



**MEETING OF MASSEY UNIVERSITY COUNCIL**

**FRIDAY 3 OCTOBER 2014**

**commencing at 10.15 am**

**to be held in**

**QUAD A BOARDROOM, LEVEL 2,  
QUAD A BUILDING,  
ALBANY CAMPUS**

## **MASSEY UNIVERSITY COUNCIL**

**A meeting of Massey University Council will be held in  
Quad A Board Room, Level 2, Quad A Building, Albany Campus  
on**

**Friday 3 October 2014**

**Commencing at 10.15am**

### **AGENDA- PART I**

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

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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.

<b>Index Number</b>	<b>Item</b>	<b>Paper Number</b>
	<b>1.0 INTRODUCTION</b>	
	1.1 Welcome	
	1.2 Health and Safety Briefing	
	1.3 Apologies	
<b>A</b>	1.4 Declaration of Interest/ Register of Interest	
	1.5 Meeting Agenda Review	
<b>B</b>	1.6 Minutes of Council meetings - Part I - meeting held on 5 September 2014	<b>C14/125</b>
	1.7 Matters Arising	
<b>C</b>	1.8 Follow-up Schedule as at 3 October 2014	
<b>D</b>	1.9 Council Agenda Plan as at 3 October 2014	
	<b>2.0 KEY REPORTS</b>	
	2.1 Chancellor's Report - Part I - <i>oral</i>	
<b>E</b>	2.2 Vice-Chancellor's Report – Part I	<b>C14/126</b>
	<b>3.0 STRATEGIC DISCUSSIONS</b>	
	3.1 Nil	
	<b>4.0 DECISION ITEMS</b>	
	4.1 University Policy Approval	
<b>F</b>	4.1.1 General Debt Collection Policy	<b>C14/127</b>
<b>G</b>	4.2 Delegations to Approve Terms of the Insurance Placement For 2014 - 2015	<b>C14/128</b>
<b>HI</b>	4.3 Governance Committee Terms of Reference 2014	<b>C14/129</b>
	<b>5.0 ITEMS FOR NOTING</b>	
<b>JK</b>	5.1 Financial Report for the eight months ending 31 August 2014	<b>C14/131</b>
<b>L</b>	5.2 Academic Board Report for meeting held on 20 August 2014	<b>C14/132</b>
	<b>6.0 INFORMATION/BACKGROUND ITEMS</b>	
<b>N</b>	6.1 Chancellor and Pro Chancellor Elections 2014 - 2015	<b>C14/133</b>
<b>O</b>	6.2 Council Attendance at 2015 Graduation	<b>C14/134</b>
	<b>7.0 MOVING INTO PART II</b>	
	7.1 Exclusion of the Public	

**THE CHANCELLOR WILL MOVE 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 of Communications
- 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.**

<b>Item</b>	<b>Reason for Proposed Public Exclusion</b>
<b>Item 8.1</b> C14/135 Confirmation of Minutes – meeting held on 5 September 2014	These matters were considered in Part II of the meeting held on 3 October 2014
<b>Item 8.2</b> Matters Arising	These matters were considered in Part II of the meeting held on 3 October 2014
<b>Item 8.3</b> Follow-up Schedule as at 3 October 2014	These matters were considered in Part II of the meetings held on 3 October 2014 and before
<b>Item 9.1</b> 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)
<b>Item 9.2</b> C14/136 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)
<b>Item 11.1</b> C14/137 Governance Committee Recommendation and 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)
<b>Item 11.2</b> C14/138 Negative Pledge	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
<b>Item 11.3</b> C14/139 Borrowing Consent Rollover	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
<b>Item 12.1</b> C14/140 Health and Safety Report for the period May to August 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)

<b>Item</b>	<b>Reason for Proposed Public Exclusion</b>
<b>Item 12.2</b> C14/141 2015 Draft Consolidated Operating Budget Update	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
<b>Item 12.3</b> C14/142 2015 Ten Year Capital Plan	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
<b>Item 12.4</b> C14/143 Financial Report for the eight months ended 31 August 2013	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
<b>Item 12.5</b> C14/144 2014 Enrolment Report – Update to September 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
<b>Item 12.6</b> C14/145 Business Continuance Management	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
<b>Item 12.7</b> C14/146 Research Strategy Framework Annual Report	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
<b>Item 12.8</b> C14/147 Information Systems Strategic Plan	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
<b>Item 12.9</b> C14/148 Food Innovation Network	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
<b>Item 12.10</b> C14/149 Food HQ Update	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
<b>Item 12.11.1.1</b> C12/150 Audit and Risk Committee Report – meeting held on 5 September 2014	To prevent the disclosure or use of official information for improper gain or improper advantage
<b>Item 12.11.2</b> C12/151 Academic Board Report – meeting held on 20 August 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
<b>Item 12.11.3</b> Honorary Awards Committee Report for meeting held on 9 September 2014	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.



**MINUTES OF MASSEY UNIVERSITY COUNCIL**

**THE MEETING OF MASSEY UNIVERSITY COUNCIL HELD IN THE  
EXECUTIVE SEMINAR SUITE, ROOM 5B14, LEVEL B, BLOCK 5,  
WELLINGTON CAMPUS**

**On**

**FRIDAY 5 SEPTEMBER 2014 AT 11.30am**

**PART I**

**PRESENT:** Mr Chris Kelly (Chancellor), Mr Michael Ahie (Pro Chancellor),  
Dr Russ Ballard, Ms Kura Denness, Associate Professor Grant Duncan,  
Ms Nitika Erueti-Satish, Mr Colin Harvey, Hon Steve Maharey  
(Vice- Chancellor), Mr Bruce Ullrich, 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

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**1.0 INTRODUCTION**

**1.1 WELCOME**

The Chancellor opened the meeting at 11.30am welcoming those present.

The Chancellor noted the following:

- The site visit to the School of Public Health was to take place immediately after lunch; and
- The meeting would move back into Part I at the end of Part II matters for the following:
  - Item 5.1: Distance Education at Massey University: Assistant Vice-Chancellor Research, Academic and Enterprise Professor Heywood to present; and
  - Item 3.1: Canterbury Earthquake: Experience and Reflections: Dr Rod Carr, Vice-Chancellor, University of Canterbury to present to Council and invited guests.

**1.2 HEALTH AND SAFETY BRIEFING**

Council's Health and Safety Spokesperson Ms Whyte provided a health and safety briefing on the hazards expected to be encountered throughout the day.

**1.3 APOLOGIES**

Apologies were received from Dr Helen Anderson, Ms Fiona Coote, Mr Liam Tait, Professor Tony Signal and Mr Ben Vanderkolk, and for early departure from Ms Lesley Whyte.

**14.53 RESOLVED THAT THE APOLOGIES BE RECEIVED**

ULLRICH/WHITE  
Carried

#### 1.4 DECLARATION OF INTEREST

The Chair noted the Interests Register and called for any further declarations of which there were none. Members were asked to provide updated information for the Register to the Executive Secretary.

#### 1.5 MEETING AGENDA REVIEW

##### Part II

Item 12.8 Massey University Foundation - Chair's visit: This item was deferred due to the unavailability of the chair Dr Nigel Gould.

Late Item 13.1: Review of Performance Framework (C14/124): Reason for Proposed Public Exclusion: To prevent the disclosure or use of official information for improper gain or improper advantage. Reference: section 9 2 (k)

#### 1.6 C14/97

##### CONFIRMATION OF PART I MINUTES - MEETING HELD ON 4 JULY 2014

**15.54 RESOLVED** THAT THE MINUTES OF THE MASSEY UNIVERSITY COUNCIL MEETING HELD ON FRIDAY 4 JULY 2014 (PART I) BE RECEIVED AS A TRUE AND CORRECT RECORD

HARVEY/WHYTE  
Carried

It was noted that Mr Ullrich was present and the master copy had been amended to reflect this.

#### 1.7 MATTERS ARISING

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

#### 1.8 FOLLOW-UP SCHEDULE AS AT 5 SEPTEMBER 2014

##### From last meeting:

1.0: Discretionary Expenditure and Gifts Policy: Assistant Vice-Chancellor Strategy, Finance, IT and Commercial Operations Ms MacLeod noted she had sought guidance for the Office of the Auditor General as to whether a receipt was required for the koha and she was informed that it was unlikely that a receipt would be received and as such the Policy was correct.

##### Ongoing Issues:

1.0: Disciplinary Committee: Assistant Vice-Chancellor Operations, International and University Registrar Mr Morriss noted that work was underway with the Terms of Reference of the Disciplinary Committee and it was to be tabled at the 3 October 2014 or 5 December 2014 Council meeting.

## 1.9 COUNCIL AGENDA PLAN – UPDATE FOR 5 SEPTEMBER 2014

The Vice-Chancellor noted that as part of his 2014 Performance Plan he would provide for noting a discussion paper on Integrated Employability Strategy at Massey University at the 5 December 2014 Council meeting. The full discussion by Council would take place at the 6 March 2015 Council meeting.

## 2.0 KEY REPORTS

### 2.1 CHANCELLOR'S REPORT - *oral*

The Chancellor reported that since the 4 July 2014 Council meeting he had attended a variety of meetings and events. These included:

- Met with the Reserve Bank, Education Section;
- Met with University management to discuss a Quantitative Genetics Centre;
- Attended the 1 August 2014 Fit for Purpose Council session led by Professor David Vincent. It was noted that the outcome of the review would be brought to Council;
- Attended the Chancellors and Vice-Chancellors meeting at Universities New Zealand on 14 August 2014. The following were discussed:
  - Auckland University had hosted a Tertiary Education Commission Board meeting and he suggested that Massey University do the same. The Executive Secretary was to progress this;
  - Health and Safety; and
  - The Chancellors' role at these meetings;
- Attended a farewell for Mark Jeffries, Chief Executive of Agri One Limited. His replacement was currently being sought;
- Attended on 15 August 2014 the function at the Museum Building, Wellington at which the Prime Minister and Sir Peter Jackson announced that the Government was to mount a World War One exhibition in part of the Museum Building. The Chancellor acknowledged the considerable work of Assistant Vice-Chancellor Operations, International and University Registrar Mr Morriss and Assistant Vice-Chancellor Strategy, Finance, IT and Commercial Operations Ms MacLeod in reaching this outcome;
- Held a Council induction session for Dr Helen Anderson;
- Attended the Albany campus 21<sup>st</sup> birthday celebrations on 31 August 2014;
- Attended a Bio-Protection CoRE function;
- Joined the Prime Minister and the Minister for Primary Industries and Racing on 27 August 2014 at a meeting of the Marlborough food and beverage Cluster in Blenheim. Massey is the innovation partner in this Cluster alongside the Marlborough Research Centre Trust Board and the ANZ Bank;
- Attended the College of Creative Arts Hall of Fame dinner; and
- Held his meetings with and calls to the Vice-Chancellor.

### 3.2 C14/98 VICE-CHANCELLOR'S REPORT – PART I

The Vice-Chancellor's report was taken as read. Discussion took place on the significance of various university rankings.

The Vice-Chancellor thanked Council for the opportunity to attend Stanford Boot Camp in the USA. He noted the crucial role of networking and the potential for Massey University to host a reunion.

### 3.0 STRATEGIC DISCUSSIONS

#### 3.1 C14/99 CANTERBURY EARTHQUAKE: EXPERIENCE AND REFLECTIONS – VICE CHANCELLOR CANTERBURY UNIVERSITY

This item was taken at the end of the meeting.

Canterbury University Vice Chancellor Dr Rod Carr arrived at the meeting at 3.45pm. Members of staff, including the Emergency Management Team joined the meeting for this item.

Dr Carr led the conversation on his experiences and reflections of the Canterbury Earthquakes, noting it was a story of success rather than failure. He noted that the University now had a different and reduced student profile; staff had needed to be shed because of reduced EFTS; and having substantial cash available had been crucial because of the delay in Governance and insurance payments.

His main points included, but were not limited to the following:

- Sustaining engagement:
  - Use of an Emergency Operations Centre;
  - Communication to the extended University communities through the internet as most other services were compromised;
  - Communications needed to be timely, simple, clear and accurate. The University had a daily internet bulletin at 6pm which was well used by the University's national and international communities;
  - Understanding of instructions varied and they needed to be very clear e.g. 'closing' in 'closing the campus' meant different things to different communities.
- Power structures changed dramatically with front-line responders being facilities and information technology staff. Some academic staff found it difficult to take instruction from such people and human resource staff had to be brought in to manage the situation.
- Emergency Statute: The need for an Emergency Statute in which Council had delegated all powers to the Vice-Chancellor (further delegable to staff) to ensure that the University communities knew who is in charge and decisions could be made readily. This delegation needed to be time-bound.
- Exchange agreements with other universities to take students for a limited time, and help from industry for teaching spaces were helpful.
- Interruption in the availability of research facilities required a six month extension for doctoral students.
- Three years on, business interruption insurance had still not been settled with insurers.
- Clarity around and provision of Government support had been slow.

Dr Carr noted that the September 2010 earthquake had prepared them well for the February 2011 earthquake. They had been unable to call on the urban research team because to the devastation in the city centre however they had been well organised and were able to support their own emergency management staff.

Dr Carr provided Council with the University's two publications 'Shaken but not Stirred' and 'Resilience Tested'.

The Chancellor thanked Dr Carr for his attendance and frank conversation.

**4.1 UNIVERSITY POLICY APPROVAL**

**4.1.1 C14/100  
INTEGRATED HEALTH AND SAFETY POLICY**

Assistant Vice-Chancellor Operations, International and University Registrar Mr Morriss spoke to the Policy.

The amendment as follows in the resolution was noted.

**14.54 RESOLVED THAT COUNCIL APPROVE, WITH THE AMENDMENT AS FOLLOWS:**

Appendix 1: Proposed Health and Safety Policy: page 8 of 15: No 1.1;  
second line: add 'is' after third word

THE CHANGES TO THE STRUCTURE AND CONTENT OF THE HEALTH  
AND SAFETY POLICY

AHIE/WHYTE  
Carried

**4.1.2 C14/101  
PRIVACY POLICY AND FRAMEWORK REVIEW**

Assistant Vice-Chancellor Operations, International and University Registrar Mr Morriss spoke to the Policy.

