

"Professor Singh's world-class expertise as head of our School of Food and Nutrition contributes to make us a leader in food and health innovations in New Zealand, offering integrated research and education across the entire food chain and health value chain."

For more information:

Distinguished Professor Harjinder Singh, Riddet Institute, C/o Ansley Te Hiwi, Phone: 06 951 7319, Email: a.tehiwi@massey.ac.nz

Wednesday 1st April 2015

Source: Riddet Institute website <http://www.riddet.ac.nz/news>



(from left) Marshall Kathleen Vossler, Orator Tony Lynch, Professor Ted Zorn, Chancellor Chris Kelly, Vice-Chancellor Steve Maharey, Dr Dhanin Chearavanont, Dr Sarasin Viraphol and University Registrar Stuart Morriss.

Massey honours top Thai business leader



Dr Dhanin Chearavanont speaking at the Riddet Complex



Dr Dhanin Chearavanont (centre) visiting Food HQ



Dr Dhanin Chearavanont receiving his honorary doctorate

Greater access for New Zealand to Asian food markets through research and knowledge exchanges between Massey University and a Thai food conglomerate is on the cards.

The prospect of stronger links with Thailand in the agrifood sector was championed in a speech by one of Thailand's most successful business leaders, Dhanin Chearavanont.

He was recognised by the University with a Doctor of Science (honoris causa) at a ceremony at the Manawatū campus on Wednesday. The degree was in recognition for his services to international business and philanthropic activities.

Dr Chearavanont, 75, is chairman and chief executive officer of the Charoen Pokphand Group (known as CP Group), a conglomerate with core businesses in agrifood, retail and telecommunications that employs more than 300,000 people worldwide, with total revenues of more than \$US 41 billion.

Speaking through a translator at the ceremony, Dr Chearavanont said he would “advocate for the immediate formation of a joint committee between the University and the CP group to work out a plan for collaboration. CP will definitely gain from the knowledge that Massey University can dispense, but hopefully CP can also provide some knowledge about the Asian market, consisting of more than three billion people.”

“I am confident that we can assist New Zealand in distributing value-added goods to Asia,” he told the audience of around 100 senior agrifood, business and food science academics as well as Massey alumni, business leaders and members of the Thai community.

Dr Chearavanont also commented on the similarities between the CP Group and Massey University, saying they both work across the agrifood value chain from farming to processing, manufacturing and distribution. "We owe it one another to see how we can work together."

New Zealand's former Ambassador to Thailand Tony Lynch, orator at the ceremony, said Dr Chearavanont is widely regarded as an exemplar businessman in international trade, and has also made an enormous contribution to improving the standard of living for Thai people in the agrifood sector.

"His achievements are due to his international vision, his astute leadership and his strong family and corporate values," said Mr Lynch, who is the current Deputy Secretary of Defence for the Ministry of Defence.

Dr Chearavanont was overwhelmed by the recognition, saying: "This day will forever live in my memory."

Chancellor Chris Kelly told the audience it was an "historic occasion", being the third conferment of an honorary doctorate to an international recipient by the University. The first, in 2002, was an Honorary Doctorate of Sciences awarded to the King of Thailand H.M. Bhumibol Adulyadej. The second was in November last year when Madame Peng Liyuan, First Lady to the President of the People's Republic of China, Xi Jinping, received an Honorary Doctorate of Literature.

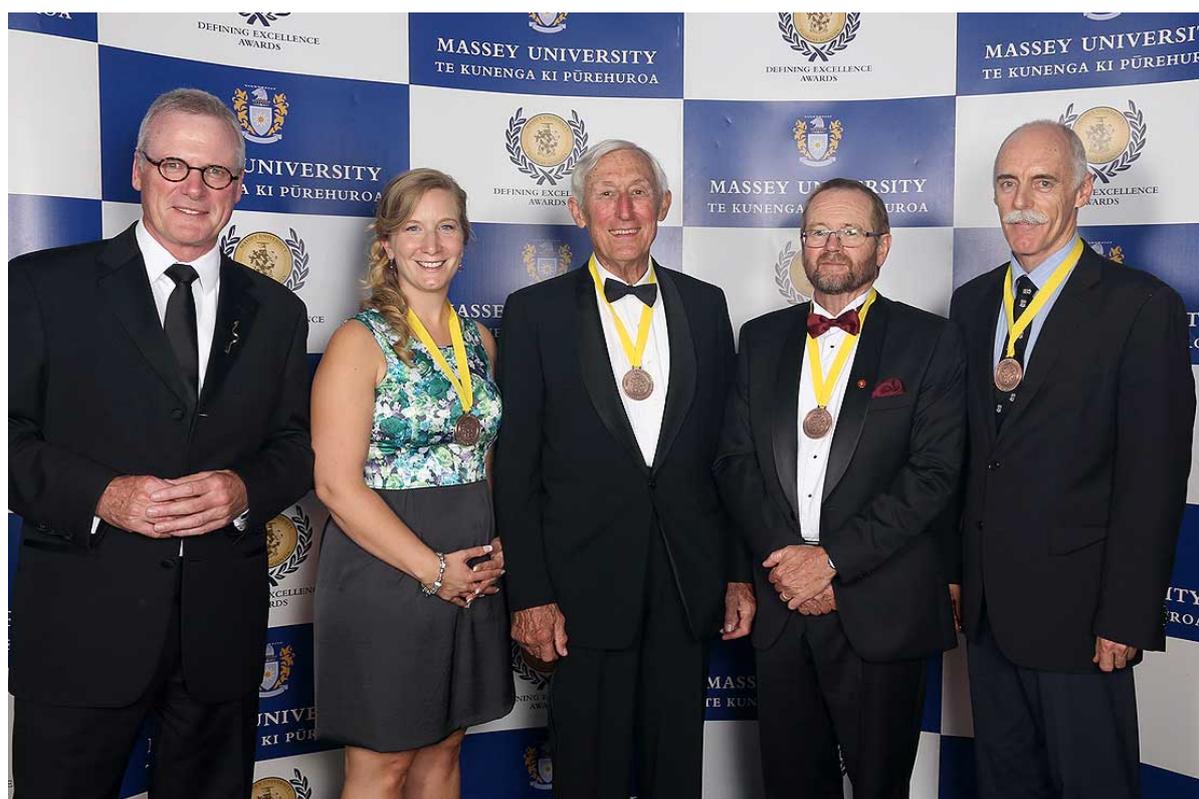
Dr Chearavanont's father founded the family seed business in 1921 and it has grown into the CP Group of today, with investments in 17 countries, including China, India, Russia and Turkey, and offices in 14 other countries including the United States, Britain, France, Germany and Italy. CP Group was the first foreign investor in China after the economy was reopened to outside investment in late 1970s. In 2007, it founded Thailand's first and only work-based learning higher education institute, the Panyapiwat Institute of Management.

He was the first person to implement the poultry integration business in Thailand and South East Asia and is credited for introducing modern agricultural development to emerging economies.

He has been acknowledged by Forbes as one of the world's billionaire philanthropists for several years running and was chosen by Forbes Asia as Businessman of the Year in 2011. He is the founding and current president of the China Association of Overseas Chinese Entrepreneurs, an official business organisation established by the State Council of the Chinese government.

Dr Chearavanont advocates as the CP Group's guiding principle the "Three-Benefit Principle" that reflects the leveraging of benefits to all stakeholders in a sustainable business enterprise, namely benefit to the country, the people and the company.

Before the ceremony, he toured Massey's Food HQ, Food Pilot and Hopkirk Institute. After his conferment, he addressed guests at a reception at the Riddet Complex.



Vice-Chancellor Steve Maharey with medal winners Jane Haste, Alex Buchanan, Graeme Milne and Andrew Cameron

Fonterra a winner at Defining Excellence event

The inaugural Massey University Partnership Excellence Award was presented to Fonterra Co-operative Group at a gala dinner in Auckland last Thursday.

Four Massey graduates were also presented with distinguished alumni medals for service, achievement and significant accomplishments in business or professional life.

Vice-Chancellor Steve Maharey says the University's relationship with Fonterra is nearly nine decades old.

"In 1927, the predecessor to the Fonterra Research and Development Centre — the New Zealand Dairy Research Institute — was established from the Massey Agricultural College's Dairy Research Laboratory," Mr Maharey says. "It was led by Professor William Riddet, whose name lives on in the Riddet Institute — and for nearly nine decades, Massey and Fonterra people have worked together on numerous projects around the world.

"Both organisations are recognised for excellence in food and food process innovation, particularly in food material science, health, nutrition, protein quality and powder technology. We also work together providing education that benefits industry and develops entrepreneurial capability — here and overseas. It's a partnership that ultimately helps New Zealand to manage and maximise its resources for a sustainable future in a rapidly-expanding global food industry."

The Partnership Excellence Award was presented by *New Zealand Herald* business editor Liam Dann and Assistant Vice-Chancellor External Relations Cas Carter.

The Defining Excellence Awards celebrate the achievements of Massey's alumni and staff in

research, teaching, professional achievement and community service.

The supreme award – the Sir Geoffrey Peren medal – was presented to Synlait chairman Graeme Milne, a biotechnology graduate with an extensive career in the dairy industry. Mr Milne is currently chairman of seven organisations including Synlait and the Rural Broadband Initiative.

The Distinguished Service Achievement Award was presented to Red Cross nurse Andrew Cameron. Known for asking for the hard-to-fill positions, Mr Cameron has worked in Kenya, Sudan, Iraq, Yemen, South Ossetia in Georgia and Afghanistan. He is only the second recipient of the International Red Cross Florence Nightingale Medal, and holds an Order of Australia medal as well.

The Distinguished Achievement medal was presented to Dr Alex Buchanan, an Australian food technology pioneer, and creator of the Australian Milk Biscuit, which has fed malnourished children in developing and war-torn countries for over 25 years. He was the first Australian Liaison Officer for the ASEAN Australia Economic Co-Operation Programme, and helped establish the quarterly ASEAN Food Journal, where he was honorary editor from 1986-95. He was awarded an Order of Australia Medal (AM) in 2009.

Distinguished Young Alumni Award winner Jane Haste is a director of Manawatū-based Blue Couch Consultancy. She has worked in mental health care for many years, focusing on the treatment and promotion of women, youth and children's mental health, and helping with the professional development of social and health service professionals.

Massey University teaching support and academic staff also received awards for teaching and research excellence.

For pictures from the Defining Excellence Awards, go to the [website](#).



Vice-chancellor Steve Maharey (left), Dr Alison Sewell, Dr Trisian Farrelly, Associate Professor Ian Fuller and Assistant Vice-Chancellor Research, Academic and Enterprise Professor Brigid Heywood.

Excellence awards bring out teaching's best

An education specialist, a sociocultural anthropologist and an Associate Professor of physical geography are the winners of this year's Vice-Chancellor's Teaching Excellence Awards. The awards celebrate commitment to excellence and innovation in research-based teaching, with up to four awarded each year.

Dr Alison Sewell from the Institute of Education, specialises in social studies education and primary teacher education – an area she is particularly familiar with, having been a primary school teacher before joining Massey University.

As well as teaching, she has supervised eight masters and one PhD student. Topics ranged from investigating teaching and learning in everyday contexts to how New Zealand sheep farmers learn.

She says the key to an effective learning environment is building a learning community where theory is linked with practice and research. She prides herself on being authentic and available, caring for and believing in her students, and sharing her passion with others.

“Connecting with people, challenging their thinking and supporting them as learners is a must. I teach my students about the ‘people’ focus of social studies, but also share the idea that it is relationships with people that lie at the heart of teaching.”

Dr Trisia Farrelly from the School of People, Environment and Planning lectures in sociocultural anthropology as well as being chair of the school's Teaching and Learning Committee.

Her interests are in community-based development and conservation, particularly in the Pacific. This year she will be recruiting three PhD and five master's students for a Transfrontier Peace Parks Project in Namibia and Botswana alongside Associate Professors Bob Stewart and John Holland.

Her teaching philosophy is to encourage students to open their minds to the possibility of "alternative ways of knowing and develop a deep curiosity for these alternatives."

She says she always knew she wanted to be a teacher. "As a child, I would sit my older brother and our cousins down and, having endowed myself with the role of teacher, I would ensure they successfully completed short spelling and writing tasks, rewarding them with 'free play' on completion.

Associate Professor Ian Fuller, from the Institute of Agriculture and Environment, lectures in physical geography – with a career focussed on understanding the geomorphology of river systems.

He teaches seven undergraduate papers and three postgraduate papers all centred around river dynamics or alpine geography, as well as supervising two PhD students. Five previous doctoral students are now pursuing careers in research.

He says the essence of his teaching is engagement and that his students learn best by doing. "I want to inspire students and teach them about Physical Geography by immersing them in the real world of New Zealand's landscapes and especially our rivers."

Dr Fuller will go forward to attend the national Tertiary Teaching Excellence Awards.



Randstad puts Massey back in top 10 of NZ employers

Massey University is back in the top 10 of New Zealand's most attractive employer brands, based on the annual survey conducted by the employer branding and recruitment agency Randstad.

Massey was ranked 8th based on a survey of more than 7000 New Zealanders' perceptions of the nation's 150 largest organisations. Results were announced at an awards ceremony in Auckland last night.

In previous surveys, Massey ranked fifth in 2013 and 11th last year. In both those years it won the education sector award as the highest ranked employer in the sector. This year there was no award in that category. Had there been, AUT University, ranked fifth overall, would have taken it out.

This year's winner was the Department of Conservation, ahead of Television New Zealand (last year's winner), followed by Customs, IBM, AUT, Coca-Cola Amatil, ASB, Massey, Ministry of Business, Innovation and Employment and the University of Auckland. Other universities in the top 20 were Otago (17) and Victoria (19).

Assistant Vice-Chancellor People and Organisational Development Alan Davis attended the awards on Massey's behalf, along with Assistant Vice-Chancellor External Relations Cas Carter and marketing and student recruitment director Vasso Koutsos.

Mr Davis says the public perception of Massey as a genuine New Zealand brand and a great employer is extremely valuable and a tribute to the work being done in the public arena by staff and students, as well as the important connections made in the three regions in which the university is based.

"It doesn't mean we don't have work to do internally to improve our performance as an employer and to make our workplace the best it can be."



Professor Claire Massey, Director, Agrifood Business and Executive Director, Te Puna Whakatipu, Massey University; Prof Aalt Dijkhuizen, President of Dutch Topsector Food & Agri, Rob (Robert) Zaagman, Ambassador to New Zealand, Kingdom of the Netherlands; Dr Mike Joy, Senior Lecturer Institute of Agriculture and Environment, Massey University; Marjan van den Belt, Director and Principal Ecological Economist, Ecological Economics Research Centre, Massey University; Prof Mike Hedley, Professor in Soil Science Institute of Agriculture & Environment, Massey University Hayley Moynihan, Director of Dairy Research, New Zealand and Asia, Rabobank International.

Dairying: how to do more with less

A world leading agrifood scientist visited Massey University to discuss what has become the holy grail of New Zealand farming - how to minimise the environmental impact of dairying while increasing production and profitability.

Professor Aalt Dijkhuizen, the president of Topsector Agri and Food in the Netherlands, is visiting New Zealand to discuss the future of the international dairy industry, starting at the Massey University Manawatū campus today.

He was hosted by Massey along with the Riddet Institute, the Government-funded centre of research excellence that focuses on food and nutrition.

Professor Dijkhuizen argues that if New Zealand and the Netherlands want to stay competitive and be leaders in green dairy they need to rapidly adapt their dairy systems to be highly productive, efficient and sustainable. He argues for a hybrid system between New Zealand's efficient pasture management methods and the Netherlands' use of barns, to increase production and efficiency and reduce pollution.

He will be discussing how to do so as he tours New Zealand and speaks to stakeholders in the farming and food sectors. He will meet with leaders of the agrifood industry in Auckland on March 3 and also spend time in Christchurch and Wellington.

Topsector Agri and Food is a collaboration and innovation network between the Dutch government, private industry and universities and research institutes. Professor Dijkhuizen was previously

president and chairman of Wageningen University, which is ranked globally as the world's top agriculture university and has longstanding ties with Massey University.

Among those who met with him and participated in a discussion were Dr Mike Joy, Professors Mike Hedley, Danny Donaghy and Associate Professor Marjan van den Belt – all of whom offered a unique perspective to the issue.

Other notable attendees included Vice-Chancellor Steve Maharey, Deputy Vice-Chancellor and College of Sciences head Professor Robert Anderson, Agrifood Business director Professor Claire Massey, and Distinguished Professor Harjinder Singh from the Riddet Institute.



Massey University Vice-Chancellor Steve Maharey, Finance Minister Bill English and Auckland Chamber of Commerce chief executive Michael Barnett at Finance 2015.

Minister talks housing at Finance 2015



Finance 2015 student award winners Liam McDonald and Bronwyn Bruce-Brand with Michael Barnett, Bill English and Steve Maharey.

Finance Minister Bill English focused on Auckland's housing issues at Finance 2015, an annual event co-hosted by Massey University and the Auckland Chamber of Commerce.

The Auckland business community, academics and media turned out in force to hear the Minister's first major speech of the year, which outlined the government's priorities for its third term.

Mr English described Housing New Zealand's housing stock as a "massively inefficient land bank" and said that both central government and the Auckland Council needed to develop more of their land for housing.

He identified the Tāmaki Redevelopment Company, which is a partnership between the Government and Auckland Council, as a project that is rejuvenating the suburb.

Housing New Zealand owns over half the houses in Tāmaki, Mr English told the audience, and many were more than 50 years old and not suitable for today's social housing tenants.

"Over the next decade or so, the company and its partners expect to build around 7,500 affordable and social homes, along with other community facilities," he said. "That's a net increase of around 5,000 houses after accounting for removals or demolitions of older properties."

He said the government was focusing on supply because Auckland had decided it preferred to grow out, rather than up.

"Densification is about as popular as Ebola in parts of Auckland...You've made the choice to grow out and the government can now contribute by redeveloping our massively inefficient land bank in Auckland."

During the question-and-answer session after his speech, Mr English fielded questions about inflation levels, which he said could head towards zero this year; whether New Zealand should follow Australia and charge foreign property investors large fees; and what were his plans for easing Auckland's growing congestion.

The Minister played to the Auckland crowd with his answer to the final question.

"The rest of the country would love to have your congestion. You live in a city that is fantastic, people want to live here and, as soon as you create a bit of room, it fills up. It's a problem we'd all like to have in Invercargill."

Finance 2015, now in its sixth year, provides business leaders with an update on the state of the New Zealand economy, as well as an opportunity for the business and academic communities to engage.

"I'd like to acknowledge the partnership the Chamber has with Massey University," said Chamber chief executive Michael Barnett.

"It is one that recognises the need for talent to grow the economy. As the Minister says, it is a problem that the rest of New Zealand doesn't have – and that's growth. And we need talent, we need skills and I'm sure our partnership is contributing to that."

Massey University Vice-Chancellor Steve Maharey agreed.

"Both our organisations share a view that we want to see the economy of New Zealand growing and that we are particularly focused on ensuring this city, which is crucial to the growth of New Zealand, is growing too," he said.

"It's not just business as usual. The kinds of challenges we face are new and different from those of the past century, so that's why we refer to the new New Zealand and set ourselves the task of driving change."

The relationship between the University and the Chamber was also cemented with the presentation of the Finance 2015 Top Student Awards, funded by the Finance 2015 event. The top first-year students from 2014 in finance (Liam McDonald) and economics (Bronwyn Bruce-Brand) at Massey's Auckland campus were each awarded with a \$1000 prize.

Experienced strategic leader new finance head



Cathy Magiannis

Massey University has appointed Cathy Magiannis, of Wellington, as its new Assistant Vice-Chancellor Strategy, Finance, IT and Commercial Operations.

Vice-Chancellor Steve Maharey announced the appointment today, saying he was delighted that a proven strategic leader and financial expert with broad experience across the public and private sectors will take on a key role in the University's Senior Leadership Team.

"Cathy has a track record that is second to none and she will be a huge asset to Massey University," Mr Maharey says.

Ms Magiannis is chief executive of Education Payroll Ltd, the company established last year to take over the operations of the education sector payroll. She joined the Ministry of Education in March 2013 to head the team appointed to resolve the issues with Novopay and worked directly with the Minister Responsible for Novopay, Steven Joyce, and the ministry's chief executive, Peter Hughes.

Prior to that she was chief executive of the Gareth Morgan Investments Group from February 2010 to December 2012 and, before that, the Inland Revenue Department's KiwiSaver programme director, leading the implementation of the transformational savings initiative from 2005-09. Earlier management roles included four years in the New Zealand Treasury and six years with Ernst and Young. She has also held professional positions in Athens, Greece, and Jakarta, Indonesia.

Born in Greece and raised in Wellington, she has a Bachelor of Commerce and Administration from Victoria University of Wellington, a Certificate of Banking from the Financial Services Institute of Australasia (of which she is an Affiliate Member, is a graduate of the Government's Executive Leadership Programme, completed a Senior Executive Programme at the London Business School and is a member of the Institute of Chartered Accountants of New Zealand, the Institute of Directors and the New Zealand Institute of Management.

She will be responsible for more than 250 staff across the University's three campuses, working in Finance, Strategy and Research, Procurement, Information Technology Services, the Massey University Foundation and Commercial Operations.

She replaces Rose Anne MacLeod and will join the University in June.

New head of Massey University External Relations



Penelope Barr-Sellers

A leading public relations practitioner with a background in university strategic development, private sector communications and New Zealand news media will lead Massey University's External Relations team as Assistant Vice-Chancellor.

Penelope Barr-Sellers, of Auckland, will oversee the University's communications, marketing, national events, student recruitment, web content, alumni development and the Massey University Foundation.

University Vice-Chancellor Steve Maharey says he is delighted to appoint a proven team leader with a strong public relations and media background whose recent experience involved growth and development initiatives that are increasingly important to the international success of modern universities. "Massey has built a strong brand whose tagline, 'the engine of the new New Zealand', is recognised and well understood by students and other key stakeholders." Mr Maharey says. "I am confident Mrs Barr-Sellers will deliver on the strategies that will strengthen Massey's connections and enhance our reputation as a university committed to making a difference nationally, and globally."

Mrs Barr-Sellers is currently head of development and innovation at AUT University. She has a Bachelor of Education from Waikato University, a Diploma of Teaching from Waikato Teachers' College and a Diploma of Meteorology from the New Zealand Meteorological Service.

She joined AUT in late 2010 as group director of growth and development, a portfolio encompassing student recruitment and youth engagement programmes, community engagement and advancement, including the AUT Foundation and the Friends of AUT (United States). She also developed and led the corporate affairs and the business and industry-relations functions, as well as innovation projects.

Prior to that she spent 10 years in England in communication agency management roles, working with global blue chip companies in Britain, Europe and the United States.

Her earlier career was with Television New Zealand as a presenter and reporter (1987-96), a senior public relations consultant for Consultus – now the Acumen Group (1996-98), and as general manager of the public relations business in DDB Group (1998-01).

She will join Massey on June 1.



ASA president Byron Brooks, Minister for Social Housing Paula Bennett and Vice-Chancellor Steve Maharey cut the ribbon.

Auckland student accommodation officially opened

The brand new \$26.2 million student accommodation village Te Ohanga was officially opened at Massey University's Auckland campus today by former student and current Minister for Social Housing Paula Bennett.

Vice-Chancellor Steve Maharey says it was a great honour to have Ms Bennett attend the ceremony.

"Paula is a great example of what a good education can do for you. She came to study here at the Auckland campus, and she had a vision of where she wanted to be. It's really inspiring to see all the students living here on campus carrying on their own visions for their future."

Ms Bennett was the first female student president of the Albany Students' Association and was instrumental in getting the daycare centre set up on campus. She said she learned how to be political while studying at Massey University and remembers her time as a student fondly.

Master of ceremonies Michele A'Court kept the ceremony light and full of laughter as she thanked all those attending. Two residents, Sabreena Beetham and Christian Balachandran, spoke about their experiences living on campus and making the most of the opportunities in front of them. Ms Beetham mentioned the close proximity to the recreation centre and the library, while Mr Balachandran, an international student from Malaysia, talked about adjusting to a new way of life in New Zealand.

Albany Students' Association president Byron Brooks also addressed the crowd, with a few engineering facts on the construction of the project. He says the student accommodation village is at the heart of the campus, and the students are its "beating pulse".

Te Ohanga is the single biggest construction project on the Auckland campus to date, and has a total floor area of 6,900 square metres. It consists of three halls of residence and fourteen five-bedroom apartments. There are also 12 studio apartments, making a total of 292 beds available.

For more information on the accommodation village, visit the website:
http://www.massey.ac.nz/massey/student-life/accommodation/albany/albany_home.cfm



Maggie Barry and Maggie Rate plant a rimu together opposite the site of the hospital expansion.

Conservation Minister starts wildlife hospital expansion



James Mackie (aged 5), Rob Jager, Maggie Rate and Maggie Barry break the ground on the site of the hospital expansion with Lady Raewyn Henry and Associate Professor Brett Gartrell.



Maggie Barry helps feed a yellow-eyed penguin in the current Wildbase facility.

Conservation Minister Maggie Barry today saluted the work being done by Massey University's Wildbase wildlife treatment centre and its Veterinary Teaching Hospital at a ground-breaking ceremony at Manawatū to mark the start of a \$1.44 million expansion of Wildbase.

Ms Barry was joined by major sponsors and supporters of Wildbase from throughout New Zealand, including Shell New Zealand chairman Rob Jager; Wildbase ambassadors Kent Deitemeyer, Lady Raewyn Henry, Craig Shepherd and Vicki and David Stewart; Palmerston North Mayor Grant Smith; and local Members of Parliament Ian McKelvie and Iain Lees-Galloway.

Wildbase currently saves thousands of critically endangered native New Zealand animals each year in a space no bigger than a bedroom, with only one table for surgery and feeding. Construction will start shortly to complete a 2100 square metre expansion with 393 square metres of that being the new wildlife hospital. It is expected to be completed by April next year.

The occasion was marked initially with a visit to the hospital for Ms Barry and the other guests who were then joined outside by 14 year-one to six children from Tiritea School. Ms Barry was delighted to find that her tree-planting partner, Maggie Rate, 6, not only shared her first name but is also in Rimu House, the species of tree they planted together opposite the site of the hospital expansion.

"It's not often a politician gets down and dirty outside of the chamber but I'm happy to say I did that and I've got dirt under my fingernails to prove it," she said.

Both Ms Barry and Mr Jager talked about the successes of Wildbase, Ms Barry describing it as "a microcosm of all the conservation efforts across New Zealand. The next steps are very exciting and they will build on the success of the past to develop a world-class wildlife treatment centre. Massey University's role in producing active young minds asking the right questions and hopefully finding the right answers is absolutely vital if we want to do what we need to do, which is to save our endangered species."

Mr Jager said Shell, like any business, scrutinises sponsorship proposals extremely closely. "It wasn't a difficult decision to say yes to sponsoring the hospital because of the quality of the team, but more importantly for us it's about the legacy that we lead," he said. "Wildbase leaves a fantastic legacy for our country."

Co-director of Wildbase Associate Professor Brett Gartrell said construction cannot start soon enough. "The expansion of the hospital will allow us to increase patient numbers and improve care. Without the care it provides, many of our unique patients would not survive for re-release back into their native habitat where they contribute to the survival of their species."