**14.55 RESOLVED THAT COUNCIL:**

1. APPROVE THE PROPOSED MINOR CHANGES TO THE PRIVACY POLICY;
2. NOTE THE PRIVACY MANAGEMENT FRAMEWORK; AND
3. NOTE THE PROCEDURES SUPPORTING THE IMPLEMENTATION OF THE PRIVACY MANAGEMENT FRAMEWORK

ULLRICH/BALLARD  
Carried

**4.2 C14/102  
DRAFT COUNCIL AGENDA PLAN 2015**

The Chancellor asked Council members to provide suggestions for strategic discussion and site visits to him of the Executive Secretary.

**14.56 RESOLVED THAT COUNCIL**

1. NOTE THAT THE STRATEGIC DISCUSSION AND SITE VISITS HAVE YET TO BE DETERMINED; AND

**2. APPROVE THE DRAFT AGENDA PLAN 2015 NOTING THE FUTURE  
ADDITIONS OF STRATEGIC DISCUSSIONS AND SITE VISITS**

WHITE/ERUETI-SATISH  
Carried

**5.0 ITEMS FOR NOTING**

**5.1 C14/103  
DISTANCE EDUCATION AT MASSEY UNIVERSITY**

This item was taken at the end of the meeting.

Assistant Vice-Chancellor Research, Academic and Enterprise Professor Brigid Heywood was present for this item and spoke to the tabled paper C14/103 Performance: Distance *The Massey Model* (Appendix 1).

Discussion followed and the various reasons students undertook distance education were noted. For those international students who undertook online learning, blended delivery was the preferred choice as this enabled pastoral care to be offered.

**5.2 C14/104  
FINANCIAL REPORT FOR THE SEVEN MONTHS ENDED 31 JULY 2014 -PART I**

The Financial Report for the seven months ended 31 July 2014 was noted and received.

**5.3 ACADEMIC BOARD REPORTS**

**5.3.1 C14/105  
ACADEMIC BOARD REPORT FOR THE MEETING HELD ON 18 JUNE 2014**

&

**5.3.2 C14/106  
ACADEMIC BOARD REPORT FOR THE MEETING HELD ON 16 JULY 2014**

Items 5.3.1 and 5.3.2 were taken together.

In the absence of Academic Board Chair Professor Signal Academic Board Appointee to Council Professor White spoke to the reports noting the current difficulty in attracting students to become members of the Board especially since the student associations had become voluntary.

The reports were noted.

**6.0 INFORMATION/BACKGROUND ITEMS**

**6.1 C14/107  
TRACKING COUNCIL DECISIONS AND DELEGATIONS**

The report was noted.

## 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

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.

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

<b>Item</b>	<b>Reason for Proposed Public Exclusion</b>
<b>Item 8.1</b> C14/108 Confirmation of Minutes – meeting held on 4 July 2014	These matters were considered in Part II of the meeting held on 5 September 2014
<b>Item 8.2</b> Matters Arising	These matters were considered in Part II of the meeting held on 5 September 2014
<b>Item 8.3</b> Follow-up Schedule as at 5 September 2014	These matters were considered in Part II of the meetings held on 5 September 2014 and before
<b>Item 9.1</b> 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)
<b>Item 9.2</b> C14/80 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)
<b>Item 11.1</b> C14/110 Draft Investment Plan 2015 - 2017	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
<b>Item 11.2</b> C14/111 Information Security Project Budget Variance	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
<b>Item 12.1</b> C14/112 Health and Safety Report for the period January to June 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
<b>Item 12.2</b> C14/113 Financial Report for the seven months ended 31 July 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
<b>Item 12.3</b> C14/114 2014 Enrolment Report	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
<b>Item 12.4</b> C14/115 Consolidated Performance Reports – Quarter Two 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
<b>Item 12.5</b> C14/116 Major Capital Projects Report – Quarter Ended 30 June 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
<b>Item 12.6</b> C14/118 Vice-Chancellor’s 2014 Objectives: January – July 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
<b>Item 12.7.1.1</b> C14/117 Audit and Risk Committee - meeting held on 7 July 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
<b>Item 12.7.2.1</b> C14/119 Academic Board Report – meeting held on 18 June 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
<b>Item 12.7.2.2</b> C14/120 Academic Board Report – meeting held on 16 July 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
<b>Item 14.18</b> C14/122 Risk Management Report Commentary	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
<b>Item 14.2</b> C14/123 Tracking Council Decisions and Delegations	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.

CHANCELLOR  
Carried

**15.0 ITEMS MOVED FROM PART II TO PART I**

There were no items moved from Part II into Part I.

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Council Follow-up Schedule Part I – 3 October 2014**  
**From last meeting**

*Note: bracketed italics are completed actions*

<b>Item</b>	<b>Outcome</b>	<b>Action</b>	<b>Milestone dates</b>
1.	•	•	•

**Council Follow-up Schedule Part I – 3 October 2014**  
**Ongoing Issues**

*Note: bracketed italics are completed actions*

<b>Item</b>	<b>Outcome</b>	<b>Action</b>	<b>Milestone dates</b>
1. Disciplinary Committee	<ul style="list-style-type: none"> <li>The Disciplinary Committee of Terms of Reference have not been reviewed since 2005. Need to ensure they meet the needs of the University.</li> </ul>	<ul style="list-style-type: none"> <li>AVC Operations &amp; University Registrar to review Terms of Reference and Membership criteria</li> <li>The Disciplinary Committee Terms of Reference form part of a wider review of the Student Disciplinary Procedures being undertaken by the Office of the AVC Academic and International. AVC Operations &amp; University Registrar liaising with the Office in their review.</li> <li>The wider review of the Student Disciplinary Procedures has been extended. It is planned that the Disciplinary Committee Terms of Reference will be tabled at the 7 March 2014 Council meeting.</li> <li>Wider review is not yet complete. To be tabled at time of completion.</li> <li>Wider review had been on hold. Now reactivated but not yet complete. To be tabled at time of completion.</li> </ul>	<ul style="list-style-type: none"> <li>6 September 2013</li> <li>6 December 2013</li> <li>7 March 2014 Council meeting.</li> <li>4 July 2014</li> <li>5 December 2014</li> </ul>

**COUNCIL AGENDA PLAN – MARCH - DECEMBER – 2014**

	<p><b>Friday 7 March (Manawatu)</b>  <b>Function: <u>Close off of previous year;</u></b>  <b><u>Establishing parameters for new year;</u></b>  <b><u>Strategy approval for the current year</u></b></p> <ul style="list-style-type: none"> <li>• VC scene setting</li> <li>• Approve Road to 2025</li> <li>• Preparation for grads and Honorary Awards</li> <li>• Annual Accounts for previous year (delegation)</li> <li>• Review of Council performance</li> <li>• Farewell to leaving Council members</li> </ul>	<p><b>Friday 2 May (Manawatu)</b>  <b>Function: <u>Consolidation of business for current year</u></b></p> <ul style="list-style-type: none"> <li>• Monitoring progress re enrolments</li> <li>• Induction of new members</li> </ul>
Strategic Discussions	Staff Survey: <i>Assistant Vice-Chancellor People and Organisational Development</i>	Student Forum
Site visits		Palmerston North Campus Tour including School of Sport and Exercise
Key Reports	<ul style="list-style-type: none"> <li>• Chancellor’s Report</li> <li>• VC Reports - to include <ul style="list-style-type: none"> <li>• VC Report – Part I</li> <li>• VC scene setting 2014</li> <li>• Financial Reports</li> <li>• Major Capital Projects Report</li> <li>• Performance Review Report</li> <li>• Health and Safety Report</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Chancellor’s Report</li> <li>• VC Reports - to include <ul style="list-style-type: none"> <li>• VC Report – Part I</li> <li>• Financial Report</li> <li>• Performance Review Report</li> <li>• Enrolment Report</li> <li>• Health and Safety Report</li> <li>• Quarterly Performance Reports</li> <li>• Debtors Report</li> </ul> </li> </ul>
Decision Items	<ul style="list-style-type: none"> <li>• 2013 Annual Accounts and Statement of Service Performance delegation to A&amp;R Committee</li> <li>• Conferring of Degrees &amp; Awarding of Diplomas and Certificates at graduation ceremonies delegation</li> <li>• Review Guidelines Council meeting conduct</li> <li>• Terms of Reference- Council Committees</li> <li>• Policies as per schedule</li> </ul>	<ul style="list-style-type: none"> <li>• Student Fee Setting Process and Principles (Domestic and International) – report e-ballot</li> <li>• Policies as per schedule</li> </ul>
Committee, Associated Entities and Other	<ul style="list-style-type: none"> <li>• Audit &amp; Risk Committee Report – including Risk Management Report commentary</li> <li>• Academic Board Reports</li> <li>• Performance Review Committee Report</li> <li>• Honorary Awards Committee Report</li> <li>• Review of Council Evaluation 2013</li> <li>• Tracking Council Decisions and Delegations</li> </ul>	<ul style="list-style-type: none"> <li>• Audit &amp; Risk Committee Report – including Risk Management Report commentary</li> <li>• Academic Board Reports</li> <li>• NZSM Annual Report 2013</li> <li>• Massey Ventures Ltd Annual Report 2013</li> <li>• Agri One Ltd Annual Report 2013</li> </ul>

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 – 2014**

	<b>Friday 4 July (Manawatu)</b> <b>Function: <u>Strategy planning for the following year; Approval of International Fees</u></b> <ul style="list-style-type: none"> <li>• Approve Domestic, International and Other Student Fees</li> </ul>	<b>Friday 5 September (Wellington)</b> <b>Function: <u>Approval of Investment Plan and Domestic Fees</u></b> <ul style="list-style-type: none"> <li>• Approve Investment Plan</li> <li>• Establish Council agenda plan and schedule for following year</li> </ul>
Strategic Discussions	Student Forum	Canterbury Earthquake experiences VC <i>Canterbury University Rod Carr-</i>
Site visits	PN Campus visit: Milson Flight Centre	Wellington Campus visit – <b>tbc</b>
Key Reports	<ul style="list-style-type: none"> <li>• Chancellor’s Reports</li> <li>• Vice-Chancellor’s Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Chancellor’s Reports</li> <li>• Vice-Chancellor’s Reports</li> </ul>
Decision Items	<ul style="list-style-type: none"> <li>• Domestic, International and Other Student Fees 2015</li> <li>• Māori Protocols Review Report</li> <li>• Policies as per schedule</li> <li>• Proposed Meeting Schedule 2015</li> </ul>	<ul style="list-style-type: none"> <li>• Investment Plan 2015-2017</li> <li>• Draft Agenda Plan 2015</li> <li>• Policies as per schedule <ul style="list-style-type: none"> <li>○ Privacy Policy</li> </ul> </li> </ul>
Items for noting	<ul style="list-style-type: none"> <li>• Financial Reports</li> <li>• Performance Review Report</li> <li>• Enrolment Report</li> <li>• Health and Safety Report</li> <li>• NZSM Report</li> <li>• Audit &amp; Risk Committee Report</li> <li>• Academic Board Reports</li> <li>• Academic Board Chair’s Report (<i>in person</i>)</li> <li>• <del>Massey Ventures Limited Chair’s visit</del></li> <li>• Massey Ventures Ltd annual report 2013</li> <li>• MU Foundation annual report 2013</li> <li>• NZSM annual report 2013</li> <li>• Agri One Ltd annual report 2013</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Report</li> <li>• Consolidated Performance Reports</li> <li>• Major Capital Projects Report</li> <li>• VC Performance Review Report</li> <li>• Enrolment Report</li> <li>• Health and Safety Report</li> <li>• Reflection on 2014 Scene Setting PowerPoint Show</li> <li>• Audit &amp; Risk Committee Report– including Risk Management Report commentary</li> <li>• Academic Board Reports including Chair</li> <li>• Honorary Awards Committee Report</li> <li>• Massey Foundation – Chair’s visit</li> <li>• Tracking Council Decisions and Delegations</li> </ul>

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**COUNCIL AGENDA PLAN – MARCH - DECEMBER – 2014**

	<b>Friday 3 October (Albany)</b> <b>Function: <u>Budget review</u></b>	<b>Friday 5 December (Manawatu)</b> <b>Function: <u>Budget approval &amp; Final Decisions for current year and prep for following year</u></b>
	<ul style="list-style-type: none"> <li>Review Operating and Capital Budget for following year</li> <li>Insurance Renewal – delegate authority to approve</li> </ul>	<ul style="list-style-type: none"> <li>Approve Operating and Capital Budget for following year</li> <li>Election of Chancellor and Pro-Chancellor</li> <li>Committee membership established</li> </ul>
Strategic Discussions		Massey University Regional Strategies
Site Visits	Albany Site visit - <i>tbc</i>	<i>tbc</i>
Key Reports	<ul style="list-style-type: none"> <li>Chancellor’s Report</li> <li>Vice-Chancellor’s Reports</li> </ul>	<ul style="list-style-type: none"> <li>Chancellor’s Report</li> <li>Vice-Chancellor’s Reports</li> </ul>
Decision Items	<ul style="list-style-type: none"> <li>Insurance Renewal – delegate authority to approve</li> <li><del>Agri One Ltd Statement of Corporate Intent 2015</del></li> <li>Policies as per schedule</li> </ul>	<ul style="list-style-type: none"> <li>2015 University Operating and Capital Budget</li> <li>Renewal of Insurance 2015-report delegation</li> <li>NZ School Music SCI 2015</li> <li>MVL SCI 2015</li> <li>Student Bad Debts</li> <li>Council Committee membership</li> <li>Review Guidelines for Conduct of Council and Council Committees meetings</li> <li>Review Council Code of Conduct</li> <li>Election: Chancellor &amp; Pro Chancellor</li> <li>Policies as per schedule</li> <li>Appointment of Council Health and Safety Spokesperson 2015</li> <li>Agri One Ltd Statement of Corporate Intent 2015</li> </ul>
Items for noting	<ul style="list-style-type: none"> <li>Financial Reports</li> <li>Performance Review Report</li> <li>Enrolment Report</li> <li>Health and Safety Report</li> <li>2015 University Operating Budget Report</li> <li>2015 University Capital Budget Report</li> <li>Audit &amp; Risk Committee Reports</li> <li>Honorary Awards Committee Report</li> <li>Notice of Intention for Chancellor and Pro Chancellor positions</li> <li>Council Graduation Schedule 2015</li> <li>Research Strategy Framework Annual Report (<i>AVC RAE in person</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Financial Reports</li> <li>Quarterly Performance Reports</li> <li>Major Capital Projects Report</li> <li>Performance Review Report</li> <li>Enrolment Report</li> <li>Health and Safety Report</li> <li>Aged Debtors Report</li> <li>Integrated Employability Strategy</li> <li>Audit &amp; Risk Report Committee – including Risk Management Report commentary</li> <li>Academic Board Reports</li> <li>Academic Board Chair Report (in person)</li> <li>Honorary Awards Committee Report</li> <li>MVL Business Plan (or early 2015)</li> <li>Council Evaluation 2014</li> <li></li> </ul>

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## VICE-CHANCELLOR'S OFFICE

**To:** Members of Council  
**From:** Vice-Chancellor  
**Date:** 22 September 2014  
**Subject:** **Vice-Chancellor's Part I Report to Council**  
**Period: mid-July to early September 2014**

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**Purpose:**

This report is presented to update Council on key achievements, highlights and major issues arising over the period mid- July to early September 2014 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.