The main guests were also treated to a bird treatment demonstration from the Wildbase team – similar to the procedures used to treat the more than 240 native animals each year, half of them from critically-endangered species. Current patients include yellow-eyed penguins, a brown kiwi and a kaka.

The new hospital will incorporate design aspects from zoological and veterinary hospitals throughout the world.

The animals treated include predominantly birds, bats, reptiles and marine mammals.

Notable achievements of the Wildbase team include saving thousands of animals in the 2011 Rena oil spill, identifying lead poisoning in kea and rehabilitating a penguin with a water treadmill.

Although the hospital has reached the fundraising target for the expansion, there are ongoing costs associated with treating their native patients and part of the Massey University Foundation's role is to run the trust that supports it. Information about donating to the cause can be found on the Foundation's webpage.



MASSEY UNIVERSITY COUNCIL

BUSINESS CONTINUITY POLICY APPROVAL

5 MAY 2015

1.0 Purpose

1.1 The purpose of the paper is to request approval of the revised Business Continuity Policy.

2.0 Introduction

The current Business Continuity Policy was first drafted in December 2005, and has been reviewed on two occasions since that date.

3.0 Discussion

The Business Continuity Policy is recommended for re-approval without change.

The supporting Business Continuity Management Framework has been approved by the Senior Leadership Team on 11th March 2015 with minor change. The changes pertain specifically to inclusion of reference to the Crisis Management Plan. The definition of “Crisis” being a “situation that is beyond the capacity of normal management structures and processes to deal with effectively” has been included.

Titles of Plan Owners have been updated to reflect the current status.

Please note that a programme of work is currently underway under the oversight of the Risk Manager to implement the high level Crisis Management Plan, and testing of this plan will occur in Q3, 2015.

4.0 Consultation

The documents were circulated to Campus Emergency Management Committees, and to ITS DRP and BCM for review and comment. These documents were included in Risk Management Committee papers for 25th February, and as this meeting was cancelled due to member unavailability, agreement to process to SLT was sought by circulation. SLT endorsed the Business Continuity Policy and approved the Business Continuity Framework at their meeting on 11th March 2015.

5.0 Implications of Decision:

5.1 Financial Implications and Treasury Comment

Financial Implications

Yes

No

5.2 Treaty of Waitangi Implications

Treaty of Waitangi Implications

Yes

No

5.3 Equity and Operational Implications

<i>People Implications (Staff/Student/Other)</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
<i>Cultural & Ethnic Implications (Māori/Pasifika/New Migrant/Other)</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
<i>Equity Implications</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
<i>Gender Implications</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
<i>Disability Implications</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
<i>Information Technology Implications</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
<i>Library Implications</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
<i>International Implications</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
<i>Teaching Implications</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
<i>Research Implications</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
<i>Other (state _____)</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>

6.0 Implementation

6.1 The updated Policy and Framework will be published on the Policy Guide and communicated through the usual channels to staff.

7.0 Recommendations

7.1 It is recommended that Council

- i. Approve the Business Continuity Policy
- ii. Note the revised and approved Business Continuity Management Framework



AVC People and Organisational Development

21 April 2015

BUSINESS CONTINUITY POLICY

Section	Risk Management
Contact	Risk Manager
Last Review	December 2014
Next Review	December 2017
Approval	Council
Effective Date	

Purpose:

Through the adoption of Business Continuity Management best practices Massey University will achieve its business continuity aim of safeguarding our reputation and public image in order to achieve the goals and objectives stated in the University Strategy¹. This will occur by using best endeavours to meet the needs of staff, students, the wider community, and other critical stakeholders, through ensuring that business critical teaching and research outcomes are not compromised by a major disruptive event.

The Business Continuity Policy forms part of the Risk Management Framework at Massey University, and is aligned to *AS/NSS5050:2010 Business continuity-Managing disruption-related risk*

Definitions:

Business Continuity: Business continuity is “the uninterrupted availability of all key resources supporting essential business functions” (Australian National Audit Office, 2000)

Business Continuity Plans: A collection of procedures and information that is developed, compiled and maintained in readiness for use in the event of an emergency or disaster. (Associated terms: Business Recovery Plan, Disaster Recovery Plan, and Recovery Plan)

Business Continuity Management: Business Continuity Management provides for the availability of processes and resources in order to ensure the continued achievement of critical objectives.

Business Impact Analysis: Detailed risk analysis that examine the nature and extent of disruptions and the likelihood of the resulting consequences. May include consideration of the University’s business functions, people, processes, infrastructure, resources, information, interdependencies and the nature and extent of capability loss over time.

A major disruptive event: May be Natural (e.g. flood, hurricane, earthquake), Accidental (e.g. fire, contamination), Commercial (e.g. loss of supply of critical services) or Wilful (e.g. sabotage, vandalism, arson, terrorism). Associated terms: “major crisis”, ‘disaster’.

Maximum Acceptable Outage (MAO): Maximum period of time that an organisation can tolerate the disruption of a critical business function. Disruption may include both the discontinuance of an activity, or the inability to perform it to

¹ Shaping the Nation: Taking the Best to the World – The Road to 2025

an acceptable quality or with sufficient reliability. Associated terms “Maximum tolerable outage” or ‘maximum tolerable period of disruption”

Risk Assessment: The overall process of risk identification, risk analysis and risk evaluation.

Stakeholders: Those people and organisations that may affect, or be affected by, or perceive themselves to be affected by, a decision or activity.

Policy:

Massey University must;

1. Establish a Business Continuity Plan, or Plans, to ensure business continuity for the Office of the Vice-Chancellor, University Shared Services, each Campus, and College.
 - 1.1. The Business Continuity Plan (or plans) must address both the general management aspects of the continuity process and those for IT and data/voice communications elements.
 - 1.2. The Business Continuity Plan must include action plans for the reactivation of all essential University services, and must include provision for loss of supply of services by those external agents upon which the University is critically dependant.
2. Annually review the Risk Assessment including periodic maintenance of the Business Impact Analysis.
3. Periodically update the Business Continuity Plan (or plans) to ensure currency of information, and response strategies. The plan must be reviewed for possible updating within 30 days of any major operational or system changes that will have a material effect on the contingency strategy of any College/Campus/Section.
4. Undertake exercises for training and evaluation purposes of the Business Continuity Plan each year or within 30 days of any major operational or system changes that will have a material effect on the contingency strategy of any College/ Campus/Section.

MANAGEMENT RESPONSIBILITIES

University Managers must ensure that the key functions, for which they have responsibility, are able to continue following credible major disruptive events and that arrangements are in place to achieve this. This requires the proactive development, maintenance and devolution of business continuity planning within their areas. Managers are expected to encourage the active participation of staff in business continuity issues and must ensure that key personnel are able to perform competently during a major disruptive event.

University Managers must;

1. Complete a periodic Risk Assessment or more detailed Business Impact Analysis if requested.
2. Manage risks in accordance with this policy
3. Ensure that the Business Continuity Plan in their area of influence and control is exercised on schedule.

Audience:

All staff

Relevant Legislation:

None

Legal compliance:

None

Related documents and procedures:

AS/NZS 5050:2010; Business Continuity – Managing disruption-related risk Standards Australia/Standards New Zealand

ISO31000; Risk Management Principles and Guidelines

[Business Continuity Framework](#)

[Emergency Management Policy](#)

[Strategic Emergency Management Framework](#)

[Risk Management Policy](#)

[Risk Management Framework](#)

Document management control:

Prepared by: Risk Manager

Authorised by: AVC Operations International and University Registrar

Approved by:

Date issued: 1 December 2005

Last review: December 2014

Next review: December 2017



Business Continuity Management Framework

Version: 1.2
Last Review: December 2014
Next Review: December 2012
Approved: SLT -

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1. Introduction

1.1. Document Version Control

<i>Version No</i>	<i>Description</i>	<i>Author</i>	<i>Reviewed by</i>	<i>Issue date</i>
0.1	Draft for consultation	A Walker		20/11/2009
0.2	Aligned for consistency with Emergency Management Framework	A Walker	C Schraders	20/09/2011
0.2	Aligned for consistency with AS/NZS5050:2010	A Walker		
1.1	Final Approved by SLT 12/11/243	A Walker		Dec 2012
1.2	Reviewed	A Walker		Dec 2014

1.2. Terminology

Business Continuity is “the uninterrupted availability of all key resources supporting essential business functions” (Australian National Audit Office, 2000).

Business Continuity Plan (BCP) are a collection of procedures and information that is developed, compiled and maintained in readiness for use in the event of an emergency or disaster.

NOTE: Associated terms: Business Recovery Plan, Disaster Recovery Plan, and Recovery Plan.

Business Continuity Management (BCM) provides for the availability of processes and resources in order to ensure the continued achievement of critical objectives.

Business Continuity Planning Coordinator ensures initial co-ordination and ongoing maintenance of the BCP.

Business Continuity Plan Owner is responsible for the implementation and the periodic review of the BIA and the BCP.

Business Continuity Plan Sponsor provides guidance and support for the BCP and development of a BCM culture through communications and reporting.

Business Impact Analysis (BIA) is a detailed risk analysis that examines the nature and extent of disruptions and the likelihood of the resulting consequences. A BIA may include consideration of the University’s or department’s business functions, people, processes, infrastructure, resources, information, interdependencies and the nature and extent of capability loss over time.

Crisis is a situation that is beyond the capacity of normal management structures and processes to deal with effectively. A crisis may require significant diversion of management time, attention and resources away from normal, routine operations to respond to the situation.

Critical functions are those functions and/or processes that are critical for the survival of the organisation, and, if not performed for a time period longer than the identified maximum tolerable outage (MAO), would lead to a risk with a consequence of Moderate or greater (refer to Massey University's [Risk Management Framework](#) for more information). For simplicity, critical functions listed in this Framework are those functions with a maximum tolerable downtime (MTDT) of two weeks (10 working days) or less.

Critical user refers to a person, department or organisation that relies on the particular service function or application for most or all of their usual work or study functions.

Department refer to the business unit for which Business Continuity Plan applies. In this Framework document, Department means any sub-set of the University, including but not limited to: Sections / Divisions / Colleges / Institutes / Schools / business groups.

Information Technology Disaster Recovery Plan (IT DRP) refers to the plan and arrangements for restoring information technology assets following a technology interruption. Arrangements may include business continuity arrangements being activated at alternate production facilities.

Major disruptive event may be Natural (e.g. flood, hurricane, earthquake), Accidental (e.g. fire, contamination), Commercial (e.g. loss of supply of critical services) or Wilful (e.g. sabotage, vandalism, arson, terrorism).

NOTES: 1) Associated terms: "event", "emergency event".

2) In Massey University's emergency management arrangements, the terms "event" and "emergency event" have the same meaning as "major disruptive event".

Maximum tolerable outage (MAO) Maximum Acceptable Outage (MAO): Maximum period of time that an organisation can tolerate the disruption of a critical business function. Disruption may include both the discontinuance of an activity, or the inability to perform it to an acceptable quality or with sufficient reliability. Associated terms "Maximum tolerable outage" or "maximum tolerable period of disruption"

Risk assessment is the overall process of risk identification, risk analysis and risk evaluation.

Stakeholders are those people and organisations that may affect, or be affected by, or perceive themselves to be affected by, a decision or activity.

Sub-Plan refers to any additional plan, procedure, Standard Operating Procedure (SOP) or similar document, related to emergency response or business continuity within the University.

1.3. Purpose and Scope of this Framework

This Business Continuity Management (BCM) Framework is designed to assist management and staff of Massey University to implement BCM within the organisation and to assist in familiarising new managers and staff where necessary.

This framework applies to all Massey University staff who are responsible for the establishment, implementation, or maintenance of the University's Business Continuity Management (BCM) programme.

Massey University's BCM programme applies to all University operations/functions, regardless of the location in which they are undertaken.

The framework does not include the operations/functions of the University's controlled entities which are expected to maintain their own BCM programmes which is aligned to good practice.

The information within this BCM Framework serves to provide guidance to University management during an interruption to University operations that is longer than tolerable.

This framework does not include specific requirements and strategies for critical functions; these are detailed in the specific College/Campus/Division BCPs.

1.4. Structure of this Document

This framework provides an overview of Massey University's approach to Business Continuity Management (BCM).

This section outlines the aim and scope of the Framework and relevant documents the University has in place to support the BCM programme as well as documents that are to be utilised should a major disruptive event affect the University's operations.

Section 2 outlines the responsibilities of particular University stakeholders in establishing, maintaining and implementing the BCM programme.

Section 3 outlines the Notification and Activation process for Departmental Business Continuity Plans (BCPs).

Section 4 lists the business continuity arrangements that already exist within Massey University.

Section 5 summarises the University's critical functions which provides an overview of the priority services which need to be restored in the first instance following an event. The basis for determining criticality within each department is any function that has a maximum disruptive period of two weeks (10 working days) or less.

Section 6 contains guidelines for building and embedding a BCM culture within the University.

Section 7 contains guidelines on:

- BCM training
- BCM testing
- The review and maintenance of BCPs and the BCM Framework.

1.5. What is Business Continuity Management?

The objective of Massey University's BCM programme is to promote the continuity and/or rapid recovery of critical services/functions required to support the core business of the University.

The Business Continuity Policy states the following as Massey University's Business Continuity Aim:

To safeguard our reputation and public image ...

by using best endeavours to meet the needs of staff, students, the wider community and other critical stakeholders ...

through ensuring that business critical teaching and research outcomes are not compromised by a major disruptive event.