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### 1.0 **Topical Issues**

#### 1.1 **Museum building Update**

Further to my last report, Massey University and Ministry for Culture and Heritage have signed the Letter of Intent with regards to the temporary occupancy of Block 10 (Museum building) for a War Museum. Work is being fast tracked to get the design, programme and any building consent requirements completed to allow the earliest start on building works due to Massey's deadline for February 2015, Semester start.

1.2 The Albany 21st birthday stakeholder event held in August saw Mayor Len Brown deliver a well-researched and very positive speech on what Massey Albany means to the Auckland community. The University is clearly on the Mayor's radar.

#### 1.3 **In the news**

It is good to see Massey University Council member Kura Denness identified by the media as one of the eight key "power brokers" in Taranaki.

### 2.0 **Key Strategic Issues and Positioning**

#### 2.1 **Government funding**

On September 5 the Massey University Council discussed (among many other things) the Investment Plan currently being finalised with the Tertiary Education Commission. The current policy settings mean the TEC has no additional funding to allocate. Rather, it is looking to find money within the tertiary sector to redistribute and pay for new policy initiatives. This places considerable pressure on the negotiations each institution is having with the TEC.

It is very significant, therefore, that the TEC has signalled that it will support growth at Massey University – provided we grow. It is vital that all staff understand the meaning of this

understanding with the TEC. Since 2010 the TEC has been forcing Massey University to reduce student numbers to fit with a forecast set in 2004. This has been achieved – but with some difficulty. The current Investment Plan changes that situation by allowing for growth. The only catch is that the TEC will only pay for an increase in student numbers once the University has recruited them.

The University is well into the recruitment period for semester one 2015 but we will need to significantly lift our efforts. It is vital that we do increase enrolments. Most of the financial challenges of the past few years have been caused by the TEC's demand that Massey reduce its student numbers. The opportunity now exists to turn this around.

### **3.0 Research and Scholarship**

#### **3.1 Funding success**

In the 21st century the research role of universities is becoming increasingly prominent. It was, therefore, great to hear in mid-September that Massey University-led research programmes have received funding totalling just over \$3 million in the Government's latest science investment round with an equal share in a further \$4.8 million programme being led by the University of Waikato, meaning \$5.5 million in direct funding over the coming years.

For the second round in a row, social scientists have dominated the Health and Society pool. No doubt there will be many Massey staff who are involved as partners and collaborators in projects being led by other institutions and we expect to receive a more detailed breakdown from the Ministry of Business, Innovation and Employment shortly. Please refer to Appendix I for further details.

- 3.2 In addition to the above, Professor Marlena Kruger, Institute of Food, Nutrition and Human Health, with Dr Nicole Roy (AgResearch) and Professor David Cameron-Smith, University of Auckland, were awarded \$750,000 by Ministry of Business, Innovation and Employment for a project: Biomarker Development and Validation for use in Human Clinical Studies of Food in Asian Populations. This project will be executed in collaboration with three scientists in Singapore.

- 3.3 The Ravensdown Primary Growth Partnership Project, a seven-year research project within the New Zealand Centre for Precision Agriculture, worth \$7.5 million over the next seven years, continues to make good progress. In June, the project funded a visit from Kurt Lawrence (Research Leader, United States Department of Agriculture, Quality and Safety Assessment Research Unit). While he was here, a team workshop and a number of meetings with key project staff and other University staff were held.

The project received approval to purchase a Fenix Hyperspectral Imaging System – the first of its kind in New Zealand. The FHIS is integral to the success of the Primary Growth Partnership project, but also will provide huge opportunities for new research projects with a wide range of applications. Professor Ian Yule's, Institute of Agriculture and Environment team is now focussed on highlighting the arrival of the FHIS and promoting its possible usages to external and internal clients.

Alongside the Primary Growth Partnership project, Ravensdown has funded a five-year Variable Rate Application Trial project that the NZCPA is also undertaking. The contract for this work was signed this month and is worth \$517,000 over the next five years. It also includes a postgraduate scholarship which is taken up.

- 3.4 Associate Professor Murray Cox, Institute of Fundamental Sciences, has been awarded the 2014 Life Technologies Award for Excellence in Molecular Biology. This is the top New Zealand award for mid-career researchers recognising "research excellence in any research area using molecular based techniques", particularly "published research in high-ranking international journals". Deputy Prime Minister Bill English presented the award at this year's Queenstown Molecular Biology Conference.
- 3.5 Dr Kieran O'Donoghue, School of Health and Social Services, has established an International Network of Social Work Supervision Researchers and Supervisors.

3.6 Dr Cath Conlon, Institute of Food, Nutrition and Human Health has been invited and fully sponsored to attend the Protein in Paediatrics: Consensus and Controversies the 4th Regional Symposium in Adelaide under the umbrella of the Nestlé Nutrition Institute, in conjunction with the Nutrition Society of Australia; the DOHaD Society of Australia-New Zealand; and the South Australian Health and Medical Research Institute in October this year. Attendance at this event is by invitation only and is fully funded by Nestlé Nutrition Institute.

### 3.7 **Massey Research Online**

Massey Research Online has passed the 5000-item mark this month. This means that there are more than 5000 full text, open access items of high-quality Massey University research available to the public via the web. Making research available in this way removes price barriers, allowing everyone access to publicly-funded research. Work in Massey Research Online also has a greater reach as it is indexed by Google, and aggregated by NZResearch. While the content is predominantly theses at this stage (about 1850 master's and 2600 doctoral), the addition of published research outputs is increasing. Recently added outputs include journal articles and the first creative work has now been uploaded. A simplified process of getting outputs into Massey Research Online is gradually being disseminated throughout the university community.

For other highlights please also refer to sections 5.0 Celebrating Excellence, 6.0 Connections and Responsibility and 8.0 Generating Income below.

## 4.0 **Teaching and Learning**

### 4.1 **Employment outcomes – Bachelor of Communication**

With employment outcomes likely to be the next thing the Tertiary Education Commission holds universities accountable for, it was great to see how well the Bachelor of Communication students are doing. The degree's employment outcomes are, quite simply, stunning. To quote our survey team member Malcolm Rees "The Massey BC has spectacular employment six months after graduation and continuing employment right through to five years post-graduation. In fact if you line the BC up against all the other Massey programmes (where they are big enough to generate more than 25 responses to the annual GDS) it has one of the highest employment outcomes. Only one respondent last year was not employed and the results are similar at the five-year mark (interestingly part time employment disappears as well at five years)."

### 4.2 **Academic Standing/Student Success**

The Steering Group convened by the Academic Policy and Regulations Unit has been meeting over the past two months to lead the launch of Academic Standing. This is a significant initiative for the University, providing data to support interventions to support student success. Phase one was successfully launched on July 29, culminating in the release of letters to 19,209 students advising of their academic standing. The three categories are: Excelling (sustained grade average of A- or higher), Good (passed all papers in semester), and Academic Management (failed one or more papers in semester).

A review of the Academic Progress regulations will now be undertaken to support future phases of this initiative for next year.

### 4.3 **Massey's (and New Zealand's) first Master of Journalism graduate**

Massey University is the only university offering the Master of Journalism qualification in New Zealand. Congratulations to Jess Roden, who is the first student to complete this qualification. Please refer to Appendix II for further details.

4.4 50 students (75 per cent of the cohort) at the Albany campus who were not successful in gaining entry into the Bachelor of Veterinary Science or Bachelor of Veterinary Technology programmes have remained with Massey and taken up alternative study. This high retention rate was achieved through the efforts of Associate Professor Ewen Cameron, College of Sciences director of teaching and learning, who made personal contact with every unsuccessful student to ensure they were aware of a study path outside veterinary science

and technology, together with the fact that an expanded portfolio of degree options is now available through Albany. It is intended to ensure this approach is continued in future years. When compared to previous years, a net gain of around 30 students was achieved.

#### **4.5 Middle East course a first**

Dr Negar Partow, Centre for Defence and Security Studies, is teaching the first course on the Middle East in New Zealand at postgraduate level. It has attracted 13 students. The course covers the Middle East security environment from both traditional and non-traditional perspectives.

4.6 Associate Professor Lisa Emerson, School of English and Media Studies, Ken Kilpin, Institute of Education, and one other have run five workshops in the lower North Island for tertiary teachers on *Literacy in the Transition to Tertiary Education*. These presentations are based on their research funded by the Teaching and Learning Research Initiative on transitioning into tertiary study through academic literacy development, and were supported by Ako Aotearoa.

4.7 The Achieving Career Excellence programme has had another successful run this year. The programme, which is designed to prepare top final-year women business students for entering the workforce, was established by Professor Sarah Leberman, School of Management, in 2009.

#### **4.8 In-Sight MBA programme to be launched**

The In-Sight MBA programme will be launched by the Executive Education team in November. The aim is to give potential MBA students (and their organisations) an opportunity to try the programme over an intensive five-day residential period. They will get a better understanding of the key functional areas of business, key practical insights into management practices, benchmarks and business strategy tools taught in leading MBA programmes, a knowledge of some of the latest management tools and processes that they can immediately use in your work and a realistic picture of the workload and content of an Executive MBA. If they decide to proceed into the MBA they will receive a financial credit. If you know anyone who would be interested, have networks that could spread the word or organisations that could benefit from knowing about this programme please let us know and we will prepare material for you to disseminate or we will contact them directly.

#### **4.9 Accreditations**

4.9.1 The Psychologists Board has provisionally accredited the new Master of Clinical Psychology qualification.

4.9.2 Tasks for the Bachelor of Engineering accreditation are in full swing and the documentation will be completed by early September. The Institution of Professional Engineers of New Zealand has agreed that they will conduct a provisional accreditation assessment for the new Bachelor of Engineering programme with a full accreditation of the new programme to take place in 2016.

### **5.0 Celebrating Excellence – Awards and Recognition**

#### **5.1 College of Creative Arts Hall of Fame**

Four stellar alumni were welcomed into the College of Creative Arts Hall of Fame on August 30. More than 150 stakeholders, along with staff of the college, attended the gala dinner to recognise and celebrate the contribution of photojournalist Robin Hammond, industrial designer and vice-president of consumer lifestyle design at Philips Dr Grant Davidson, and Wellington illustrators Donna Cross and the late Scott Kennedy.

The Hall of Fame is a prestigious event in the Wellington creative calendar, giving long overdue recognition to the role of art and design in everyday life and credit to those who create it. Please refer to Appendix III for further details.

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

- 5.2.1 It is great to see the success of Massey's creative people in the arts. A new novel, *The Naturalist* (Random House), by the Massey School of English and Media Studies creative writing senior lecturer and author Dr Thom Conroy, is currently at the number one spot on the New Zealand fiction bestsellers list.
- 5.2.2 Biologists Associate Professor Steve Trewick and Associate Professor Mary Morgan-Richards, Institute of Agriculture and Environment, have written a book entitled *NZ Wild Life* which is a dramatic exploration of the everyday biology of New Zealand and tells the story of New Zealand's ever-changing natural landscape. The book is now in the top 10 best sellers list of the adult non-fiction sales.
- 5.2.3 Heather Lamond, Library, has had a chapter on New Zealand Libraries published in *Encyclopedia of Library and Information Sciences*, 3rd Edition (Taylor and Francis).
- 5.2.4 Liz Chisholm and Heather Lamond, Library, have had a chapter published in *The Embedded Librarian's Cookbook*, Association of College and Research Libraries (United States).
- 5.2.5 Amy Adams, Minister for the Environment has appointed Dr Nick Roskruge, Institute of Agriculture and Environment, for a three-year term to the National Hazardous Substances and New Organisms committee, acknowledging his tikanga Māori as being valuable to the role.
- 5.2.6 Dr Roberta Hunter, Institute of Education, has had her research and professional development knowledge transfer work with Pasifika mathematics learners commended as of national and international significance and impact in a letter to the College of Humanities and Social Sciences Pro Vice-Chancellor Distinguished Professor Paul Spoonley from Dr Adrienne Alton-Lee, chief education adviser, Ministry of Education.
- 5.2.7 Dr Warwick Tie, School of People, Environment and Planning, has had a book published with Peter Lang Publishers this month: *In the Place of Utopia: Affect and Transformative Ideas*.
- 5.2.8 Dr Peter Howland, School of People, Environment and Planning, welcomed the publication of his edited volume - *Social, Cultural and Economic Impacts of Wine in New Zealand* (Routledge, 2014) - which features 15 articles from a range of disciplines (geography, anthropology, sociology, marketing, management, architecture). The volume also includes articles by Associate Professor Glenn Banks, School of People, Environment and Planning, on wine labels and the Waipara wine region, as well as those on terroir and regional denominations, wine and environmental sustainability, Ni-Vanuatu grape pickers, brand architecture, middle-class distinction and wine tourism.
- 5.2.9 Associate Professor Marjan van den Belt, Ecological Economics Research New Zealand, accepted an invitation by the Ministry for the Environment to be a member and key expert on the Framework Design Committee, Natural Capital Assessment. This committee is tasked with the design of a framework to assess natural capital and ecosystem services in New Zealand. Meetings with the committee, the Ministry, the Department of Conservation, Treasury, Statistics New Zealand and the Ministry of Business, Innovation and Employment, were held from July 25 to 29.
- 5.2.10 Dr Chris Galloway and Dr Jeannie Fletcher, School of Communication, Journalism and Marketing, have secured a contract with Routledge for their book on Public Diplomacy.
- 5.2.11 Dr Suze Wilson, School of Management, is the winner of three impressive awards for her PhD thesis, *Thinking differently about leadership: A critical history of the form and formation of leadership studies*. First, she won the Victoria University of Wellington Dean's Award for her dissertation *Contingency, change and continuity in the truth about leadership*. Second, she won the 2014 Jablin Dissertation Award, which is sponsored by the International Leadership Association and the Jepson School of Leadership at the University of Richmond, Virginia, for the chapter *Change and continuity in the truth about leadership*. She will receive her award at the annual conference of the International Leadership Association, October 30 – November. 2 in San Diego, California. Finally, and most impressively, she has

just been declared co-winner of the award Best Doctoral Dissertation by the Critical Management Studies Division at the Academy of Management.

- 5.2.12 Flight instructor Ian Burgers, School of Aviation, on being awarded the 2014 New Zealand Airline Pilot Association Contingency Fund Trust A-Cat Scholarship. The annual scholarship provides financial assistance to members who wish to upgrade their current 'B' Category Instructor rating to an 'A' Category rating. Mr Berger's exemplary service and experience was recognised by the trustees who noted that he has "a lot to offer the general aviation community which is what the scholarship is all about".
- 5.2.13 Alumnus Simon Hassan, School of Economics and Finance, received the Institute of Financial Advisers' award for Outstanding Contribution to the Profession at the recent Institute of Financial Advisers conference.
- 5.2.14 A photography design major student Willough McFarlane, won a \$2500 New Zealand Art Show Emerging Artist Award.
- 5.2.15 School of Art senior lecturer and artist Maddie Leach's work has been shortlisted for the Walters Prize, featured in *The Listener*.
- 5.2.16 College of Creative Arts graduate, Hall of Fame and Massey University Distinguished Alumni Award Kathryn Wilson, Bachelor of Design (Fashion) graduate and footwear designer, was a recipient of one of this year's Sir Peter Blake Leadership Awards.
- 5.2.17 College of Creative Arts Open Lab has entered the New Zealand Innovation Awards in two categories: Innovation in marketing and communication; and Innovation in financial and professional services.
- 5.2.18 Professor Steve Stannard, School of Sport and Exercise, has been appointed to the Expert Panel on Mobility Health for the National Science Challenges.
- 5.2.19 Professor Julian Heyes, Institute of Food, Nutrition and Human Health, took office as chair of the Commission on Fruit and Vegetables for Health in the International Society for Horticultural Science.
- 5.2.20 Professor Errol Hewitt, Institute of Food, Nutrition and Human Health, was made a Fellow of the International Society for Horticultural Science.
- 5.2.21 Professor Richard Archer, Institute of Food Nutrition and Human Health, has been invited by the Thailand Institute of Scientific and Technological Research to be on their five-member International Advisory Committee.
- 5.2.22 Professor Jenny Carryer, School of Nursing, has been appointed chair of the sector governance group of stakeholders for the Health Workforce New Zealand's nursing workforce development project.
- 5.2.23 Professor Robyn Munford, School of Health and Social Services, and Associate Professor Jackie Sanders, School of Health and Social Services have been invited by the Lead of the Workforce Workstream for the Children's Action Plan to act as advisors for the development of a competency framework for the children's workforce.
- 5.2.24 This year's Young Grower of the Year Award winner was Northland kiwifruit and avocado grower Patrick Malley, a Massey Bachelor of Business Studies graduate, who had previously won the Bay of Plenty Young Fruit Grower Award.
- 5.2.25 Manoocher Zarif and James Skeggs, two recent industrial design graduates have been named in the James Dyson Award New Zealand top three for their innovative and inspiring solutions to everyday problems.
- 5.2.26 Curtis Ritani and Michael Cummins, College of Creative Arts graduates from 2012, have been nominated for an Emmy Award for their work on a History Channel TV series *The*

*Ultimate Guide to the Presidents* while employed at Sauce FX Wellington. The nomination is in the Outstanding Graphic Design and Art Section.

- 5.2.27 Fashion Graduate Sean Kelly is going strong on United States television show Project Runway. At the 2014 Creative Arts Emmys, Project Runway host Heidi Klum wore a Sean Kelly creation.
- 5.2.28 Lucilla Gray, Massey design graduate 2013, was selected as one of seven up-and-coming designers from around the world to showcase her fourth-year degree collection work at Modefabriek's Next platform, Amsterdam. She also presented her work at Mercedes Benz Fashion Week Amsterdam as part of their 10 day Downtown programme and was the only Australasian selected as she showed her work with students from Poland, Czechoslovakia, Netherlands, Turkey and the United Kingdom. Ms Gray was described as "The most outstanding designer." She was also featured in L'OFFICIEL Netherlands issue 51 and following this exposure she is now represented by a United Kingdom fashion agency.
- 5.2.29 Current Massey Master of Fine Arts student Ms Deanna Dowling won the \$15,000 Waikato Museum National Contemporary Art Award.
- 5.2.30 Best Awards**  
46 per cent of the student finalists across all categories were from the College of Creative Arts (students and graduates). They were:
- **Graphic (14 from 30 entries)**  
Celeste Holmes; Bryn Fenemor (two projects); Ashley Pickett; Fraser Callaway and Oliver Ward; Josie Shulz and Rhiannon Josland; Lucy Caldwell; Phoebe Morris; Isaac Minogue (two projects); Rosa-Lee Friend; Veronica Cordero; Seb McLauchlan (two projects).
  - **Product (eight from 15 entries)**  
James Skeggs; William Nicholson; James Allen; Nick Loubser; Charles Vaughn; Thomas Rutledge; Kieran Foley; Joshua Hall.
  - **Interactive (five from eight entries)**  
Karl Madsen; Charlie Harding; Isaac Minogue; Jo Bailey; Team Vex (Caleb Sawtell, Cameron Berry, Hamish Fraser, Josh Young, Logan Rasmussen).
  - **Spatial Design (five from eight entries)**  
Gemma Hazlett; Matthew Campbell; Jessica Clakin; Devon McIntyre; Joy Roxas.
  - **Sustainable Product**  
Fraser Callaway and Oliver Ward.
- 5.2.31 Postgraduate design student William Nicholson has been named supreme winner of the ECC (Lighting and Furniture) Student Craft/Design awards for his design of a flat pack stool.
- 5.2.32 In July-August *Essential New Zealand Poems* was published by Random House, featuring work by staff and PhD students from the School of English and Media Studies: Dr Ingrid Horrocks, Dr Jack Ross, Tim Upperton, School of English and Media Studies, and students Sarah-Jane Barnett and Aleksandra Lane. Dr Ingrid Horrocks and Aleksandra Lane were named by Philip Matthews in the Dominion Post as two of half a dozen of "the best of a new and younger generation" and as poets to whom readers should "pay attention now and in the future".
- 5.2.33 Dr Leonel Alvarado, School of Humanities, has had a collection of poems published by HauNui Press entitled *Driving with Neruda to the Fish'n'Chips*.
- 5.2.34 Dr Geoff Watson, School of Humanities, has co-edited a book entitled *Legends in Black: NZ Rugby Greats on Why We Win*, (Penguin Books, 2014). Dr Watson also contributed a chapter on the history of rugby in New Zealand.
- 5.2.35 Dr Ruth Gammon, School of Psychology, has been elected chairperson for the Wellington branch of the New Zealand Psychological Society Committee.
- 5.2.36 Dr Leah Farrall, Centre for Defence and Security Studies, was appointed to editorial board of *Perspectives on Terrorism e-Journal*.

- 5.2.37 Dr Anna Powles, Centre for Defence and Security Studies, was appointed a reviewer for *The Contemporary Pacific Journal*.
- 5.2.38 Associate Professor Marjan van den Belt, Ecological Economics Research New Zealand, has been appointed Associate Editorship with the journal *Ecosystem Services*, (published by Elsevier) for a three-year term.
- 5.2.39 Associate Professor Mark Henrickson, School of Health and Social Services, has been elected as the Treasurer for the International Association of Schools of Social Work for a four year term; facilitated the Asia Pacific Association of Social Work Educators workshop on the amplification of the new definition of social work in Melbourne, Australia.
- 5.2.40 Lisa Carrington, Māori Studies student, won gold in the K1 200 event (a new world record) and silver in the K1 500 event
- 5.2.41 Taylor Wagstaff, Bachelor of Fine Arts (Hons) graduate, was highly commended in the 2014 Parkin Drawing Prize.
- 5.2.42 Douglas Stichbury, Master of Fine Arts graduate, was the winner of New Zealand's Parkin Drawing Prize, valued at \$20,000.
- 5.2.43 The Grass2Milk app developed by the OneFarm Centre of Excellence in Farm Business Management – a joint venture by Massey and Lincoln universities – was shortlisted in the environmental category of the 2014 World Summit Award mobile competition. Based on research by retired Massey University researcher Ian Brookes, and help to test the app from Massey University agri-business student Hamish Hammond, the app will allow farmers to see whether herds were fed enough to reach daily milk and body condition targets to plan feed allocations for the day and to create optimal calving conditions.
- 5.2.44 Professor Jenny Carryer, School of Nursing and Dr Jean Gilmour, School of Nursing have both been invited to be panel members for the Health Research Council research assessing committees at both expression of interest and full proposal stage.
- 5.2.45 Professor Jane Parker and Professor Jim Arrowsmith, School of Management, have been invited to become expert advisors on HRM/labour market development for EcoCARE Pacific Trust, following MPOWER's involvement in a European Union research bid on Tongan infrastructural and skills development. The trust helps to develop Pacific communities through multi-disciplinary collaboration.
- 5.2.46 Dr Heather Kavan, School of Communication, Journalism and Marketing, has been invited to become a member of the executive committee of Ako Aotearoa National Centre for Tertiary Teaching Excellence.
- 5.2.47 Dr Chris Galloway, School of Communication, Journalism and Marketing, has accepted an invitation to join the media panel for TV3's morning *Firstline* programme.
- 5.2.48 Dr Trish Bradbury, School of Management, has been asked to be part of the Sport Auckland tertiary advisory group.
- 5.2.49 Mr Mike Fiszer, Executive Education and Enterprise, is a judge on the Westpac Auckland Business Awards.
- 5.2.50 Distinguished Professor Anne Noble, School of Art, was one of six National Science Foundation funded Antarctic Arts Fellows invited to give a presentation about their work at a gathering of Antarctic artists and writers in Maine, United States, July 18-19.
- 5.2.51 Professor Tony Parker, College of Creatives Arts, was a judge of the 2014 Best Design Awards in Auckland.
- 5.2.52 Associate Professor Heather Galbraith and Simon Morris, School of Art, were members of the 2014 Advisory Panel for New Zealand's premier award for drawing, selecting 80 works

from 400 entries for this national exhibition. Associate Professor Galbraith led a public talk in the exhibition on July 27. The winner will receive \$20,000.

- 5.2.53 Dr Jean Gilmour, School of Nursing, was an invited member of the combined New Zealand Qualifications Authority Nursing Council of New Zealand panel reviewing the new nursing curriculum at Wairiki Polytechnic.
- 5.2.54 Professor Leo Paas, School of Communication, Journalism and Marketing, supported a group of marketing students at the National Brand Challenge Competition. This initiative from the Marketing Association of New Zealand provides the participating students (undergraduate and honours) with an opportunity to apply their theoretical knowledge to a practical, real-life business case. The Massey team, made up of students Ally Blake, Nicole Elliott, Sara Jack and Kimberley McLean, won second place, finishing just behind the team from the University of Otago. The Massey team was the only one to be invited by Farmers to discuss the application of their suggestions so the students' ideas could potentially lead to some impactful changes of the Farmers brand and stores.
- 5.2.55 Professor Tony Parker, College of Creative, was a member of the Creative Arts, Performing Arts and Design Panel in the Hong Kong 2014 Research Assessment Exercise.
- 5.2.56 Professor Tony Parker, was convenor of judges at the Best Awards.

Please also refer to sections 6.0 Connections and Responsibility, and 8.0 Generating Income for further examples external recognition of Massey expertise.

## **6.0 Connections and Responsibility**

- 6.1 Massey Open Days for 2014 seem to have been very successful. The numbers of students and parents visiting the campuses appear to be up, so the challenge now is to turn interest into enrolment. Thanks to all the staff and students who organised and ran great Open Days.

### **6.2 Regional connections**

I note that work of the recently appointed Taranaki (Eve Kawana-Brown) and Hawke's Bay (John Bell) business managers is having an impact. These appointments are funded jointly by the University and the regions with the aim of promoting economically significant partnerships.

Other regional priorities this year are Northland (soon to receive another visit) and Marlborough/Nelson (recently visited by Chancellor Chris Kelly and Mark Ward, Te Puna Whakatipu).

### **6.3 Māori, Pasifika and New Migrants update**

#### **6.3.1 Te Pae Roa 2040 Hui Taumata: 30 years on and 30 years ahead**

*Te Pae Roa 2040 Hui Taumata 30 Years on and 30 years ahead* was held at the Albany campus over two days in September. The hui was oversubscribed and a success (judging from the feedback). Thank you to Assistant Vice-Chancellor Māori and Pasifika Dr Selwyn Katene for the initiative, and Professor Emeritus Sir Mason Durie and the many staff involved.

This is an excellent example of Massey leading the way. Thirty years ago, in the midst of settlement grievances, the first Hui Taumata was held. Thirty years later, in the midst of talk about Māori development fuelled by settlements, the hui provided an opportunity for Māori leaders to discuss their ambitions for the next thirty years of development. Material presented at the hui will be made available and it is important that Massey University look at how it can support iwi, hapu and whanua to go forward. This was a very important occasion.