BCM is a continuous improvement process of establishing and maintaining Business Continuity Plans (BCPs) and other measures in order to respond to and recover from disruptions that threaten key resources, locations and functions. Collectively these measures are referred to as the University's BCM capability. This capability contributes to the University's Emergency Management arrangements; collectively they comprise four components of response and recovery:

- **Emergency Response** – the immediate response to an event with a focus on ensuring the safety of people followed by the protection of assets (refer to the [Emergency Management Policy](#) and the [Massey University Strategic Emergency Management Framework](#) for more information);
- **Emergency Communications** – (refer to the Emergency Communications Plan for more information);
- **Business Continuity (including IT Disaster Recovery)** – the process of restoring critical elements of University services and functions within the University's core business processes;
- **Holistic Recovery** – the broad activities required to restart, rebuild and regenerate the affected community, not just the restart of business operations.

The relationship between these four components of Massey University's Emergency Management and BCM capability is outlined in the diagram below.

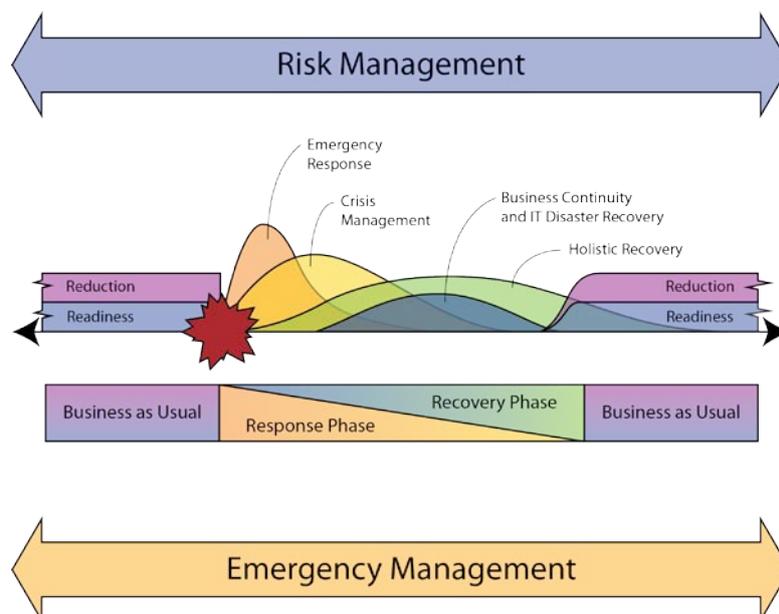


Figure 1: The Relationship between Business Continuity Management, Emergency Management and IT Disaster Recovery.

1.6. Business Continuity Policy Statement

Through the adoption of Business Continuity Management best practices Massey University will achieve its business continuity aim of safeguarding our reputation and public image in order to achieve the goals and objectives stated in University Strategy. This will occur by using best endeavours to meet the needs of staff, students, the wider community, and other critical stakeholders, through ensuring that business-critical teaching and research outcomes are not compromised by a major disruptive event.

The Business Continuity Policy forms part of the risk management framework at Massey University, and is aligned to AS/NZS5050:2010 *Business Continuity – Managing disruption-related risk*

Business Continuity Policy, December 2014

1.7. Relationship to the Risk Management Policy

Business Continuity Management supports Massey University's [Risk Management Policy](#) and provides a means of mitigating certain risks should they occur and impact a Campus, business processes, business operations or IT systems. BCM provides plans to minimise the impacts and allow the University's processes to recover from the incident in a planned manner.

BCM also supports the University's Emergency Management arrangements, and more specifically, BCPs can be activated during or immediately after an emergency event that is being managed in accordance with the University's Crisis and Emergency Response Plans.

1.8. Relationship to Other Policies and Procedures

The following policies and procedures are relevant to either preparing a BCP or for the implementation of BCM within the University:

- Risk Management Policy
- Risk Management Framework
- Risk Registers
- Emergency Management Policy
- Massey University Strategic Emergency Management Framework
- University Crisis Management Plan
- Emergency Communications Plan
- Campus Emergency Response Plans
- Business Continuity Management Policy
- Business Continuity Management Framework (this document)
- Guidelines for the development of Business Impact Analyses
- Departmental Business Continuity Plan Template
- BCM Training Modules
- BCM Testing and Exercising Plan
- IT Disaster Recovery Plan
- College/Region/Division Business Continuity Plans

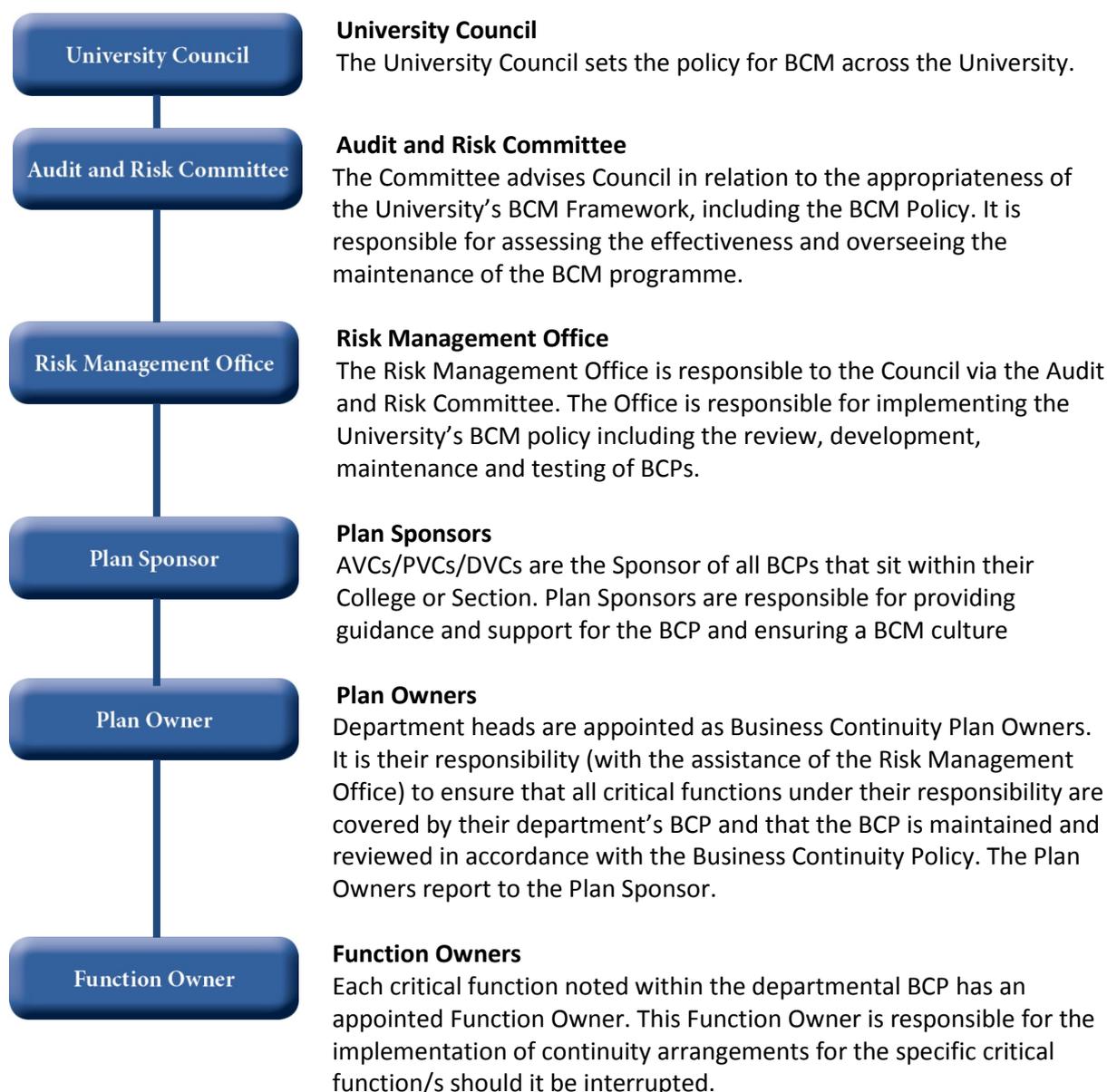
All departmental BCPs shall include:

- Introduction (aim and scope)
- Summary of critical functions including the maximum tolerable downtime (MTDT) for each function

- Continuity arrangements for critical functions
- Contact lists
- Outline of testing/exercising/training/review guidelines
- Document control information
- Resource requirements.

2. Business Continuity Management Roles and Responsibilities

Within the University's BCM programme, the following University stakeholders play an important role:



3. Notification and Activation Processes

There are two main scenarios to consider:

1. An event occurs but departments do not immediately know that their functions and processes have been, or will be, interrupted. Examples include:
 - An event occurs outside working hours which causes loss of physical access to areas of the Campus, e.g. a storm causes a tree to fall through the roof of a building.
 - An event occurs that has an immediate impact on a small area of the Campus, and has the potential to expand to impact other parts of the Campus, e.g. flooding.
2. An event occurs and departments immediately know that their functions and processes have been interrupted, e.g. a power cut.

In both situations the notification and activation processes are the same; however, the size and level of complexity of the event will determine which plans are activated.

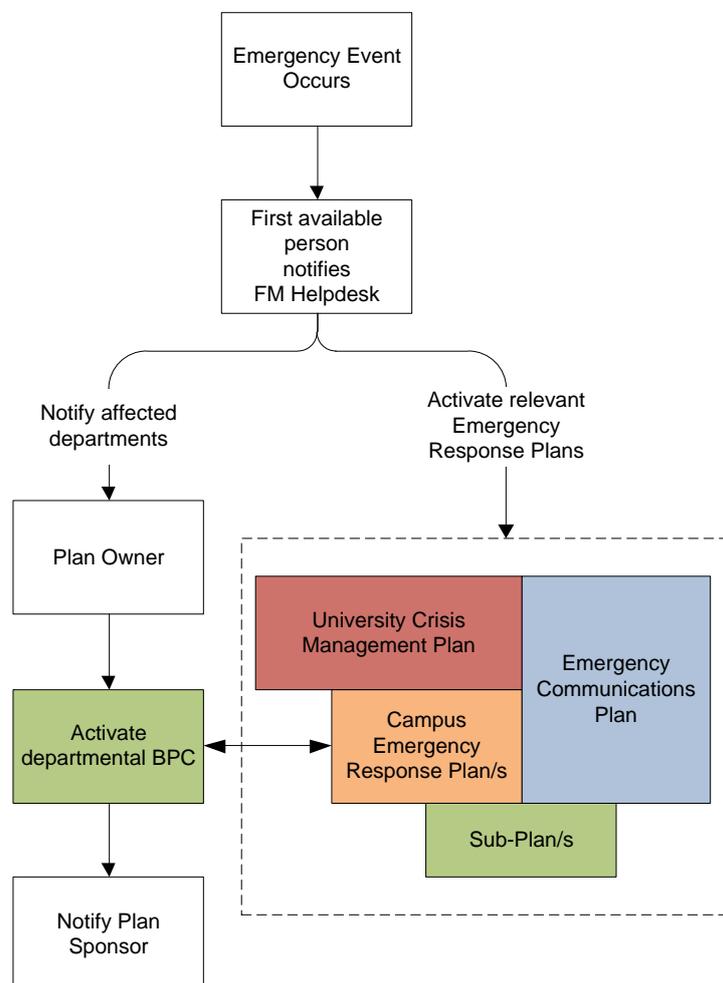


Figure 2: Activation and notification processes.

4. Existing Business Continuity Arrangements

4.1. Departments with Business Continuity Plans

Business Continuity arrangements have been, or are in the process of being, developed for departments that are responsible for critical functions that have a maximum tolerable downtime (MTDT) of two weeks (10 working days) or less. These Business Continuity arrangements are documented in Departmental BCPs for each of these departments.

<i>Department</i>	<i>Plan Sponsor</i>	<i>Plan Owner</i>
Student Administration (NSATS)	AVC Operations International and University Registrar	Director – Student Administration
Research Management Services	AVC Research Academic and Enterprise	Director – Research Management Services
External Relations	AVC External Relations	Director - Communications
Teaching and Learning (Stream)	AVC Research Academic and Enterprise	Director – Teaching and Learning
Library	AVC Research Academic and Enterprise	University Librarian
Finance Operations	AVC Finance, Strategy IT and Commercial	Chief Finance Officer
Facilities Management	AVC Operations International and University Registrar	Facilities Directors
Student Life	AVC Operations International and University Registrar	Campus Registrars
Payroll and HR	AVC People and Organisational Development	HR Services Manager
IT services	AVC Finance, Strategy IT and Commercial	CIO

4.2. Continuity Arrangement Design

Continuity arrangement design aims to provide a level of functionality and service which allows (at least) all ‘critical users’ of the recovered service or application across the University to perform their ‘critical functions’ with little or no special training; little or no change to their local workstation and local network configuration; and little or no reduction to their general productivity.

While this is an optimistic view to take, it makes sense to aim for the best solutions possible, within the constraints that exist.

4.3. Alternative Site Strategy

In the case of events that result in the failure of the room or building that houses the affected function and/or supporting systems and services, continuity options have been developed to utilise alternative sites. Three alternative site options are generally considered in the BCPs which are:

- Alternative site on-Campus
- Alternative site off-Campus (University owned)
- Alternative site off-Campus (may be third-party owned).

These options are to be evaluated by the Plan Owner as part of their continuity strategy at the time of the major disruptive event, and are to be facilitated in consultation with Facilities Management and, where applicable, the relevant Emergency Management Team.

For specific alternative site continuity arrangements, refer to individual BCPs for details.

5. Summary of Critical Functions

This table lists all functions within the University's Departments that have been identified as 'critical'. The Maximum Tolerable Downtime (MTDT) for these critical functions is two weeks (10 working days) or less.