At the hui, former Māori Affairs Minister Dr Koro Wetere received the Pae Roa 2040 award in recognition for spearheading a new era of Māori development.

Please refer to Appendix IV for further details.

### 6.3.2 Indigenous focus at UN Samoa conference

The Massey University Pacific Research and Policy Centre and the Joint Centre for Disaster Research hosted a parallel event at the third United Nations Small Island Developing States conference (SIDS) in Samoa. The forum on indigenous approaches to reducing disaster risk was commended by Samoa's Head of State, Tui Atua Tupua Tamasese Efi. "It was the only panel in the entire conference that deliberately promotes, by emphasis and language, the indigenous aspects." Please refer to Appendix V for further details.

6.3.3 The Office of the Assistant Vice-Chancellor Māori and Pasifika (including new migrants) has continued to invest in activities designed to promote the University within our respective communities. Over the past two months a number of highlights can be noted.

- The Māori Directorate have successfully managed the integration of the Te Rau Whakaara programme with Student Recruitment; have played a key role in the preparation of a new Māori national Centre of Research Excellence bid; and have held a major Māori Development Conference (Te Pae Roa referred to in item 6.3.1 above); various staff development initiatives have been organised (mainly in the research space); and there has been further investment in student recruitment and retention. External relationships with iwi (Ngati Wai memorandum of understanding), the Health Research Council, AKO Aotearoa and the Families Commission have also been strengthened in the past two months.
- The Pasifika Directorate attracted significant numbers of senior Pasifika secondary school pupils to the Albany and Manawatū campuses on Open Days. Language weeks for Samoan and Tongan brought together students, staff and community members, particularly at Albany. We are continuing to enrol a number of postgraduate students, especially at the master's and PhD levels, helped by the most recent writing retreat for senior students. Scholarships mainly for postgraduate students and the Pasifika Excellence Awards funding, mainly for undergraduate students, have been secured for 2015. Formalising collaboration with a number of tertiary providers with large Pasifika student populations, such as Martin Hautus, Auckland Institute of Studies and BEST is progressing well. Partnerships are being strengthened with tertiary institutions, for example as a result of Massey's successful presentation at the United Nations Small Island Developing States conference (referred to in item 6.3.2 above), and governments in the region, for instance with the Tongan government as a result of Massey's contribution of educational material to the Ha'apai relief effort after Cyclone Ian.
- The New Migrants director has continued with consultations on the draft strategic plan, which is modelled on a "diversity framework". The draft plan has been discussed with the New Migrants Internal Advisory Group and the next draft will be discussed internally and with the new migrant communities for further consultation before a substantive third draft is prepared.

Other activities in this regard include:

6.3.4 The Māori undergraduate student leadership programme and mentoring initiatives in the College of Business commenced in semester two and is being led by Jacob Tapiata, Māori Directorate. The mentoring programme seeks to replicate the Te Rau Puawai Māori mental health workforce development programme focussing on some of the core first-year papers in the college. The leadership programme seeks to better engage a number of successful Māori students with a view developing potential throughout their undergraduate and, ideally, postgraduate study. Progress has been positive. The office is also assisting the College of Creative Arts with more effective approaches to retention and recruitment via participation on Te Ohu Toi Rauwhāangi – the College of Creative Arts Māori development committee.

6.3.5 A grant application was submitted to the Next Foundation led by Massey University and seven northern Iwi to fund both educational and research development to underpin the sustainable management of ecosystems - land, fisheries and forests - that will likely be returned to the guardianship of these Iwi as part of soon-to-be-completed settlements.

- 6.3.6 Kura Putaiao was held in the week of July 3. This mini open day was for the College of Sciences and the College of Health and enabled showcasing of more than 15 programmes within the colleges. Approximately 120 year 12 and 13 Māori pupils, and 40 whanau and teachers attended from 20 different schools. Visiting schools travelled from Taranaki, Hawke's Bay, Wanganui, Palmerston North, Otaki, Lower Hutt and Wellington and included a Kura Kaupapa (Te Reo immersion school). Many of the year 13 pupils were returning from last year's Kura Putaiao plus previous Science For Hauora events. The day provided students with a genuine mini science 101 university experience that was hands-on and challenging. This included choosing the lectures and labs they wished to attend and finding their way to laboratories. Feedback from teachers and whanau has been encouraging as they saw their students become independent and confident as the students negotiated their ways around the university on time for each session.
- 6.3.7 Pasifika Artist in Residence and Fresh Horizons Workshops  
Sheyne Tuffery, 2014 Pasifika Artist in Residence, joined the college for an extended eight-week residency commencing with the Fresh Horizons programme, July 9-11. Emma Febvre-Richards, School of Art Associate Head of Whiti o Rehua - the School of Art says the University is very proud to again welcome Tautai Fresh Horizons onto the Wellington campus as we continue to focus on growing Pasifika student numbers and model successful and fulfilling creative pathways in art and design. The three days of workshops run by Tautai Contemporary Pacific Arts Trust for Pasifika secondary school pupils involved sculptor Lonnie Hutchinson, performance poet Daren Kamali, as well as College of Creative Arts Pasifika Artist in Residence and printmaker Sheyne Tuffery.
- 6.3.8 In August, the Director Māori Dr Te Kani Kingi, was the keynote presenter at the Inaugural Aotearoa Indigenous Nurses Conference and was also asked to present at the Health Research Council's Grant Assessment Workshop (both in Auckland). Dr Kingi has also been appointed to the Families Commission's Māori Board, as well as the Waipereira Trust's Research Committee. He was also asked to provide the guest editorial for the Māori Public Health Association's Newsletter.
- 6.3.9 Dr Lesieli MacIntyre, senior advisor – Pasifika, has accepted an invitation to conduct a workshop on "How Tongan parents can help/support their primary school children's informal and formal learning in their homes". This new community support activity will be organised by the Principal of Cornerstone Christian School, Palmerston North. It is to be held in an evening at their school.
- 6.3.10 Dr MacIntyre, along with a small number of Manawatū based Pasifika staff and students, hosted the Minister of Pacific Islands Affairs, Peseta Sam Lotu Iga, on August 6. The group inclusive of the Minister and Palmerston North Mayor Jono Naylor were met and escorted to the Fale Pasifika where Dr Sandi Shillington, Campus Registrar Manawatū, on behalf of Massey University, Professor Rukmani Gounder, School of Economics and Finance, Nigel Barker, People and Organisational Development, Litea Meo-Sewabu, College of Humanities and Social Sciences, Koli Sewabu, Residential and Catering Services, Sunlou Liuvaie, Centre for Teaching and Learning, and five students welcomed them. Given this was an extremely last-minute request by the Minister's office it was well attended and well represented by University staff.
- 6.4 **Sustainability update**  
Over the final three months of the *Consolidating Sustainability Project* the focus has been on supporting staff and students to undertake campus-based Living Labs aimed at improving campus sustainability. The project officer Dr Jane Richardson and Manawatu campus operations and security manager Kerry-Lee Probert joined sustainability practitioners from seven other New Zealand tertiary education providers at a forum held at Auckland University to share best practice and ideas for enhancing sustainability goals in the tertiary sector. The Sustainability project continues to be involved in a number of projects incorporating themes of sustainability, including; Project Dairy 1 (environmental stewardship), Rangitane Gardens project (cultural and environmental sustainability), Taranaki Living Lab (community engagement and creative reinterpretation of social, cultural and scientific data focussed on the Waiwhakaiho River). The intended impact of this work is to contribute to Massey's sustainability goals, promote the Living Lab approach as a way of addressing complex issues, and develop some recommendations for advancing Massey's sustainability agenda.

A final report on the project is being prepared for the Senior Leadership Team which will summarise the main findings of the Consolidating Sustainability strategic innovations fund grant and provide a number of recommendations to ensure that the university is able to sustain and make further progress around sustainability goals as the funded project comes to an end.

## **6.5 Innovation update**

Thank you to those involved for making the staff innovation event at Albany on August 28 such a great success. Altogether there were just over 50 attending during the afternoon to hear 17 presentations.

Congratulations to Dr Robyn Phipps, School of Engineering and Advanced Technology, who won the Albany Innovation Swandri award for the best presentation. Congratulations to the two teams of debaters (including four professors) who produced such a lively debate on the concept of an innovation campus. Thanks to 10 others who sent in slides, and to the hard work of Ken Cage, Dave Snell and Jan Chambers who made this such a success. There was a rich blend of contributions from every college.

## **6.6 Agrifood update**

6.6.1 Central to Massey University's strategic plan is the goal of connecting with local, national and international communities relevant to our teaching and research programmes. I was reminded of the importance of connecting in September when speaking to a meeting of Manawatū-based business people and then participating in a Manawatū Chamber of Commerce discussion about the local economy. On both occasions FoodHQ – the food innovation partnership between public and private organisations based in the Manawatū and led by Massey - featured strongly. The Manawatū business community can see that having a world centre of food innovation in Manawatū is a major strength – but they were unsure of what it meant for their business. I came away from both meetings aware that a lot more work will need to be done to ensure the people who should be using FoodHQ to lift the value of what they produce understand what is on offer. Over the coming months this is exactly what will happen.

### **6.6.2 Te Puna Whakatipu – Transforming Agrifood Business**

All activity of the Te Puna Whakatipu team is related to implementing the Massey Agrifood Business Strategy (launched in December 2012). 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 for the University to earn revenue and/or demonstrate thought leadership in the agrifood space.

Over the period activity has continued on the following projects/initiatives:

- Professor Claire Massey, director of agrifood business and executive director of Te Puna Whakatipu, is leading the team contracted by the Ministry of Primary Industries to deliver an intensive four-month food safety programme training to a group of senior officials from the Chinese Food and Drug Administration. The programme launch was held on September 15 in Beijing.
- Professor Massey is leading a team that is contracted to the NZX to develop a set of tools for use within the dairy industry. These tools are due to be launched in September.
- Professor Massey chairs the Venture Trust (a fund made possible through a bequest from former staff member Dr Eric Ojala) and during this period the fund was transferred to the Massey University Foundation. It will now operate as the Eric Ojala sub-trust and be managed by the foundation.
- Mark Ward, director of business engagement, is continuing his work with the regions – with a focus on the Marlborough Food and Beverage Cluster. A workshop was held to support a project operating in Taranaki on the agrifood business value chain.

- Professor Hamish Gow, director of business innovation and strategy, is leading a cross-University team that is delivering a set of inter-related consultancy projects to the Livestock Improvement Corporation. A successful strategic innovations fund grant has been awarded and Professor Danny Donaghy, Professor of Dairy Production Systems, will lead this project.
- Professor Gow is also leading a multi-year project facilitating the Global Food Safety Partnership - an initiative funded by the World Bank.

#### Leadership/Support:

In addition, the Te Puna Whakatipu team delivers on its objective of “transforming agrifood business” by providing leadership to, and support of, other teams across the University, for example:

- The team is continuing to actively support the bid for the New Zealand Food Safety Research Centre, with a focus on the industry engagement stream of activity. This bid was submitted on August 29 by Massey University on behalf of the six other partners.
- Professor Massey continues to lead the cross-university Agrifood Business portfolio, coordinating the university’s AgriFood Business Leader’s forum, liaising with key partner organisations such as Fonterra and participating in university events relevant to agrifood.
- Mr Ward continues in his role as programme manager for FoodHQ.
- Professor Massey chairs the Steering Group for the Ministry of Foreign Affairs and Trade Agricultural Services Panel, coordinating teams to bid for request for proposals funded by the ministry under their international aid programmes. During this period, bids were submitted on projects in Sri Lanka and Fiji.

Other activities in this regard include:

- 6.6.3 Distinguished Professor Gaven Martin, New Zealand Institute for Advanced Study and the Institute of Natural and Mathematical Sciences, along with the Ngāti Wai Chair and Trust Board, took part in *Rangahau-a-iwi: Exploring iwi research development opportunities and strategic innovations*, where a number of presentations by Massey University representatives took place.

#### **6.7 Examples of other connections, relationships, contributions and impacts:**

- 6.7.1 Alumnus Nathan Heath and Dr Adam Utgandant from the Hawke’s Bay Regional Council addressed a 70 strong crowd of alumni, on the topic of sustainability at an event in Hawke’s Bay in July.
- 6.7.2 Dr Heather Kavan, School of Communication, Journalism and Marketing, has been assisting David Stubbs, an Emmy Award-winning director at KHF Media, who is producing an in-depth theatrical documentary (for film festivals) and a one-hour television documentary telling the story of Janet Moses, who died during an exorcism.
- 6.7.3 Library staff are contributing to ongoing research into Information Literacy skills of senior secondary school pupils, in preparation for university study. The research is funded by the Teaching and Learning Research Initiative and led by Associate Professor Lisa Emerson, School of English and Media Studies, Ken Kilpin Institute of Education, and Dr Angela Feekery, School of Communication, Journalism and Marketing, and involves a significant role for the library staff.

Mr Kilpin reported that the library sessions included in the Academic Literacy in the Secondary Tertiary Transition Project in 2013 were the single most effective sessions in the programme and have already changed teaching practice in the year 13 classroom this year. The library sessions demonstrated to teachers that they had lost touch with the contemporary information landscape. They learnt that some simply taught search strategies combined with a few quality database resources could transform the quality of the information seeking experience of the students. It also renewed their respect for the part their school librarian could play in this process. Teachers reported a noticeable improvement in the quality of the references provided in pupils’ assignments, better preparing them for tertiary study.

- 6.7.4 Dr Chris Wilkins, SHORE and Whaariki Research Centre, attended a meeting with the New Psychoactive Regulatory Authority at the Ministry of Health about development in the regulatory regime for new psychoactive substances and discussed joint funding opportunities.
- 6.7.5 Dr Taisia Huckle, SHORE and Whaariki Research Centre, attended the Executive Planning Group in August. The group aims to reduce alcohol-related harm in the Auckland Region and is comprised of public health, licensing, council, Police and treatment stakeholders. Dr Huckle provides advice and guidance on alcohol-related data sources and evaluation methodology.
- 6.7.6 Professor Sally Casswell, SHORE and Whaariki Research Centre, featured on series 1, episode 3 *Nigel Latta: The Trouble with Booze* August 12. This episode was looking into our drinking culture and part of a series addressing the major social issues facing New Zealanders.
- 6.7.7 The inaugural Young Women in Leadership Programme was run on the Albany and Manawatū campuses, with more than 100 year 12 and 13 pupils participating. The workshop focused on helping the pupils to become more self-aware, understand their values, find their passion and identify their own way of exercising leadership. It also discussed ethical decision-making and the need to develop strong connections with others.
- 6.7.8 The 2014 ANZ Massey Economics Challenge was a huge success, with almost 40 schools from all over Auckland and Northland competing at the Albany campus over two days. Some \$36,000 worth of College of Business scholarships were up for grabs. Botany Downs Secondary College took out the first day's competition and Westlake Boys High School was the winner on the second day. The two teams then went head-to-head in a tense, quickfire final that went down to the line, with Westlake Boys edging out Botany Downs by a single point to take the title.
- 6.7.9 A large crowd attended the ecentre's discussion on the growth of high-tech companies being stifled by the lack of appropriately qualified technical talent. The panel discussed the market forces and cultural issues leading to the problem not being addressed fast enough. The included issues such as the lack of role models in the technology industry, the low number of youth choosing technology as a career path, the image of "geeks in front of computers in the basement", and the disconnect between skills learned at tertiary level and what is needed in the business world. The third in the ecentre's cloud event series was sponsored by Massey University, Microsoft, Auckland Tourism, Events and Economic Development and Arrowrock. (Refer to item 10.2 below for further comment).

#### **6.7.10 Wellington LUX**

Wellington LUX, led by Associate Professor Chris Bennewith and Mary Laine, College of Creative Arts, was an overwhelming success this year, attracting more than 60,000 visitors over the nine days it was running. The event that originated from the College in 2011 has been growing in strength. Amazing weather helped to attract the crowds and an increased programme of installations and events meant that LUX had a huge impact on Wellington this year. The event is co-funded with the Wellington City Council and many other sponsors including the Goethe Institut, the Asia New Zealand Foundation, the Tenths Trust, Resene and Philips Lighting, to name a few. LUX is organised and produced by staff from the College of Creative Arts and showcased works from the college's researchers, students and alumni as well as national and international practitioners. LUX partnered with Wellington on a Plate to increase the impact of this already successful event. LUX truly demonstrates the effect that a strategic application of creativity can have on the social and economic prosperity of the city.

- 6.7.11 Associate Professor Heather Galbraith, School of Art, led a strong team to deliver *What Will you do for the arts? An election debate on arts, culture and heritage with spokespeople from five political parties* in the Museum Building Theatre, on August 7. 160 people attended, and #artsdebate was trending on New Zealand Twitter during the event. The set design by Nick Kapica, School of Design, was very commanding and the value and smooth running of the event was much commented on by participants and audience members.

### 6.7.12 Design and Democracy Project

August saw the launch party for strategic innovations grant funded Design and Democracy Project's Ask Away and On the Fence. The project teams have been heartened by broad media interest, inspired by such positive testimonial, and overwhelmed by some of the metrics.

*On The Fence* topped 100,000 unique users (104,077 as of August), and people are spending on average close to eight minutes on the site. That's a long time engaging with heavy political policy for a lot of people! The largest number of people "playing" at any one time has been 511, and analytics suggest they are the very people we designed the tool to engage: young New Zealanders. 43 per cent of users are in Auckland, but we've had visitors from 120 countries. The most "answered" provocation is on education, and the party most suggested to users as reflecting their values was the Green Party.

*Ask Away* has seen around 600 questions receive 320 responses from all the major parties. In one hour, 273 people were asking, responding to and reading citizen-initiated discussions. Almost 13,000 unique users have engaged with the site. The most "up-voted" question was "What will you do to change New Zealand's climate change policies so that our gross emissions don't continue to increase?", attracting 280 votes. The top respondent has been Tracey Martin (New Zealand First), with an impressive 65 answers!

The Design and Democracy Project's work has been featured by TV3, The National Business Review, Stuff, The Dominion Post, The New Zealand Herald, The Wellingtonian, Idealog, Voxy, StopPress, and discussed on Māori Television, NewstalkZB, and The Wireless. In addition, it has had extensive coverage across a range of new media; in social media, blogs, online design and political forums, and within student associations and other niche publications. A roadshow is currently being developed to introduce the tools to influencers within communities of disengaged voters, and to drive even more traffic to the tools.

- 6.7.13 Professor Stuart Carr, School of Psychology, was invited by the United Nations Development Programme's Istanbul International Center for Private Sector in Development, to attend a conference on The Role of the Private Sector in Poverty Reduction and Social Inclusion. The conference, held in Istanbul on August 18, released the foundational report, *Barriers and Opportunities at the Base of the Pyramid*, to which Professor Carr and the work psychology team contributed.
- 6.7.14 Professor Caroline Ziemke, Centre for Defence and Security Studies, led a discussion of *The United States and the Region: What Does the Asian Pivot Mean for New Zealand* at Wellington for New Zealand Defence Forces senior personnel at Victoria University, held on August 27.
- 6.7.15 Associate Professor Christine Cheyne, School of People, Environment and Planning, led a workshop for Kāpiti Coast district councillors, community board chairs and senior staff on the strength and weaknesses of the first-past-the-post and single transferable vote electoral systems as part of their review of the electoral system.
- 6.7.16 Dr Emma Doyle, Joint Centre for Disaster Research, School of Psychology, and Thomas Huggins (PhD student), co-authored the official report on the 2nd Integrated Research on Disaster Risk Conference, held in Beijing, China, in June.
- 6.7.17 Leadership is an area that Massey staff do a lot of interesting work in. One example I noticed recently was a leadership programme for year 12 girls from schools close to the Albany and Manawatū campuses. Professor Sarah Leberman and Dr Farah Palmer, School of Management, were the key staff. The programme is aimed at those pupils who traditionally miss out on leadership opportunities.

It was notable that 170 applications were received for the programme at Albany. 57 were accepted at Albany and about the same number at Manawatū. Apart from showing that leadership can be evidenced in many different ways, the programme is also about highlighting that Massey can provide study opportunities in many different areas. The feedback we have had from the schools has been very positive and shows Massey being

innovative, working across the university (External Relations, colleges), low cost but high impact, and doing something very different. Great work.

- 6.7.18 The Centre for Defence and Security Studies and the Centre for Strategic Studies at Victoria University co-hosted a roundtable discussion by Professor Loch Johnson, Regents Professor of Public and International Affairs at the University of Georgia in the United States. The topic of the roundtable was *The Anglo-American Intelligence Agencies and the Defence of the Democracies*. The roundtable was attended by academics, representatives of government agencies and foreign embassy personnel.
- 6.7.19 Dr Anna Powles, Centre for Defence and Security Studies, provided facilitation with Department of Prime Minister and Cabinet, Ministry of Foreign Affairs and Trade, New Zealand Police, New Zealand Defence Forces series of three workshops to develop guidance notes on intervention.
- 6.7.20 Dr Radha O'Meara, School of English and Media Studies, recently judged short films for the 2014 ATOM (Australian Teachers of Media) Awards, which celebrates the best of Australian and New Zealand screen content from the education sector and screen industry professionals.
- 6.7.21 Design Facilitation Workshops AL Rae Workshop  
This workshop brought together, from across New Zealand, a variety of representatives from the genetics and breeding sector (including tertiary, businesses, crown research institutes, industry research organisations, industry stakeholders and service providers) to develop a collaborative strategy, vision and value proposition for the new AL Rae Centre. This full day workshop was designed around a framework of developing a shared understanding, shared agenda, shared process, and shared responsibility.

## 6.8 Alumni update

The newly developed alumni website is now live. The site contains an interactive directory of alumni. Since its soft launch to 5000 alumni who are already on our online community it has received more than 200 alumni profiles. A full launch to the entire alumni body took place in August. The site will also be showcased to External Relations and the Massey Foundation Board over the coming months. This has been a significant piece of work for the Alumni office. The new site features greater functionality and has clean, crisp imagery. The new website features a new function which allows alumni to enter their details into a directory. Shoulder tapping has meant that at launch there were more than 100 alumni profiles online and more come in each day. The new website was officially launched in August, along with the new expertise directory and online community. Following this the online shop revision will also be launched.

Two new benefits for alumni were recently added to those already in place the Online and Alumni Library membership continues to get strong enquiry and signup levels.

- 6.9 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:
- Thank you to the Massey staff involved in the World War One Centenary Conference that opened in the Museum Building In August. An outstanding group of speakers were involved in the conference and Massey's World War One Project was prominent.
  - Participated in the eCentre Panel Discussion on Addressing the Skills Gap (refer to item 6.7.9 above and 10.2 below for further comment).
  - Attended a Wellington Tertiary Education Institutions meeting with Chamber of Commerce.
  - Attended the New Zealand School of Music event to end the joint venture between Massey and Victoria Universities (refer to item 10.3 below for further comment).
  - Spoke to parents of prospective parents at the Open Day Wellington campus.
  - Along with other staff representatives participated in the Massey University Worldwide presentation to Education New Zealand.
  - Judge at New Zealand's first Start Up Weekend in Wellington. Massey University is a key sponsor of Start-Up Weekend, which was held on the Wellington campus. I enjoyed being part of the judging panel and listening to the 12 presentations. Thanks to the

Massey staff (I noticed that Anna Brown, Open Lab, was prominent as usual) for helping with this excellent programme.

- Welcome address to the Te Pae Roa 2040 Hui Taumata: 30 years on and 30 Years ahead (refer to item 6.3.1 above).
- Hosted a visit by the President of the National Chung Hsing University, Taiwan, to the Albany campus.
- Attended a Business Excellence Network function. Mark Powell chief executive of the Warehouse and key partner in the new Retail degree was the main speaker.
- Catch-up with Quentin Quin, New Zealand Trade and Enterprise, re FoodHQ.
- Opening address to the New Zealand Food Awards 2014 Finalists announcement. This took place in September at Villa Maria (thank you to the Events staff). The food products competing for a place in the final were outstanding – the standard gets better every year. The scene is set for an excellent Awards event on September 25. The awards are run in association with Massey University.
- Met with Tim Fowler, Tertiary Education Commission.
- Met with Audit New Zealand.
- Interview with Jamie MacKay for RadioSports the Farming Show (September).
- Met with Transparency International.
- Met with John Quigley, New Zealand Trade and Enterprise.
- Participated in a discussion between St Kilda AFL and Open lab.
- Chaired the Committee for University Academic Programmes (September).
- Speech to the Manawatū Club annual formal dinner.
- Manawatū Chamber of Commerce Advisory Board meeting.
- Teleconference with Price Waterhouse Coopers re Audit strategy and business planning.
- Chaired the FoodHQ board meeting (September).
- Spoke at the Massey University Sport Management Prizegiving, which included a book launch – Legends in Black: New Zealand Rugby Greats on Why We Win, author Tom Johnson.
- Spoke at the Westpac Taranaki Chamber of Commerce Business Excellence Awards 2014. Some of the Ministry of Business, Innovation and Employment research funding (refer to item 3.1 above) is related to projects in the Taranaki region, so this awards ceremony provided an opportunity to note the importance of working together.

## 6.10 Bereavements

### 6.10.1 Professor Brian Hayman

Professor Brian Hayman, the founding head of Mathematics and Statistics Department at Massey (Manawatū), died on August 15. He was the first Professor of Mathematics at Massey, and his position became Professor of Statistics in 1986. He served 25 years in the Headship role. He is remembered as a person of strong views who shaped his field of expertise and an effective Head of Department. Most importantly he was always available to help colleagues and students. Professor Hayman retired at the end of 1988 as Professor and Head of the Department of Mathematics and Statistics at Massey University.

### 6.10.2 Maurice Boland MNZM

A good friend of Massey University, Maurice Boland, died in late August. Mr Boland was very active in the Auckland community and did a great deal for education. He had a strong interest in what Massey was seeking to do at Albany and was frequently seen on campus. Our condolences and respects have been extended to the Boland family.

### 6.10.3 Stefanie Von Bueren

It was a shock to also learn in late August of the tragic death by accident of Stefanie Von Bueren. Mrs Von Bueren was struck by a vehicle on a pedestrian crossing on Ferguson St, Palmerston North, on the evening of August 25 and died at the scene. She was a PhD student in precision agriculture, supervised by Professor Ian Yule and Mike Tuohy in the Institute of Agriculture and Environment. From Switzerland, she first studied at Massey in 2004 as a science undergraduate and returned in 2012 to do her PhD, which she was within a few months of completing. Our thoughts are with her partner Dylan, who was with her at the time and suffered a minor injury, with her family in Switzerland, who she had recently visited, and all those who were close to her.

#### 6.10.4 **Alix Rae Robinson**

Staff and students at Massey Wellington were saddened to learn of the death of Alix Rae Robinson on August 31, after being hit by a vehicle in central Wellington. Ms Robinson, age 24, was originally from Tauranga, completed the BDes(Hons) in Visual Communication Design-Advertising, (first class honours) in 2012 and graduated at the 2013 Wellington ceremony. At the time of her death she had been working at The Radio Network as a creative writer for more than a year.