<i>Department</i>	<i>Plan owner</i>	<i>MTDT</i>
Communications (including Contact Centre)	AVC – External Relations	1 hour
Security services	Facilities Directors	1 hour
Insurance management	Procurement and Contracts Manager	1 hour
Special needs (e.g. animal welfare, student health and counselling services, student residential services)	Various managers	1 hour
IT Operations	CIO	1 hours
PG Scholarship management process	AVC Research, Academic and Enterprise	0.5 days
Bio security / HASNO / Radiation Safety process	Relevant PVCs	0.5 days
Enrolment processing	AVC Operations International and University Registrar	0.5 days
Emergency management and BCP processes	SLT and Management	0.5 days
E-learning (Stream) operation	AVC – Research Academic and Enterprise	1 day
Timetabling service	Facilities Directors	1 day
Payroll processing	AVC – People and Organisational Development	1 day
Teaching activities (face-to-face)	Relevant PVCs	2 days
Postgraduate enrolment process	Student Management and PVCs	2 days
Key research infrastructure (to be further evaluated)	Relevant PVCs	2 days
Library Services (online and books)	University Librarian	2 days

<i>Department</i>	<i>Plan owner</i>	<i>MTDT</i>
Relationship management with key stakeholders	VC and SLT	2 days
Marketing and Communications service	AVC – External Relations	2 days
Treasury function	Chief Finance Officer	2 days
Finance One (including Procurement)	Chief Finance Officer	3 days
PG Assessment and Completion process	Director – Research Management Services	1 week
PG Examinations and final assessments	Director – Research Management Services	1 week
RIMS operation	Director – Research Management Services	1 week
Student recruitment	AVC – External Relations	1 week
Printery processing and despatch	AVC Operations International and University Registrar	1 week
Internal Assessment, including exam marking	Relevant PVCs	1 week
Extramural support services and liaison	AVC Operations International and University Registrar	1 week
Industrial relations advisory	AVC – People and Organisational Development	1 week

6. Building and Embedding a Business Continuity Management Culture

6.1. General

Building and embedding a BCM culture within Massey University is critical for the establishment of an effective and robust business continuity programme. Implementing cultural change is a challenging and continuous process and its success within the University is primarily dependent upon the following:

- a) BCM becoming an integral part of the University’s strategic and day-to-day management ethos;
- b) Education, awareness training and participation being used to effect cultural change (merely documenting a BCM strategy and plan represents a narrow and limited method of developing a BCM culture);
- c) Preparation and delivery of a programme to create organisational awareness and enhance the skills, knowledge and experience required to implement, maintain, manage and execute BCM;
- d) Communication of the Business Continuity Policy and the visible proactive support from the University’s executive, senior and middle management;
- e) Ownership of BCM by the various Departments where operational risk originates and resides (not just within Facilities Management and/or IT Services);
- f) Commitment to maintain and review the University’s Business Continuity Policy, Framework, plans and solutions on a regular basis;

- g) Appreciation and recognition of the importance of BCM to the University and the role of individuals within it;
- h) Communication to all external stakeholders (and third parties) upon whom the University depends, in both normal and major disruptive events, of the importance of BCM to the University and their roles.

If these approaches are adopted, all those associated with the University should have confidence in its ability to manage the continuity of its operations during an event, and have in place the appropriate behaviour and culture to promote business resilience.

6.2. Outcomes

The outcomes from a BCM cultural development programme should include:

- a clearly defined and documented Business Continuity Policy agreed and signed-off by the University's executive or senior management (this already exists);
- acceptance and implementation of BCM as a professional management discipline;
- an understanding of the University's BCM Framework, Policy and supporting plans and management structures;
- an organisational culture that ensures BCM activities and considerations are integral to the business-as-usual activities throughout the University at all levels;
- proactive "hands-on" promotion of BCM by the University's executive, senior and middle management;
- an organisational, managerial and staff BCM competence to execute the organisation's BCM strategy;
- an awareness and understanding by the University's management and staff of the importance of BCM and their roles, accountabilities, responsibilities and authority within it;
- an understanding of the coordination activities that are required between the University's Crisis and Emergency Management Teams, departmental Business Continuity Teams and the IT Disaster Recovery Team in the event of a major disruptive event;
- an understanding of which Business Continuity Teams are dependent on one another for performance;
- applicable internal documents and plans as well as external standards and guidelines;
- ongoing BCM education and awareness promotion;
- a performance management and appraisal system (and a rewards and recognition system) that explicitly recognises and reinforces the importance of BCM;
- job descriptions and associated skills that include BCM at specified levels within the organisation;
- an ongoing programme of BCM training for those directly involved in the implementation, maintenance and execution of the University's BCM capability;
- a clearly defined and documented management information system to monitor and evaluate the BCM awareness and competency of the University's staff and managers;
- production of BCM awareness aide-memoires.

7. Training, Testing and Maintenance of Business Continuity Arrangements

As part of the University's commitment to BCM and an open continuity culture, the University will maintain an active and regular programme of BCM training, testing and review.

7.1. Training

General BCM training, as well as role-specific training, will be provided to all staff.

To improve awareness of the University's specific BCPs, the following training schedule is to be used:

- Induction training upon appointment for Plan and Function Owners
- Familiarisation training session for Plan Owners and Function Owners annually
- Exercise training for members of University Crisis Management and Campus Emergency Management Teams (refer to the [Massey University Strategic Emergency Management Framework](#) for more details).

BCPs and associated personnel are exempt from the training / testing where the following occurs:

- The respective BCP is invoked as part of a real time incident that occurs within the last 12 months;
- An exemption is obtained for the business function that is approved by the responsible AVC/PVC/DVC (for that functional area) giving the reasons why the training or test cannot be completed and giving a timeframe for the training / testing to occur. This shall be done in consultation with the Risk Management Office.

7.2. Testing

Plan testing will also be conducted. The University is to implement a progressive testing regime based on meeting performance expectations and seeing improvement in applying basic testing techniques. A three-year testing programme would ideally include:

- **In year 1:** a desktop test approach for selected Departments. A desktop approach requires participants to discuss the application of BCPs for responding to a presented hypothetical major disruptive event scenario. The activity does not require the activation and mobilisation of any associated resources or personnel.
- **In year 2:** a restricted plan activation and mobilisation activity. Typically, selected critical functions would be required to mobilise resources (e.g. emergency procedures and warden testing) to respond to a presented major disruptive event scenario. This may also involve utilisation of an alternate site.
- **In year 3:** a simulated exercise developed involving multiple functions and potentially impacting an entire site or Campus. The exercise may require re-locating personnel and resources to an alternate site and apply BCPs to respond the major disruptive event scenario.

The outcomes of these reviews and testing activities will be integrated into the existing business structures and processes as well as the BCPs and other emergency response documentation to ensure that the processes remain focused for the University and the plans remain current and reflective of the University's business needs and strategies.

The Risk Management Office will oversee the Testing Programme, keep records of tests, including participation lists and dates.

7.3. Review and Maintenance

7.3.1. Business Continuity Management Framework

The Risk Management Office is responsible for ensuring that a review of this BCM Framework is conducted annually.

7.3.2. Business Impact Analyses (BIAs)

Massey University must:...

2. Annually review the Risk Assessment including periodic maintenance of the Business Impact Analysis.

Business Continuity Policy, December 2012

The University-wide BIA and all other BIAs, must be reviewed at least annually.

7.3.3. Business Continuity Plans (BCPs)

Massey University must:...

3. Periodically update the Business Continuity Plan (or plans) to ensure currency of information, and response strategies. The plan must be reviewed for possible updating within 30 days of any major operational or system changes that will have a material effect on the contingency strategy of any College/Campus/Section.

Business Continuity Policy, December 2012

BCPs must be reviewed at least annually, in conjunction with the relevant BIA.

BCPs should be updated after each training / testing exercise (if weaknesses or changes are identified) and after actual events, according to outcomes of incident debrief sessions.

Contact names and details within the BCPs (generally contained in the annexes) should be reviewed and updated on a six-monthly basis, or when a restructure occurs (change to operations, change to legislation/compliance, etc), whichever occurs first.

7.3.4. Audit

Internal Audit may review BIAs and BCPs as required by the University's Internal Audit plan.

8. References

AS/NZS5050:2010 Business Continuity- managing disruption-related risk

ISO31000: Risk Management – principles and guidelines



MASSEY UNIVERSITY COUNCIL

HONORARY AWARDS COMMITTEE TERMS OF REFERENCE 2015

1 May 2015

Please find attached the Honorary Awards Committee Terms of Reference 2015. These are reviewed annually by the Committee and forwarded to Council for approval.

The Committee has recommends the following changes to the Terms of Reference:

1. Amendments have been made in line with changes to the Education Amendment Act 2015 in which the clauses on casual vacancies have been removed (Terms of Service No 4-6).
2. To ensure consideration of decisions/recommendations is undertaken by all members Clause 8: Terms of Service has been added. This will mean that should a member not be able to attend a meeting they will be required to submit their considered view on any decisions/recommendations. This will ensure that at each meeting the views of all members are heard, giving the Committee the best opportunity to make well informed decisions.

Recommendation

The Honorary Awards Committee recommends that Council approve the Honorary Awards Committee Terms of Reference (C15/40) as amended.

Michael Ahie
Chair, Honorary Awards Committee
21 April 2015



MASSEY UNIVERSITY COUNCIL

HONORARY AWARDS COMMITTEE TERMS OF REFERENCE 2015

The honorary awards of Massey University shall be Honorary Degrees (as prescribed in the relevant Regulations), the Massey University Medal and the title of Professor Emeritus/Emerita.

The Council of Massey University may confer an honorary degree and title of Professor Emeritus/Emerita and award a Massey University Medal to, any persons whom it deems worthy of the honour.

Membership

1. There shall be an Honorary Awards Committee which shall be appointed by the Council and the Academic Board.
2. The Committee shall consist of the Chancellor, Pro-Chancellor (Chair), Vice-Chancellor, two Members of Council appointed by Council who are not qualified to be members of the Academic Board, and three members of the Academic Board appointed by the Academic Board.

Terms of Reference

The Committee for Honorary Awards shall:

1. Consider nominations for honorary degrees which are made confidentially to the Chair of the Honorary Awards Committee. All such nominations shall be made in accordance with the Honorary Doctorate and Massey University Medal – Nomination Guidelines and accompanied by the completed Nomination for Honorary Award Cover Sheet.
2. Recommend to Council the conferment of an honorary degree based on exceptional distinction particularly as shown in scholarship or in outstanding service to the University or in outstanding public service to regional, national or international communities.

3. Consider nominations for Massey University Medals which are made confidentially to the Chair of the Honorary Awards Committee. All such nominations shall be made in accordance with the Honorary Doctorate and Massey University Medal – Nomination Guidelines and accompanied by the completed Nomination for Honorary Award Cover Sheet.
4. Recommend to Council the awarding of a Massey University Medal to acknowledge special services to the University or to the community or to both.
5. Consider nominations put forward by the Vice-Chancellor for the conferment of the title Professor Emeritus/Emerita upon University staff eligible for such title under the delegated authority of Council.
6. At appropriate times regarding award procedures and choice of orator, acknowledge the special status of Manawhenua and other Iwi.
7. At appropriate times regarding award procedures and choice of orator, acknowledge the special status of peoples from special ethnic or cultural groups.

Terms of Service

1. The nominated members of the Committee shall hold office for a period of three years and thereafter until the appointment of their successors in office.
2. Any member may, from time to time, be reappointed.
3. If any members cease to be qualified in respect of membership of the Council or of the Academic Board as the case may be they shall, as a consequence, cease to be members of the Committee.
4. | Any ~~casual~~ vacancy in the representation of the Council shall be filled by the Council by the appointment of a person qualified in accordance with Membership 1: above.
5. | Any ~~casual~~ vacancy in the representation of the Academic Board shall be filled by the appointment of a member of the Board.
6. | Any person appointed to fill a ~~casual~~ vacancy shall hold office for a full three-year term.
~~only for the residue of the term of the vacating member.~~
7. | The quorum of the Committee shall consist of five members of whom there shall be present one member appointed by the Council and two members appointed by the Academic Board.

7.8. Should a member not be able to attend a meeting and Honorary Award decisions/recommendations are to be made the member is to submit their considered view to the Executive Secretary for distribution to Committee members prior to the meeting.

Legislative Criteria

Under section 193 of the Education Amendments Act 1990 the Council may grant awards and prizes. Under section 159 awards are defined as including a degree and under section 192 a University may grant an award without other authorisation.



MASSEY UNIVERSITY COUNCIL

FINANCE COMMITTEE TERMS OF REFERENCE 2015

1 May 2015

Please find attached the Finance Committee Terms of Reference as approved by Council at the 5 December 2014 Council meeting and reviewed, as agreed, by the Finance Committee at its inaugural meeting on 24 March 2015.

The Committee recommends the following amendments:

- 3. Responsibilities: b: fourth bullet point: add ‘finance’ between ‘scorecard targets’
- 3. Responsibilities: b: add final bullet point: Review and report to Council on compliance with financial covenants.
- 3. Responsibilities: d: add a final bullet point: Post completion reviews of capital projects.
- 3. Responsibilities: e: change ‘current’ to ‘University’.
- 8. Membership: fourth paragraph: add ‘...that the chair shall not concurrently be **the Chancellor or** the ...

Please find attached a tracked change version and the amended version of the Finance Committee Terms of Reference 2015.

Recommendation

IT IS RECOMMENDED THAT COUNCIL APPROVED THE AMENDED FINANCE COMMITTEE TERMS OF REFERENCE FOR 2015

Dr Russ Ballard
Chair Finance Committee
23 April 2015



MASSEY UNIVERSITY COUNCIL

FINANCE COMMITTEE TERMS OF REFERENCE 2015

1. Constitution

The Finance Committee shall be a committee of the Council established by the Council.