## 7.0 **Internationalisation**

### 7.1 **Internationalisation update**

- Internationalisation at Massey continues to progress well and efforts from work undertaken in 2013 and the early part of 2014 are beginning to secure rewards. These efforts include:
  - Building of relationships in the space of Student Mobility, particularly with US based Study Abroad student placements. We have also increased participation in both Student Exchange and Study Abroad, and numbers are expected to increase by 10 per cent for 2014, based on 2013 numbers.
  - Articulation and cohort agreements. It is expected that 2014 will see the International Office establish 25 new agreements for the purpose of cohort programmes.
  - Massey has re-established a relationship with China's SAFEA (State Administered Foreign Expert Association). The association is responsible for all China's state-owned enterprises' training, and where it cannot be sourced in China, training will be sourced from overseas institutions. Two requests have come through in August and the International Office will be working with the Centre for Professional and Continuing Education on both opportunities.
- Articulations, as a recruitment channel, has seen us establishing new collaborations with overseas institutions, notably in China. Work undertaken with government funders in the United States, Canada and in the Middle East have also seen those nationals selecting Massey for enrolment in specialist programmes (ie Veterinary and Agri-commerce for United States and Canadian students and Engineering programmes for Middle Eastern students.) These include Massey being accredited to accept students on United States Fannie Mae, United States veteran aid programme, and Canada federal student aid loans.
- One main focus for the next six months continues to be on building Massey's profile on social media, eg Weibo in China and Facebook/LinkedIn worldwide. Weibo is currently at 920 followers and growing every week. Facebook is at 129,000.

### 7.2 The director international, Arthur Chin, recently travelled to Asia. Some highlights include:

- He met with Chiba University leadership team in Tokyo. Massey University has a research memorandum of understanding with Chiba University with Dr Jaspreet Singh, Riddet Institute, undertaking research in horticultural with Chiba. It was agreed that the level of interactions should increase. As part of the meeting, the Centre for Professional and Continuing Education English Language programmes and Student Exchange was discussed.
- He spoke at length with the Chinese Education Counsellor regarding our Student Exchange and Study Abroad programme. The China Ministry of Education is keen to establish some policies around this, and relationship with the Chinese is at an all-time high.
- A high level visit by Singapore Institute of Technology is now expected in October - possibly accompanied by Singapore Ministry of Education. The agenda will discuss Massey University's food tech programme in Singapore and Defence Studies (linked to the Singapore Ministry of Defence).
- He introduced Massey University to the Education New Zealand team in India. There is a new team in place with none of the staff having studied in New Zealand.

### 7.3 **Other examples of international connections, relationships, contributions and impact:**

#### 7.3.1 **International agreements included:**

- Massey University signed a 3+1 mixed offshore delivery/articulation agreement to deliver the Bachelor of Information Sciences programme in part at Hebei University of Technology, followed by articulation into the final year in New Zealand. Development of this project was supported by an Education New Zealand grant.

### 7.3.2 International delegations hosted included:

- College of Sciences Pro Vice-Chancellor Professor Robert Anderson, recently hosted a delegation from the Thailand Institute of Scientific and Technology Research, which culminated in the signing of a memorandum of understanding between the two institutions. The Thai delegation, led by Governor Yongvut, covered a full programme of activities. This is Governor Yongvut's second visit to Massey this year. He led a delegation to the Albany campus in April and this is a rapid follow up. Food technology and natural and pharmaceutical products were the primary focus of the visit, although the delegation expressed an interest in learning about Massey's expertise in agriculture, life and biosciences, energy and environment.
- Nine Deans from Rajamangala University of Technology Phra Nakhon recently visited the University and the Centre for Professional and Continuing Education. A memorandum of understanding, championed by Professor James Chapman, Institute of Education, is currently being negotiated. Rajamangala University of Technology Phra Nakhon is one of nine linked universities in Thailand, with each university's graduates specialising in a particular area of technology. Several faculty members are attending an English Language programme with the Centre for Professional and Continuing Education in Manawatū for 12 weeks, with talks under way for more such participation. Professor Chapman will meet with Professor Supatra Kosaiyakanont, Vice-President for Academic and International Affairs, at an upcoming conference in Thailand.
- Against the backdrop of growing Science Without Borders scholarship recruitment, Massey hosted an important Education New Zealand-sponsored delegation of international directors from most of Brazil's top universities at both the Wellington and Manawatū campuses to discuss broader collaborative opportunities in sciences, health, creative arts and humanities and social sciences.
- Mark Pearson, Lead Adviser, North Asia Division, Ministry of Foreign Affairs and Trade, visited the Manawatū campus to learn about Massey's numerous relationships with Japan, discuss Japanese language teaching in New Zealand, and discuss the Ministry of Foreign Affairs and Trade's emerging thoughts around establishing a "Partnership in Food" programme with Japan.
- Director of international relations Michael O'Shaughnessy hosted the new Croatian Ambassador to New Zealand Dr Damir Kusen, who is keen to progress European Union-funded collaborations related to nanotechnology and the textile industry.
- A delegation from Guangzhou University progressed a 3+1+180cr Master of Business Studies articulation relationship with the School of Economics and Finance and expressed interest to develop new articulation pathways in food technology.

7.3.3 Massey University has been selected as a preferred study abroad partner for cohorts of business students from the University of North Texas and design students from the University of Kentucky.

7.3.4 The International Office has established a project team to manage the appointment of up to three distance education consultants to promote Massey's distance offering in Indonesia. A mission to Jakarta being planned for mid-September to meet with the Ministry of Education and Culture and interview prospective consultants, is part of a 50/50 funding grant awarded to Massey by Education New Zealand.

7.3.5 Promotion of outbound exchange occurred throughout August through a variety of electronic mediums and events. Student Mobility presented in 68 papers and hosted information sessions across all three campuses.

7.3.6 Professor Annette Huntington, School of Nursing, has been invited by The Hamid Medical Corporation, Qatar, (which manages a large number of hospitals and health services) to be a member of an international advisory panel to contribute to development of the international workforce.

Please also refer to numerous international linkages and activities referred to throughout this report including items 3.1 to 3.2 in section 3.0 Research and Scholarship above and items 8.20 to 8.26 in section 8.0 Income Generation below.

## **8.0 Generating Income and Financial**

### **8.1 Massey University financial position for 2014**

Over the past few weeks, colleges and service lines have been adjusting their budgets to reflect the lower than forecast enrolments. The softening of enrolments across the sector is causing problems for most institutions. I want to thank all staff for “leaning into” this problem. The solution lies with growing the revenue of the University across a wide range of activities. In the immediate term this means increasing enrolments for semester two, Summer School, Spring intake and 2015.

- 8.2 The School of Nursing has two very well received short courses, one fully online and the other face-to-face.
- 8.3 Dr Catherine Cook, School of Nursing, is facilitating two-day short courses in several main centres and also district health boards by invitation, focused on clinical supervision. The course has had four deliveries and is consistently over-subscribed.
- 8.4 Tom Gorte, Professional Clinician, School of Nursing, has developed online delivery of a course focused on public health and specifically the management of skin infections in children in line with Ministry of Health and Government initiatives, which has gained national interest.
- 8.5 The Centre for Ergonomics Occupational Safety and Health, in conjunction with the Centre for Public Health Research, won a short contract with WorkSafe New Zealand for \$22,000 to teach modules on occupational health as part of the new Health and Safety Inspector Development Programme, to all new WorkSafe inspectors. Three two-day modules are scheduled for three cohorts of newly recruited health and safety inspectors. November 4-5; December 9-10; January 14-15. Participating staff are Associate Professor Ian Laird, Dr Kirsten Olsen, Professor Stephen Legg, Occupational Safety and Health, and Professor Bill Glass, Centre for Public Health Research.
- 8.6 Dr Jasmine Thomson, Institute of Food, Nutrition and Human Health, held the first Massey University short course in sports nutrition at Manawatū on July 5-6. The course was well evaluated by the participants.
- 8.7 Dr Pushpa Wood, School of Economics and Finance, director of the Fin-Ed Centre, won a \$64,500 grant from the Sky City Community Trust to study the spending habits of young Māori women, with the eventual aim of equipping Māori women with the necessary tools and resources to make wise financial decisions.
- 8.8 Barry Foster, School of Management, Associate Professor Ian Laird, Occupational Safety and Health, and Deirdre Farr, were successful in obtaining a grant of \$10,000 from the NZ Industrial Relations Foundation on *Utilising employment relations practices to enhance occupational health and safety outcomes in small and medium-sized enterprises (SMEs)*.
- 8.9 The Ministry of Civil Defence and Emergency Management is working in close partnership with Massey to deliver more courses for senior controllers. High interest for these courses has resulted in seven tentative dates being scheduled over a three-year period from next year.
- 8.10 Discussions are under way with New Zealand Police to clarify course content for an online programme to support the training of communicators at Police contact centres.
- 8.11 50th Anniversary of the Armed offenders Squad (AOS): the AOS Wahaika identity was led by Karl Kane, School of Design and Celeste Holmes, designer, Open Lab. Their process built upon an in-depth workshop with senior members of the AOS, and involved working alongside College of Creative Arts staff, artisans and experts. The objective was to create a

visual identity and taonga to mark the 50th Anniversary of the AOS, which would represent what it has meant to serve with the squad, what it means to be an AOS member now, and to project that ethos into the future.

- 8.12 In the past three months the College of Creative Arts Open Lab has been engaged by the State Services Commission and the Public Service Association to provide design facilitation and design thinking workshops to address specific organisational problems. The problems cover wide-ranging topics such as portability in organisational structures and how to engage with chief executives, senior leadership teams, ministers and planners in four-year strategic plans.
- 8.13 Open Lab is also working on some other large projects, including the design of a new responsive website for Studio Pacific Architecture and a spatial design project for Caffè L'affare shops in Auckland. Open Lab have completed several smaller projects, including the TEDx Wellington programme, a brand narrative for StartUp New Zealand, a pasture height ruler for the Institute of Veterinary, Animal and Biomedical Sciences and the delivery of workshops for New Zealand Post. Staff have also collaborated with the Space Between research team to deliver a responsive web platform that balances usability with challenging users to reconsider the way they engage with fashion. Open Lab staff enjoyed having a part in Open Day and hosted more than 200 prospective students through its studio.
- 8.14 Dr Jeff Adams and Dr Pauline Dickinson, SHORE and Whaariki Research Centre, facilitated a two-day Easy Evaluation workshop in Lower Hutt, August 5-6 for 21 participants; and provided organisational support evaluation training to 15 staff at the Hawkes Bay District Health Board on August 20 in Napier.
- 8.15 Wellington's Regional Public Health approached Professor Annette Huntington, School of Nursing, to deliver a short course as part of the funded Health 4 Life project.
- 8.16 Associate Professor Marjan van den Belt, Ecological Economics Research Centre New Zealand, conducted a half day workshop on the August 22 for the Auckland City Council on *Using systems thinking to scope for governance of the Auckland Regions Freshwater Management Units*. This concludes the contracted project Mediated Modelling for Freshwater Policy Development – Water Strategic Action Plan.
- 8.17 Professor Barry Scott, Institute of Fundamental Sciences, and student Clive Ronson prepared a commissioned review for the Royal Society of New Zealand *Managing risks associated with outdoor use of genetically modified organisms*.
- 8.18 Lyn Garrett, School of Design, (Major Coordinator Industrial Design) has been commissioned to undertake and lead an innovative packaging project with Goodman Fielder.
- 8.19 A \$200,000 donation has taken Massey University's \$1.4 million Wildbase wildlife hospital expansion fundraising to within \$80,000 of its target. The Central Energy Trust announced its contribution at the same time it promised \$480,000 to the \$5.3 million Wildbase Recovery project the university is undertaking in partnership with the Palmerston North City Council and others. At the official launch of the Wildbase Recovery Community Trust fundraising in Palmerston North Conservation Minister Dr Nick Smith announced a \$90,000 grant on behalf of the Department of Conservation.
- The centre will be built and owned by the council and co-managed by Massey's Institute of Veterinary, Animal and Biomedical Sciences with support from the Department of Conservation, Rotary and Rangitāne o Manawatū.
- 8.20 A contract has been signed with Palsgaard Denmark for the development of manufacturing techniques for a chemically modified starch.
- 8.21 Professor Jenny Carryer and Dr Jill Wilkinson, School of Nursing, secured \$10,000 funding from the Chief Nurses Office, Ministry of Health, to undertake a survey delineating advanced practice nursing roles. This project is being undertaken in collaboration with nursing colleagues from the Queensland University of Technology, Australia.

- 8.22 Preparation for the East Indonesia Agricultural Ministry of Foreign Affairs and Trade-funded project is well advanced. Contracting for the design phase (six months; \$250,000) continues, with an unofficial project start date of September 1. The key Massey team members are: Dr Chris Anderson and Dr Janet Reid, Institute of Agriculture and Environment, Professor Julian Heyes, Institute of Food, Nutrition and Human Health; and Professor Steve Morris, Institute of Veterinary, Animal and Biomedical Sciences, along with representatives from Research and Enterprise: Kate Nolan and Dr Russell Wilson, Commercial Operations.

Planning is well advanced for the project to host an Indonesian delegation during the week of the October 6. Participating in this delegation will be the Rector of the University of Mataram and possibly government officials from the two regions that the project will target.

The project will proceed in two stages according to Ministry of Foreign Affairs and Trade policy (design and implementation). The project activity will be designed during the first six months. Pending approval of the design, the activity will then be implemented over the subsequent four years with an aim to improve economic activities for marginalised communities in eastern Indonesia and to increase economic returns through improved agricultural productivity and/or agribusiness development. The project will partner Massey with the University of Mataram and the provincial government in the areas of agriculture, animal science and food technology. Through this partnership Massey will build the capability within the Indonesian partners necessary to achieve the project aim. Full value of the up to five-year contract is up to \$5 million.

- 8.23 Associate Professor Cory Matthew and Dr Brennon Wood, Institute of Agriculture and Environment, and Dr James Milner, were invited to the College of Pastoral Agriculture Science and Technology at Lanzhou University China from August 17 to September 6. This visit continues a collaboration begun in 2006. Associate Professor Matthew is a Visiting Professor at the college. Principal activities of this academic exchange include the presentation of two seminars and consultations with staff and postgraduate students about the development of agricultural social science at Lanzhou University and the maintenance of the strong of links between the College of Pastoral Agricultural Science and Technology Lanzhou University and Massey University.
- 8.24 Professors Steve Haslett and Associate Professor Geoff Jones, Institute of Fundamental Sciences, taught a three-day workshop on *Small-area Estimation of Undernutrition Indicators* at the Bangladesh Bureau of Statistics in Dhaka. This was one of the deliverables of a contract between Massey and the World Food Programme for small-area estimation of underweight and stunting prevalence in Bangladesh.
- 8.25 Contract negotiations are ongoing with Hebei University of Technology (Hebut) for the proposed 3+1 Bachelor of Information Sciences programme that has been submitted to the Chinese Ministry of Education for approval. The main remaining issues are legal jurisdiction, arbitration provisions, and foreign exchange risk sharing.
- 8.26 Distinguished Professor Anne Noble, School of Art, was awarded a Society for Photographic Education International Conference Grant.