2. Objectives

The objective of the Committee is to give Council timely assistance in discharging its responsibilities for assuring the quality and integrity of the financial management of the University. In particular it will have oversight on strategic matters in relation to forward financial planning and forecasting and includes financial planning and strategy, financial control, financial reporting, and the monitoring of performance.

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

3. Responsibilities

The responsibilities of the Finance Committee are primarily forward looking financial oversight. Specific responsibilities include:

- (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 financial implications for the University of proposed student fee changes;
 - The annual budget (including projections of operating performance, capital expenditure and cash flows) and its alignment with projections of financial performance;
 - Performance of the University against its balanced scorecard finance targets.
 - Financial and performance reporting, including the form of and timetable for such reporting; and-
 - Review and report to Council on compliance with financial covenants.

- (c) The form measurement and reporting of performance to allow effective decision making on activities of the University.
- (d) Management of the assets and liabilities of the University, including
- 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; ~~and~~
 - Treasury management including interest rate and forex exposures; and
 - Post completions reviews of final projects.
- (e) The long-term financial stability of the ~~current~~ University strategy.

4. Authority

The Finance 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 Finance Committee shall not relieve the Council from any of its responsibilities, apart from those delegated to the Finance Committee by Council.

5. Review of the Committee

The Committee shall undertake an annual review of its responsibilities and activities and, if necessary, report to Council on that review.

Such responsibilities and activities may also be reviewed by such bodies and persons as 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 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 three 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 Vice-Chancellor and the Assistant Vice-Chancellor Strategy, Finance, IT and Commercial Operations (AVC SFIC).

The Vice-Chancellor, and the AVC SFIC through the Vice-Chancellor, shall be responsible for drawing to the Committee's immediate attention any material matter that relates to the financial strategy of the University.

After each Committee meeting the Chair shall report the Committee's conclusions and recommendations to the Council.

The draft minutes of all committee meetings shall be circulated to members of the Council, the Vice-Chancellor and the AVC SFIC and to such other persons as the Council directs.

8. Membership

The number of members of the Committee shall be not less than five, 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 Vice-Chancellor will be a member.

The Chair of Finance Committee shall be *ex officio* a member of the Audit and Risk Committee. Not more than one member of the Audit and Risk Committee (excluding those *ex officio* members) shall concurrently be a member of the Finance Committee.

The Council appoints not less than three members of Council for one-year terms on the recommendation of the Chancellor.

The Council, on the recommendation of the Chancellor, shall annually appoint a Chair from among the members of the Committee and that Chair shall not concurrently be the Chancellor or the Chair of the Audit and Risk Committee.

The membership of the Finance Committee shall be:

Chancellor (*ex officio*)
Vice-Chancellor (*ex officio*)

Not less than three (3) Council members including

- one (1) staff member or student member; and
- not more than one (1) member of the Audit and Risk Committee (excluding those *ex officio* members)

In Attendance:

Assistant Vice-Chancellor Strategy, Finance, IT and Commercial Operations (AVC SFIC)

Chief Financial Officer (as required by the AVC SFIC)

Manager – Strategy and Research (as required by the AVC SFIC)

Finance Committee Secretary



MASSEY UNIVERSITY COUNCIL

FINANCE COMMITTEE TERMS OF REFERENCE 2015

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 - The financial implications for the University of proposed student fee changes;
 - The annual budget (including projections of operating performance, capital expenditure and cash flows) and its alignment with projections of financial performance;
 - Performance of the University against its balanced scorecard finance targets.
 - Financial and performance reporting, including the form of and timetable for such reporting; and
 - Review and report to Council on compliance with financial covenants.

- (c) The form measurement and reporting of performance to allow effective decision making on activities of the University.
- (d) Management of the assets and liabilities of the University, including
- 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.
- (e) The long-term financial stability of the University strategy.

4. Authority

The Finance 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 Finance Committee shall not relieve the Council from any of its responsibilities, apart from those delegated to the Finance Committee by Council.

5. Review of the Committee

The Committee shall undertake an annual review of its responsibilities and activities and, if necessary, report to Council on that review.

Such responsibilities and activities may also be reviewed by such bodies and persons as Council considers appropriate.

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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 three 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 Vice-Chancellor and the Assistant Vice-Chancellor Strategy, Finance, IT and Commercial Operations (AVC SFIC).

The Vice-Chancellor, and the AVC SFIC through the Vice-Chancellor, shall be responsible for drawing to the Committee's immediate attention any material matter that relates to the financial strategy of the University.

After each Committee meeting the Chair shall report the Committee's conclusions and recommendations to the Council.

The draft minutes of all committee meetings shall be circulated to members of the Council, the Vice-Chancellor and the AVC SFIC and to such other persons as the Council directs.

8. Membership

The number of members of the Committee shall be not less than five, 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 Vice-Chancellor will be a member.

The Chair of Finance Committee shall be *ex officio* a member of the Audit and Risk Committee. Not more than one member of the Audit and Risk Committee (excluding those *ex officio* members) shall concurrently be a member of the Finance Committee.

The Council appoints not less than three members of Council for one-year terms on the recommendation of the Chancellor.

The Council, on the recommendation of the Chancellor, shall annually appoint a Chair from among the members of the Committee and that Chair shall not concurrently be the Chancellor or the Chair of the Audit and Risk Committee.

The membership of the Finance Committee shall be:

Chancellor (*ex officio*)
Vice-Chancellor (*ex officio*)

Not less than three (3) Council members including

- one (1) staff member or student member; and
- not more than one (1) member of the Audit and Risk Committee (excluding those *ex officio* members)

In Attendance:

Assistant Vice-Chancellor Strategy, Finance, IT and Commercial Operations (AVC SFIC)

Chief Financial Officer (as required by the AVC SFIC)

Manager – Strategy and Research (as required by the AVC SFIC)

Finance Committee Secretary



MASSEY UNIVERSITY COUNCIL

FINANCIAL REPORT FOR THE THREE MONTHS ENDED 31 MARCH 2015

1 May 2015

PURPOSE

This report summarises the financial results for Massey University (the “University”) and its controlled entities (the “group”) for the period ended 31 March 2015.

DISCUSSION

FINANCIAL SUMMARY

The group’s Year to Date (YTD) operating surplus of \$17.5m was \$5.9m ahead of budget. The positive result was mainly due to the receipt of “one off” funding from the Ministry of Culture and Heritage (MCH) to cover the costs of vacating part of Block 10 (Museum Building) on the Wellington campus and unrealised gains from Massey University Foundation Trust (MUF) investments.

The YTD positive movements, offset by MUF’s forecast decline in surplus when compared to budget, have been reflected in the forecast. This has resulted in a FY operating surplus forecast for the group of \$5.6m (or 1.2% of revenue), which is \$1.1m (or 0.2% of revenue) ahead of FY budget.

Income Statement

The University and group income statements are attached as Appendix 1.

UNIVERSITY

The comments made in this section are in relation to the University’s financial performance only.

EFTS Related Contribution

The YTD EFTS related contribution was \$14.0m against a budget of \$8.9m. The favourable result compared to budget is as outlined in the Financial Summary section above. The FY contribution forecast of \$0.3m includes the one-off income from MCH and reflects that EFTS activities are consistent with FY budget.

Contract & Trading(C&T) Related Contribution

The YTD C&T contribution of \$2.5m was consistent with YTD budget and is forecast to meet FY budget.

MASSEY UNIVERSITY CONTROLLED ENTITIES

After the consolidation of the controlled entities, the group's YTD result was ahead of budget as MUF had a considerable unrealised gain due to positive fluctuations in the wholesale global equity funds. While MUF has forecast a decline in surplus, the group's FY surplus is anticipated to be ahead of FY budget, as the University's forecast increase is only partially offset by MUF's forecast decline in surplus.

Balance Sheet

The University and group's Balance Sheets are attached as Appendix 2.

The comments made in this section are in relation to the University's Balance Sheet only.

Liquidity and Solvency

Trade and other receivables are managed within set targets. This was reflected in the debtor's turnover as at 31 March 2015 of 28.61 days compared to the budget of 30 days.

Working capital was \$1.15 current assets to every \$1.00 of liabilities. Delays in capital expenditure have resulted in higher cash balances.

Higher cash balances have been included in the FY forecast. This has resulted in the current assets being \$17.5m above FY budget.

Non-Current Assets

The unexpected increase in the 2014 asset revaluation was the main driver behind the YTD favourable variance of \$88.6m. This was partly offset by delays in the capital programmes especially in software related capital projects.

Similar to current assets variations, the unexpected increase in non-current assets has been factored into the FY forecast.

Current Liabilities

A small increase in revenue received in advance (0.7% to YTD budget) was the main contributor to the increase in current liabilities. This movement has been included in the FY forecast resulting in current liabilities being \$2.7m higher than original budget.

Non-Current Liabilities

Although the YTD non-current liabilities were in line with budget, the FY forecast is expected to be above budget. This is to reflect rental income in advance not included in the budget.

MASSEY UNIVERSITY CONTROLLED ENTITIES

Overall, the University’s Balance Sheet represents 99% of the group’s Balance Sheet. The controlled entities’ Balance Sheet was materially within the YTD budget and forecast to be comparable to FY budget.

Cash Flow Statement

The University and group’s Cash Flow Statement are attached as Appendix 3.

The comments made in this section are in relation to the University’s Cash Flow Statement only.

Overall, YTD net cash flows from operating activities were higher than budget. This is mainly due to the income received from MCH to cover the costs of vacating part of Block 10 (Museum Building) on the Wellington campus, lower than expected 2014 SAC funding wash up and timing differences in operating costs. These YTD movements have been included in the FY forecast resulting in the net cash flows from operating activities being \$6.0m above FY budget.

YTD net cash flows from investing activities were behind YTD budget mainly due to the extension of investment terms which has been offset by lower capital expenditure due to delays in the capital plan. The delays in the capital plan in particular, have been included in the FY forecast resulting in the net cash flow from investing activities being \$9.0m favourable to FY budget.

The YTD and FY forecast net cash flows from financing activities were in line with budget (both YTD and FY).

Capital Expenditure

The University’s Capital Expenditure Report is attached as Appendix 4.

A summary of ‘Group One’ Capital expenditure is included in the table below:

	YTD Actual (\$000)	YTD Budget (\$000)	YTD Variance (\$000)	YTD Variance %	Full Year Forecast (\$000)	Full Year Budget (\$000)
Group 1 (Recurrent)	6,705	9,683	2,978	30.8%	28,780	28,780

Capital expenditure to the end of March 2015 was \$18.8m or 81.6% of the \$23.0m YTD budget.

Group One (recurrent): Expenditure was \$6.7m, which was 69% of YTD budget. Library expenditure dominates the early expenditure as other programmes are in their initiation phase. All programmes are forecast to achieve FY budget.

RECOMMENDATIONS

It is recommended that Massey University Council:

1. Receive the financial report for the period ended 31 March 2015.

Chris Wood
Acting Assistant Vice-Chancellor
Strategy, Finance, IT & Commercial Operations

20 April 2015

Appendices

1. Income Statement
2. Balance Sheet
3. University Cash Flow Statement
4. University Capital Expenditure Report (Group One projects only)

Appendix 1
Income Statement
For the Three Months Ended 31 March 2015

	UNIVERSITY						GROUP					
	YTD Actual (\$000)	YTD Budget (\$000)	YTD Variance (\$000)	Full Year Forecast (\$000)	Full Year Budget (\$000)	Full Year Variance (\$000)	YTD Actual (\$000)	YTD Budget (\$000)	YTD Variance (\$000)	Full Year Forecast (\$000)	Full Year Budget (\$000)	Full Year Variance (\$000)
Total EFTS Income	101,748	97,664	4,084	372,746	369,674	3,072	102,576	97,898	4,678	376,608	373,029	3,579
Total EFTS Expenses	87,778	88,780	1,002	372,466	372,430	(36)	87,996	88,983	987	376,341	373,954	(2,387)
Contribution - EFTS	13,970	8,884	5,086	280	(2,756)	3,036	14,580	8,915	5,665	267	(925)	1,192
Total C&T Income	18,903	18,709	194	69,461	69,263	198	19,472	19,387	85	71,386	71,503	(117)
Total C&T Expenses	16,373	16,451	78	63,832	63,653	(179)	16,598	16,698	100	66,102	66,138	36
Contribution - C&T	2,530	2,258	272	5,629	5,610	19	2,874	2,689	185	5,284	5,365	(81)
Total Trading Operating Surplus	16,500	11,142	5,358	5,909	2,854	3,055	17,454	11,604	5,850	5,551	4,440	1,111

Appendix 2
Balance Sheet
As at 31 March 2015

	UNIVERSITY					GROUP					
	YTD Actual (\$000)	YTD Budget (\$000)	YTD Variance (\$000)	Full Year Forecast (\$000)	Full Year Variance (\$000)	YTD Actual (\$000)	YTD Budget (\$000)	YTD Variance (\$000)	Full Year Forecast (\$000)	Full Year Budget (\$000)	Full Year Variance (\$000)
Total Current Assets	197,900	171,884	26,016	112,700	17,481	204,125	175,672	28,453	114,080	97,823	16,257
Total Non-Current Assets	1,095,949	1,007,344	88,605	1,117,591	98,996	1,101,442	1,010,724	90,718	1,123,403	1,021,823	101,580
Total Assets	1,293,849	1,179,228	114,621	1,230,291	116,477	1,305,567	1,186,396	119,171	1,237,483	1,119,646	117,837
Total Current Liability	172,112	171,434	(678)	110,281	(2,734)	175,475	173,726	(1,749)	110,421	107,688	(2,733)
Total Non-Current Liabilities	50,365	50,366	1	58,254	(1,127)	50,371	50,393	22	58,254	57,127	(1,127)
Total Liabilities	222,477	221,800	(677)	168,535	(3,861)	225,846	224,119	(1,727)	168,675	164,815	(3,860)
Equity	1,071,372	957,428	(113,944)	1,061,756	(112,616)	1,079,721	962,277	(117,444)	1,068,808	954,831	(113,977)
Total Liabilities and Public Equity	1,293,849	1,179,228	(114,621)	1,230,291	(116,477)	1,305,567	1,186,396	(119,171)	1,237,483	1,119,646	(117,837)

**Appendix 3
Cash Flow Statement
For the Three Months Ended 31 March 2015**

	UNIVERSITY						GROUP					
	YTD Actual (\$000)	YTD Budget (\$000)	YTD Variance (\$000)	Full Year Forecast (\$000)	Full Year Budget (\$000)	Full Year Variance (\$000)	YTD Actual (\$000)	YTD Budget (\$000)	YTD Variance (\$000)	Full Year Forecast (\$000)	Full Year Budget (\$000)	Full Year Variance (\$000)
Net Cash Flows From Operating Activities:	73,344	60,139	13,205	50,828	44,817	6,011	75,228	61,884	13,344	50,609	44,932	5,677
Net Cash Flows From Investing Activities:	(45,678)	(30,678)	(15,000)	(75,656)	(84,678)	9,022	(45,681)	(30,661)	(15,020)	(75,556)	(84,629)	9,073
Net Cash Flows From Financing Activities:	(221)	(328)	107	13,667	13,269	398	(215)	(301)	86	14,067	13,669	398
NET INCREASE/(DECREASE) IN CASH	27,445	29,133	(1,688)	(11,161)	(26,592)	15,431	29,332	30,922	(1,590)	(10,880)	(26,028)	15,148
Cash Brought Forward	48,296	36,051	12,245	48,296	36,051	12,245	51,889	37,443	14,446	49,700	37,358	12,342
Net Foreign Exchange (Losses)	33	0	33	0	0	0	33	0	33	0	0	0
Ending Cash Carried Forward	75,774	65,184	10,590	37,135	9,459	27,676	81,254	68,365	12,889	38,820	11,330	27,490

**Appendix 4
University Capital Expenditure Report
For the Three Months Ended 31 March 2015**

	2015 Year					Project Budget		
	YTD Actual (\$000)	YTD Budget (\$000)	YTD Variance (\$000)	2015 FY Forecast (\$000)	Approved 2015 FY Budget (\$000)	Council Approved Budget (\$000)	Actual Expenditure to Date (\$000)	Forecast Final Expenditure (\$000)
GROUP ONE PROJECTS (RECURRENT)								
IT Server and Storage Refresh	-	120	120	480	480	480	-	480
IT Communications Infrastructure	6	250	244	1,100	1,100	1,100	6	1,100
IT AV Refresh	244	220	(24)	1,000	1,000	1,000	244	1,000
IT Support Systems Refresh	41	225	184	900	900	900	41	900
Capital Equipment - Portfolios	102	568	466	1,750	1,750	1,750	102	1,750
Capital Equipment - Committee	980	356	(624)	2,200	2,200	2,200	980	2,200
Equipment Replacement > \$150k	12	183	171	1,646	1,646	1,646	12	1,646
MAES - Equipment & MCW	(24)	65	89	260	260	260	(24)	260
Capital Equipment - >\$20k Utility Vehicles	-	55	55	220	220	220	-	220
Lab and Desktop Computer Replacement	324	850	526	1,800	1,800	1,800	324	1,800
Halls of Residence Refurbishment-Manawatu	71	86	15	300	300	300	71	300
Campus Infrastructure - Albany	7	240	233	1,096	1,096	1,096	7	1,096
- Manawatu	20	240	220	1,203	1,203	1,203	20	1,203
- Wellington	36	91	55	500	500	500	36	500
Building Capital Renewal/Refurb -Manawatu	(75)	400	475	1,600	1,600	1,600	(75)	1,600
Building Capital Renewal/Refurb -Wellington	36	88	52	462	462	462	36	462
VC Discretionary Capital	15	118	103	650	650	650	15	650
- Albany Campus Road Frontage Sign	7	75	68	300	300	300	7	300
Library	4,650	4,410	(240)	6,700	6,700	6,700	4,650	6,700
Minor Capital Works - Albany	59	180	121	635	635	635	59	635
- Manawatu	(147)	240	387	1,088	1,088	1,088	(147)	1,088
- Wellington	130	127	(3)	700	700	700	130	700
Aircraft Overhaul and Refurbishment	82	46	(36)	190	190	190	82	190
Straregic Innovation and New Initiatives Fund	-	-	-	-	-	-	-	-
Self Insurance Cover	-	-	-	200	200	200	-	200
Research Funded Equipment	128	450	322	1,800	1,800	1,800	128	1,800
TOTAL GROUP ONE PROJECTS (Recurrent)	6,705	9,683	2,978	28,780	28,780	28,780	6,705	28,780



MASSEY UNIVERSITY COUNCIL

**DELEGATION REPORT: APPROVAL OF ANNUAL FINANCIAL
STATEMENTS AND STATEMENT OF SERVICE PERFORMANCE AND
SIGNING OF LETTER OF REPRESENTATION**

1 May 2015

At the 6 March 2015 Council meeting members were advised that a delegation to the Audit and Risk Committee to approve the 2014 Annual Financial Statements and Statement of Service Performance and for the chair to sign the Letter of Representation on behalf of the Council was required.

This was necessary as the deadline for the Letter of Representation fell before the next scheduled Council meeting. Council members received a copy of the draft accounts for comment before approval at the Audit and Risk Committee.

The Committee met on 17 April 2015 and the delegation was exercised. It is noted that the Chancellor, rather than the Chair of the Audit and Risk Committee signed the Letter of Representation.

Paddy Nicol
Executive Secretary -Council
22 April 2015



The Chancellor
Massey University Council

Dear Chancellor,

Report from the Academic Board Meeting (Part I): 18 March 2015

At the Academic Board meeting held on Wednesday 18 March 2015 in Part I of the meeting the following items are referred to Council for information.

1. **Advice on Matters of Academic Policy**

No matters of Academic Policy were discussed at the meeting.

2. **Information to Council with Respect to Major Academic Directions**

Focus of Academic Board Going Forward

A Working Group of Academic Board was established to consider the focus and role of the Academic Board and the Academic Board chair. The Group consulted with Professor Ben Bradley as an expert in the area academic governance.

Discussion took place and included but was not limited to the following:

- Academic Board should focus firmly on academic matters.
- Resources that were required to run an Academic Board successfully.
- Development of a decision making culture and how it was fostering debate.
- The upcoming changes to University councils and how these changes could impact on the relationship with Academic Board.
- The revised recommendations from the Working Group which were to be discussed further at the 15 April 2015 Academic Board meeting.

3. **Report of Academic Approvals Taken Under Delegation**

There were no approvals taken under delegation in Part I of the meeting.

4. **Sub-Committee Matters**

There are no sub-committee matters to report in Part I of the meeting.

5. **Items of Early Notice**

There are no matters for early notice to report in Part I of the meeting.

6. **For Information**

There were no matters for information in Part I of the meeting.

Conferring of Degrees and awarding of Diplomas and Certificates

Degrees were conferred and diplomas and certificates awarded under the delegated authority of Council.

Professor Andy Lock
Deputy Chair, Academic Board



MASSEY UNIVERSITY
TE KUNENGA KI PŪREHUROA

**REVIEW OF INCORPORATING MĀORI PROTOCOLS WITHIN THE
GOVERNANCE SETTING OF THE UNIVERSITY**

1 May 2015

Purpose

The purpose of this paper is to review the Incorporating Māori Protocols within the Governance Setting of the University recommendations approved by Council at the 4 May 2012 Council meeting and have been reviewed annually since then. These had been put forward by Council member Ms Tiri Porter following the Māori Protocols session held for Council members by Professor Sir Mason Durie, Lady Arohia Durie, Te Tumatakuru O'Connell (Te Kaiwawao, Massey Wellington) and Jacob Tapiata (Senior Māori Advisor, Massey Manawatū) held on Thursday 1 March 2012.

Background

- March 2011: Council agreed to support the initiative to improve Council's understanding of and contribution to their Treaty of Waitangi obligations; and
- Support the management structure under the tutelage of Professor Sir Mason Durie, to provide advice on induction, marae protocols, te reo and examining the issue of identifying appropriate mana whenua.
- The purpose of Tikanga Māori relevant to Massey University were identified as:
 - Affirmation of a Māori cultural dimension;
 - Facilitation of engagement and relationship building; and
 - Upholding the integrity and reputation of the University
- The recommendations below were approved at the 4 May 2012 Council meeting and it was agreed that they would be reviewed after one year.
- Discussion points at this meeting included the following:
 - Protocols and Council objectives needed to be consistent with each other.
 - Embed into Council operations at a level more than and above TEC requirements/demands.
 - By applying tikanga and protocols, allows the University to be a University of difference, to be unique and offer a point of difference in recruiting international students, maintaining domestic students (being relevant) and to attract and retain high quality and culturally aware staff members.
 - All Council reports have a Treaty of Waitangi consideration check box the author must investigate before tabling the report to Council.
 - Council needed to reconsider meeting behaviour, rather than trying to squeeze in protocols, and the focus should be on acknowledgement rather than working around a time factor.

How can this be applicable to the University Council?		Steps to take to incorporate Māori protocols in Council
Graduation ceremonies	<p>Māori elements to all ceremonies were added in 2011 and continue to be applied and refined.</p> <p>Competency of Council members in te reo Māori (if speaking), culture and ability pronounce and sing Māori words in the national anthem AND the University waiata.</p>	<p>Seek guidance from Senior Māori Advisors on each campus</p> <p>Provision made for Council members to learn the Waiata, national anthem and Gaudeamus BEFORE graduation ceremonies.</p> <p>Appropriate provision for a waiata to follow every public speech made by the Chancellor and Vice Chancellor.</p>
<p>Review:</p> <p>2013: Māori elements to all graduation ceremonies were added. The following steps have been included in the Council Graduation Guidelines approved by Council.</p> <ul style="list-style-type: none"> • A putatara and karanga will be performed by a senior staff member or community member; • The Chancellor will give the welcome address which will include suitable reference to Tangata Whenua; • It is culturally appropriate that the senior member presenting the Putatara and Karanga be seated in the front row at the left edge; • Pronunciation advice may be sought from the Office of the Assistant Vice-Chancellor Māori and Pasifika for Māori and Pasifika names and linguistic staff within the University for other languages. <p>2014: Online pronunciation tool provided to all Council members.</p> <p>2015: Online pronunciation tool provided to new Council members. The putatara and karanga firmly embedded into the graduation ceremonies</p>		

How can this be applicable to the University Council?		Steps to take to incorporate Māori protocols in Council
Māori and Pasifika celebrations	Provision made for all Council members to attend at least ONE ceremony per year	Allocate sufficient funding for Council members to attend each year
<p>Review:</p> <p>2013: Council members are encouraged to attend these ceremonies. These are not official Council functions and as such do not qualify for payment to attend (Policy on Payment to Council Members 2013: approved by Council 1 March 2013) however travel and accommodation expenses are covered.</p> <p>2014: Attendance by Council members was variable. Target of one ceremony each per year was not achieved. Executive Secretary to encourage this when planning attendance at the 2015 graduation ceremonies and celebrations to honour Māori and Pasifika graduates.</p> <p>2015: Several Council members are attending each of the celebrations to honour Māori and Pasifika graduates. New members are encouraged to attend at least one.</p>		

How can this be applicable to the University Council?		Steps to take to incorporate Māori protocols in Council
Use of written and spoken Māori language	<p>Respect for any Council members wish to open and close the meeting with a secular-karakia.</p> <p>Respect for guests to offer a karakia before eating (especially after powhiri or mihi whakatau).</p> <p>Consistent use of Te Kunenga Ki Pūrehuroa as a header on all Council and University documents.</p>	<p>Seek guidance from Senior Māori Advisors on each campus</p> <p>Ensure all documents in particular reports to Council, to include the dual header.</p>
<p>Review:</p> <p>2013: Any Council member/Chair may open and close the meeting with a secular-karakia. A karakia may be offered before eating (especially after powhiri or mihi whakatau). Use of the Te Kunenga Ki Pūrehuroa as a header on Council commencing as of 5 July 2013. Use on University documents is outside the mandate of Council.</p> <p>2014: Karakia offered before meetings on occasions.</p> <p>2015: Karakia offered before meetings on occasions.</p>		

How can this be applicable to the University Council?		Steps to take to incorporate Māori protocols in Council
Site Visits	To include at least ONE visit to marae facilities on campus per year to engage with tribal affinities.	Incorporate into each site visit per year.
<p>Review:</p> <p>2013: Powhiri for new Council members was held on Kuratini Marae, Wellington Campus.</p> <p>2014: Expected to take place late 2014.</p> <p>2015: Powhiri for new Council members in 2015 is being held in Te Pūtahi a Toi, the Manawatū campus marae.</p>		

How can this be applicable to the University Council?		Steps to take to incorporate Māori protocols in Council
Council Membership	Exercise Māori leadership by including recruitment of Council members who can provide a distinct Māori perspective.	Governance Committee

How can this be applicable to the University Council?	Steps to take to incorporate Māori protocols in Council
<p>Review: 2013: The Governance Committee considers Māori leadership as one of the key competencies each time it considers the requirements of membership for Council. Since the approval of this recommendation Mr Michael Ahie has been appointed to Council as a Ministerial Appointee and a new Māori student position has been designated in the Massey University Notice 2013. 2014: Māori student position on Council filled in 2013 and 2014. 2015: Legislation requires university council's to have a Māori member. The proposal for how this member will be appointed/elected is currently being consulted on.</p>	

How can this be applicable to the University Council?		Steps to take to incorporate Māori protocols in Council
Council welcoming protocols	Marae model for induction and welcoming of new Council members, and Council guests once a year.	Seek guidance from Senior Māori Advisors on each campus
<p>Review: 2013: Guidance from Assistant Vice-Chancellor Māori and Pasifika and Senior Māori Advisors was sought for the powhiri for new Council members 2013. Guidance will be sought when new members join Council. 2014: Powhiri for new Council members was held in the University House Foyer, Manawatu Campus for new Council members. 2015: The Powhiri for new Council members in 2015 is to held in Te Pūtahi a Toi, the Manawatū campus marae,</p>		

How can this be applicable to the University Council?		Steps to take to incorporate Māori protocols in Council
Treaty of Waitangi Policy	Support and monitor university-wide strategies to achieve policy objectives.	Support Māori @Massey 2020 and further developments.
<p>Review: 2013: Council support University-wide strategies to achieve policy objectives. 2014: Ongoing 2015: Ongoing</p>		

How can this be applicable to the University Council?		Steps to take to incorporate Māori protocols in Council
Mana Whenua	Varies according to location of each of the 4 campuses and associated activity of the University. Role with the University has been confirmed as operational rather than ceremonial.	Office of Māori and Pasifika to provide leadership in establishing and maintaining relationships for the University to relevant mana whenua.
<p>Review: The Council have not action to take on this recommendation as it is management matter.</p> <p>2015: Mana Whenua in each of Massey University's regions have been given the opportunity to meet with the Chancellor and available Council members to discuss and provide feedback on the proposed changes to the Massey University Council Constitution.</p>		

It is recommended that Council note the progress towards meeting the Incorporating Māori Protocols within the Governance Setting of the University recommendations as approved at the 4 May 2012 Council meeting.

Chris Kelly
Chancellor
23 April 2015



MASSEY UNIVERSITY COUNCIL

MASSEY UNIVERSITY COUNCIL CONSTITUTION CONSULTATION UPDATE

1 May 2015

Consultation on the proposed Massey University Constitution is underway. The consultation period commenced on 10 April 2015 and closes on 18 May 2015. The Chancellor's messages sent on behalf of Council encourage and welcome feedback from Massey stakeholders and members of the public.

Consultation meetings

The Chancellor and Council members met with the Academic Board at their meeting on 15 April 2015 and discussed the proposed changes and received feedback.

Consultation sessions have been planned on each campus at which the Chancellor and available Council members will discuss the proposed changes and receive feedback. The timetable is as follows:

Friday 24 April 2015: Albany Campus

Who	When	Where
Māori staff, students and Mana Whenua	11.00 -11.50am	Quad A Board Room
Students	12 noon - 1.00pm	Student Lounge
Staff and other Stakeholders	1.00 - 2.00pm	Student Lounge

Tuesday 28 April 2015: Manawatū Campus:

Who	When	Where
Tertiary Education Union	10.15 - 11am	University House Meeting Room
Mana Whenua - <i>tbc</i>	11.00 - 11.45am	University House Meeting Room
Students	12 noon - 1.00pm	MUSA Lounge
Staff and other Stakeholders	1.00 -2.00 pm	MUSA Lounge

Who	When	Where
Māori students	2.00 - 3.00pm	MUSA Lounge
Māori staff	3.15 - 4.00pm	University House Meeting Room

Wednesday 6 May 2015: Wellington Campus

Who	When	Where
Students	12 noon - 1.00pm	Conference Room, Level 2, Student Services Building
Staff and other Stakeholders	1.00 - 2.00pm	Conference Room, Level 2, Student Services Building

Other sessions will be planned as required.

A meeting with the National Tertiary Education Union and Students Association is yet to be scheduled.

Communicating with stakeholders

Staff was informed of Council's consultation through the Vice-Chancellor's e-log on Monday 13 April 2015 and in the People @ Massey on Friday 17 April 2015.

Massey University alumni were notified through the latest Alumni e-newsletter which was distributed on Thursday 16 April 2015.

Students were sent an email on 23 April 2015 inviting their involvement in the consultation and reminder texts of the consultation sessions.

Paddy Nicol
Executive Secretary
23 April 2015



Consultation Document

Revision of the Massey University Council Constitution

10 April 2015

Introduction

1. The Education Amendment Bill (No 2) was introduced in March 2014, and passed its third and final reading on 10 February 2015. The Education Amendment Act 2015 (the Act) establishes a new legal framework for university governance. The new Act:
 - a. Reduces council size from between 12 to 20 members to between 8 to 12 members.
 - b. Provides for increased flexibility for institutions to shape their council membership.
 - c. Details members' capabilities.
 - d. Defines individual council members' duties and accountabilities.
 - e. Requires that at least one member of Council must be Maori.
2. The new arrangements come in to effect no later than 1 July 2016. Further details of the changes to can be found [here](#)
3. At its meeting on 6 March 2015 the Massey University Council considered issues and options for the Massey University Council Constitution in line with the new legislation. The purpose of this consultation paper is to seek feedback on proposed changes. The Council will consider feedback from consultation at its meeting in July, and will implement changes by the end of the year.

New Legislative Requirements

4. The Education Amendment Act 2015 requires that new Councils are to be in place on or before by 30 June 2016. The Massey University Council has determined that it wishes to be reconstituted during 2015 so that it can begin operating under its new constitution from 1 January 2016. Thus is in line with other university councils.

5. Councils are required to submit their proposed new constitution, including their reconstitution date, for Ministerial approval (no later than 30 April 2016). Once approved the Minister will confirm the new constitution by notice in the Gazette.
6. The Massey Council has agreed to begin consulting key stakeholders on its proposed new constitution now in order that it can be submitted for Ministerial approval in July 2015. This will enable enough time for Ministerial approval, appointments and elections to take place to have the new Council in place on 1 January 2016.
7. The new legislation requires the size of councils to be between 8 and 12 members. For councils with 10 to 12 members, four members will be appointed by the Minister for Tertiary Education, Skills and Employment. For councils with eight or nine members, three members will be appointed by the Minister. Remaining members will be appointed by councils in accordance with their Statutes.
8. The Act states that in so far as is reasonably practical, the council of an institution should reflect:
 - a. the ethnic and socio-economic diversity of the communities served by the institution; and
 - b. the fact that approximately half the population of New Zealand is male and half the population is female.
9. When appointing members of a council, the Minister or council must have regard to 8 a&b above, but:
 - a. must ensure that at least 1 member of the council is Māori (the method of appointment is not specified); and
 - b. must appoint people who (in the Minister's or council's opinion):
 - i. have relevant knowledge, skills, or experience; and
 - ii. are likely to be able to fulfil their individual duties to the council; and
 - iii. together with the other members of the council, are capable of undertaking its responsibilities, duties, and functions.

Proposed New Constitution

10. At its meeting on 6 March 2015 the Massey University Council considered the process and timeline for reconstitution, and issues and options pertaining to the composition of the proposed new Council. The Council is now seeking feedback on the following proposal in relation to the constitution of the new Council:
 - a. Size: It is proposed that the Massey University Council comprise 12 members (with the ability to co-opt as required for specific issues).

This would provide for four members to be appointed by the Minister and eight by Council.

- b. Makeup of the eight Council appointees: It is proposed that some of the eight positions be enshrined in the Constitution of Council. It was noted that the Gazette notice (Constitution) can be changed by request to the Minister at any time if Council so decides, enabling a future to change this if they choose to do so. It is proposed that the positions to be enshrined would include:
 - i. Vice-Chancellor, as the employer of University staff.
 - ii. One elected academic staff member appointed by Council. It was considered that the academic staff member did not need to come from Academic Board as the formal link to Academic Board would be achieved through the Chair attending all or part of the Council meetings.
 - iii. One elected professional staff member appointed by Council. It was considered that the distinct natures of academic and professional staff required that a member from each body be on the Council.
 - iv. One elected student member and appointed by Council.
 - c. The question of whether the student member would be elected from all students, or appointed following nomination from the student body. It was concluded that an election was appropriate, but that the appointment could follow an appropriate election conducted by the students. Feedback on this matter was sought through consultation with students.
 - d. It is proposed that the remaining four would be appointed by Council and must include one alumni member, and one Council member must be Māori.
 - e. In all cases it was considered that appointments should reflect an appropriate balance of competence required for effective governance, and representation of university stakeholders. Requirements for the positions and for the role of council members will be developed and published prior to the election and/or appointment process. Candidates would be required to identify their competencies for the role as part of the election process. It was also acknowledged that appropriate training and support for council members would need to be provided to new council members.
11. The current Massey University Council Constitution (2013 Notice) has been amended to reflect these proposals. A Draft of the proposed new Massey University Council Constitution is attached as Appendix One. For comparison the current constitution as reflected in the Massey University Council Notice 2013 is also attached as Appendix Two. The Council is now seeking feedback on the proposed changes.

12. The proposed changes are broadly in line with those of other universities.

Statutes

13. Under Section 171C of the Act the council of an institution may make statutes relating to the appointment of members of Council. This applies to either direct appointment or to those appointed following an election from a particular group (e.g. staff or students).

14. When making its statutes Council needs to be satisfied that compliance with the statute would be likely to result in the appointment of a person who:

- a. Has relevant knowledge, skills, or experience; and
- b. Is likely to be able to fulfill his or her individual duties to the council; and
- c. Together with the other members of the council, is capable of undertaking its responsibilities, duties, and functions.

15. Council will put in place new need statutes that comply with Section 171C of the Act prior to the appointment of members of the new Council.

Feedback Sought

16. Feedback is sought from stakeholders on the proposed changes to the Massey University Council Constitution and the Draft Massey University Council Notice 2015. Feedback should be sent to University Council Executive Secretary at p.nicol@massey.ac.nz no later than Monday 18 May 2015.

Appendix One: Draft Massey University Notice (Constitution) 2015

Pursuant to section 170 of the Education Act 1989 ("the Act"), the Minister for Tertiary Education gives the following notice.

N o t i c e

1. (1) This notice may be cited as the Constitution of Massey University Council Notice 2015.
(2) This notice shall come into force on the date of its publication in the New Zealand Gazette.
(3) This notice will replace the previous constitution established in 2013*.
2. The Massey University Council shall be constituted as follows:
 - (a) Four members appointed by the Minister responsible for Part 13A of the Education Act 1989.
 - (b) The Vice-Chancellor of Massey University.
 - (c) One permanent member of the academic staff of Massey University appointed by Council following an election (conducted in accordance with Statutes made by the Council) by the permanent members of that staff.
 - (d) One permanent member of the professional staff of Massey University appointed by Council following an election (conducted in accordance with Statutes made by the Council) by the permanent members of that staff.
 - (e) One person who must be appointed following an election (conducted in accordance with Statutes made by the Council) by students enrolled at Massey University.
 - (f) Up to four members appointed by the Massey University Council on the nomination of the Vice-Chancellor in accordance with its Statutes established under Section 171C of the Education Act 1989.
 - (g) At least one member of the University Council shall be Maori.
3. The term of office of members of the Council, vacation of office, disclosure of members' interest and casual vacancies are covered in sections 173-176 of the Education Act 1989.
4. Subject to section 173, the maximum term for any member, other than the Vice-Chancellor, shall be three consecutive four-year terms.
5. The powers of the Massey University Council shall not be affected by the vacancy in the membership thereof.

Dated at Wellington this
HON STEVEN JOYCE, Minister for Tertiary Education.

Appendix Two: Constitution of Massey University Council Notice 2013

1192 NEW ZEALAND GAZETTE, No. 39 4 APRIL 2013

Constitution of Massey University Council Notice 2013

Pursuant to section 170 of the Education Act 1989 ("the Act"), the Minister for Tertiary Education gives the following notice.

Notice

1.

- (1) This notice may be cited as the Constitution of Massey University Council Notice 2013.
- (2) This notice shall come into force on the date of its publication in the *New Zealand Gazette*.
- (3) This notice will replace the previous constitution established in 1990*.

2. The Massey University Council shall be constituted as follows:

- (a) Four members appointed by the Minister responsible for Part 13A of the Education Act 1989;
- (b) the Vice-Chancellor of Massey University;
- (c) one permanent member of the academic staff of Massey University elected by the permanent members of that staff;
- (d) two academic staff members of the Academic Board of Massey University elected by the academic staff members of that board;
- (e) one permanent member of the general staff of Massey University elected by the permanent members of that staff;
- (f) at least one, but not more than three, persons who must be appointed following an election (conducted in accordance with Statutes made by the Council) by students enrolled at Massey University;
- (g) having regard to the courses provided by the university, one member appointed by the Massey University Council on the nomination of the Chancellor after consultation with the central organisation of employers within the meaning of the Labour Relations Act 1987;
- (h) having regard to the courses provided by the university, one member appointed by the Massey University Council on the nomination of the Chancellor after consultation with the central organisation of workers within the meaning of the Labour Relations Act 1987;
- (i) two members of the Court of Convocation of Massey University elected by all those on the roll of that Court voting for two lists of candidates, one of women who have been nominated and one of men who have been nominated. The highest polling woman and the highest polling man shall be declared elected. Should only one sex be represented by the nominees, the two highest polling candidates shall be elected; and
- (j) up to four members appointed by the Massey University Council, on the nomination of the Vice-Chancellor, to ensure that the Council has sufficient rural, legal and business expertise to properly perform its functions.

3. The term of office of members of the Council, vacation of office, disclosure of members' interest and casual vacancies are covered in sections 173-176 of the Education Act 1989.

4. Subject to section 173, the maximum term for any member, other than the Vice-Chancellor, shall be three consecutive four-year terms.

5. The powers of the Massey University Council shall not be affected by the vacancy in the membership thereof.

Dated at Wellington this 28th day of March 2013.

HON STEVEN JOYCE, Minister for Tertiary Education.

**New Zealand Gazette*, II October 1990, No. 176, page 3803
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