Please also note that numerous items throughout this report relate to generating income, including research funding success mentioned in items 3.1 to 3.3, in section 3.0 Research and Scholarship above.

## **9.0 Enabling Excellence**

### **9.1 Pro Vice-Chancellor College of Sciences**

Good news for the University is the appointment of Professor Ray Geor as the incoming Pro Vice-Chancellor of the College of Sciences. Professor Geor is a New Zealander who has spent the majority of his career in the United States. He graduated from Massey University with a Veterinary degree, completing his Masters in Veterinary Pharmacology at the University of Saskatchewan and his PhD in Physiology at Ohio State University.

He has over 25 years of involvement with higher education with a breadth of institutional experience in Veterinary Medicine and Agriculture as a leader/administrator, professor, clinical veterinarian, teacher and researcher. His experience includes his current role as Chairperson and Professor of Large Animal Clinical Sciences at Michigan State University, Virginia Tech University, University of Guelph, Canada, Kentucky Equine Research Inc, University of Minnesota and the University of Saskatchewan and Murdoch University, Canada and as a practising Veterinarian in New Zealand.

Professor Geor brings extensive research pedigree together with proven and diverse experience as an academic and managerial leader, to the benefit of the College and the University.

He will commence at Massey on 30 March 2015. Please refer to Appendix VI for further details.

Professor Robert Anderson will continue in his position until Professor Geor arrives. There will be many occasions to recognise the enormous contribution Professor Anderson has made to Massey University – but I want to start the ball rolling here by saying how much I have enjoyed working with him. His wisdom, experience and total commitment to Massey University are the stuff of legends.

## **9.2 British retail expert first to hold Sir Stephen Tindall chair**

Associate Professor Jonathan Elms has been appointed as the first Sir Stephen Tindall Chair in Retail Management, the College of Business's first endowed chair. The chair is funded by the Warehouse Group. Dr Elms is currently based at the University of Stirling's Institute of Retail Studies; he directs their retail degree in the United Kingdom and in Singapore. He officially joins us in December, but visited in August to headline our Big Issues in Business event. Please refer to Appendix VII for further details.

## **9.3 Professor of Innovation and Entrepreneurship**

The School of Management welcomed Professor Lorraine Warren, School of Management, the new Professor of Innovation and Entrepreneurship. Professor Warren comes to Massey from the University of Southampton's School of Management, where she was director of the school's Centre for Strategic Innovation. She is based on the Manawatū campus.

## **9.4 Emerging Managers Programme**

This year we received 51 applications for the Emerging Managers Programme (the most ever) and 17 staff members have been selected to take place in the programme to commence on October 15 at the Manawatū campus. Thanks to all the staff involved in what is an exciting opportunity for aspiring managers.

## **9.5 Library Bonus+**

Massey staff and students now have access to 13 Australian university library collections (3.5 million titles) at no charge for requests. University of Sydney joined in July, providing access to more than 750,000 of their books through Bonus+. They have particular strength in humanities, social sciences and veterinary medicine.

## **9.6 Library E-books strategy**

In order to support both Massey University's online learning and our distance students, and to move towards being a modern 21st century library, the Library has introduced a policy of 'e-book preferred' as a purchasing model. This better aligns with the University's strategy for teaching and learning, and meets student need across New Zealand and the world; in the 2014 student experience survey distance (68 per cent) and internal (71 per cent) students selected "more ebooks" as their top choice of areas that would improve the Library.

It is estimated that the above strategies will result in close to 50 per cent of all books bought each year being electronic. It must be noted that ebooks, in the tertiary library context, are very different to ebooks available for individuals to purchase, or in fact ebook fiction titles available to public libraries. It also should be noted that availability of ebooks varies enormously across disciplines (a snap shot over the last few months suggests this could be as low as 17 per cent for art books and as high as 69 per cent for geography).

### 9.7 Tenth anniversary of the Visiting Artist Scheme, Manawatū

One event I wanted to be at in early September (but could not) was the 10th anniversary of the Visiting Artist Scheme. The anniversary is an important milestone. There have been 30 professional artists who have been part of the scheme over a 10-year period. They have worked with Massey students as well as the Manawatū community in building projects, sharing skills and offering professional expertise. They have directed large-scale theatre productions, poetry readings, screenings, run workshops, given seminars and developed new works of art.

The scheme ticks many boxes in terms of Massey's vision for community, connectedness, sustainability, creativity, innovation and building a strong town-gown dynamic. Thanks to those involved (Associate Professor Angie Farrow, School of English and Media Studies, in particular) – a lot of hard work, but worth it.

### 9.8 MAES (Massey Agricultural Experiment Station)

With the objective of maintaining and improving Massey's global top 20 ranking of agricultural institutions, the College of Sciences recently undertook a reassessment of the land utilisation relationships pertaining to Massey Agricultural Experiment Station. A report was completed in May and addressed the governance structure, the farm management structure, operating procedures and stakeholder relationships.

Following on from the report the membership and terms of reference of the MAES Governance Committee have been confirmed. On the farms, an acting farms director, Allan Still, has been appointed to drive the implementation of the recommendations in the report.

A focus day was held at Riverside Farm in the Wairarapa recently, focussing on Wairarapa farming for profit. The day was organised by Professor Paul Kenyon, Institute of Veterinary, Animal and Biomedical Sciences and scientist-in-residence at Riverside, and was aimed at providing an opportunity particularly for the Wairarapa farming community to be aware of the research and farming systems being trialled at Riverside.

### 9.9 Campus Infrastructure

#### *Wellington*

- **Student Safety** has been raised in August due to an alleged offence taking place in early August around the vicinity of the Massey Block 10. A student forum was held with Massey staff, Police and students on August 18, the result of which are a number of safety initiatives which will be further explored with a collaborative working group looking more specifically at outcomes based opportunities for improvement.

#### *Albany*

- **Proposed Auckland Unitary Plan** – The submission process is now entering the final stage (of three). This stage is hearings in front of an independent panel. The hearings Panel has made it known that they wish to resolve most matters at pre-hearing meetings and mediations to minimise the amount of formal hearing time. All universities appear aligned in what we wish to achieve in respect of matters that we have in common.
- The **Nursing Simulation Suite** fit-out is now fully complete, including provision for future expansion into adjoining space when required.
- **Albany Expressway widening** (external project) – this public works project is now set to commence in November. It will take approximately 30 months to complete and operational disruption to inter-precinct traffic is unavoidable. However, this will be managed and minimised by good relations with the contractor and Auckland Transport.
- Many staff will have taken the time to look at the video fly-through of the **new Albany accommodation block**. It is proving to be very popular with students – as of today there are 232 applications for the 292 beds. Having the students on campus next year will be a big step forward.

9.10 One of the challenges the University faces is to ensure its website is up to date and accurate. If anyone spots a detail that needs correcting please contact Glen Young (G.D.Young@massey.ac.nz).

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

- Interviews for the new Pro Vice-Chancellor College of Sciences (August-September)
- SLT Wellington campus strategic positioning meeting.
- Catch-up with the Albany campus registrar and events team.
- Spoke to the staff recruitment strategy project group.
- Catch-up with the Chancellor Chris Kelly.
- Spoke to College of Creative Arts staff, Wellington campus about the Museum building project and associated impact (refer to item 1.1 above)
- College of Creative Arts Hall of Fame 2014 gala event (refer to item 5.1 above).
- Chaired Tenders Board (September).
- Catch-up with Massey Council member Colin Harvey.
- Attended Audit and Risk Committee of Council (September).
- Attended the full Council meeting (September).
- Met with Te Matawhanui hui (Māori staff), Manawatū campus.
- Honorary Awards Committee meeting.
- Site visit to the Sir Geoffrey Peren building, Manawatū campus.
- Co-ordination of December SLT Planning meeting.
- Chaired the Senior Leadership Team monthly meeting (September)
- Catch up with facilities management and grounds staff, Manawatū campus.
- Governance Committee meeting.

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.

- 9.12 There are a lot of issues being advanced through the Senior Leadership Team at the moment, these include: Preparation of SLT papers; Te Pae Roa 2040 conference update; cost of rebranding the College of Business as Massey Business School; 2018 PBRF planning August 2014 update; Distance Education at Massey University; draft Investment Plan; introduction of a new non-tuition charge for printing of non-doctoral theses and reports; Risk Management report – July 2014; Albany campus – Study Centre building refit business case; programme and name change in the College of Health; information security project budget variance; Health and Safety Policy rationalisation and review; Strategic Innovation Fund report backs; IT Disaster Recovery and Business Continuity findings and recommendations; Information Technology Programme Alignment Committee (IPAC) reporting; major capital projects report: quarter ended June 30; Consolidated performance report: quarter two, 2014; 2018 PBRF communication update; update on OneMassey intranet; items identified not to be working properly/causing frustrations; discussion: marketing and recruitment for 2015 enrolments (including non-schools); General Debt Collection policy; Formation of Spin Out Companies policy and procedures; Project Management policy and project management framework; six monthly health and safety report January–June; Strategic Innovation Fund report backs; report on uptake of the development calendar January-June 2014; monthly portfolio update papers (for August and September) 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](http://www.massey.ac.nz/massey/about-massey/university-management/university-management/university-management_home.cfm).

- 9.13 **Massey University Genetic Technology Committee: Appointment of Community Member – under delegated authority of Council**  
 On the recommendation of the chair and under delegated authority of Council, I have appointed Dr Robert Norris to the Massey University Genetics Technology Committee, as a Community Member, for a term of three years from October 1, 2014, to September 30, 2017.

## 10.0 Opportunities/Threats

### 10.1 **Government funding**

Further to my comments in 2.1 above, I met with the Tertiary Education Commission chief executive Tim Fowler in August to discuss the University's Investment Plan for the next two years. This is the funding the University receives for tuition. The meeting was positive but it was made clear that the TEC is shifting toward what is best called a "purchase" model (similar to the approach taken in health). This means that in the future the TEC will "purchase" outcomes from each university (eg qualifications, completion and progression rates, employment outcomes, class sizes, Māori and Pasifika achievement). While universities have been responding to signals from the TEC over recent years, the changes being suggested are very far-reaching. They are being made because the Government is seeking to shift money around the tertiary sector. Where a tertiary provider does not provide the outcomes being sought by the TEC, funding may be withdrawn and reallocated. All staff have been urged to read the Investment Plan and ensure they understand the constraints the University will be operating under in coming years. The Investment Plan has been approved by Council at its September meeting and, once the process is finalised with the TEC, will be available on the University Management Plans and Reports page.

### 10.2 **Closing the skills gap for high tech companies**

I very much enjoyed the eCentre discussion on *Closing the skills gap for high tech companies* (refer to item 6.7.9 above for further comment). A good number of companies from around Auckland were represented and very interested in what Massey has to offer. The main "take away" was the shared view that universities and business can work closely to produce innovative, creative and flexible graduates that can drive technology industries forward. The ICT area has a very high profile at the moment with the Government seeking to fund a greater number of graduates.

### 10.3 **New Zealand School of Music**

The next phase of the New Zealand School of Music took place on August 28 at Victoria University. The NZSM has been a joint venture between Massey and Victoria over the past six years. However, it became clear that the difficulties of operating the school were getting in the way of building an even stronger programme. Victoria University has taken over the NZSM name while Massey will be offering a new programme focused on contemporary music, digital technology and entrepreneurship. Judging from what I hear the new programme is already attracting a lot of attention.

## 11.0 **Overall sense/feel of the place**

- 11.1 I am told that events, such as the Albany campus staff innovation event (referred to in item 6.5 above) do a lot to keep our regional campus communities in good heart. Thank you to the staff and students who go the extra mile to arrange and participate in events such as this.

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### **Appendices attached:**

- Appendix I: New funding of \$5.5m for Massey research projects (Ref. item 3.1)
- Appendix II: Massey's first Master of Journalism graduate (Ref. item 4.3 )
- Appendix III: Illustrious creative alumni celebrated (Ref. item 5.1)
- Appendix IV: Inclusion essential for Māori development (Ref. item 6.3.1)
- Appendix V: Indigenous focus at UN Samoa conference (Ref. item 6.3.2)
- Appendix VI: Veterinary specialist to head College of Sciences (Ref. item 9.1)
- Appendix VII: British retail expert first to hold Sir Stephen Tindall chair (Ref. item 9.2)



Professor Fiona Alpass (left) will assist programme leader Professor Chris Stephens with the research on ageing.

## **New funding of \$5.5m for Massey research projects**

Massey University-led research programmes have received funding totalling just over \$3 million in the Government's latest science investment round with an equal share in a further \$4.8 million programme being led by the University of Waikato.

Professor Chris Stephens from the School of Psychology (Manawatū) will get \$1.867 million over four years, Professor Simon Hall from the Institute of Fundamental Sciences (Manawatū) will get \$1 million over two years and Professor Richard Archer from the Institute of Food, Nutrition and Human Health will get \$150,000 over six months.

Professor Stephens' programme, the "Enabling Participation by all Older People" study, will answer two important questions about the wellbeing of the growing population of older people within our society. What kinds of retired lives do New Zealanders want and how can this be supported? and How do major events earlier in life along with wider societal changes, impact on quality of life in later years, and how can these be addressed?

Professor Hall's programme, entitled New Cathodes phase two, looks at new opportunities and demands for electrical energy storage.

Professor Archer's programme aims to enable food processors to manage raw material variability, improve productivity and make more distinctive, higher value export products.

Professor Paul Spoonley, the College of Humanities and Social Sciences Pro Vice-Chancellor, and several of his colleagues are part of the Capturing the Diversity Dividend of Aotearoa New Zealand programme with Waikato academics that has been given \$4.8 million over six years.

# Massey's first Master of Journalism graduate



Jess Roden has become the first student in New Zealand to complete a Master of Journalism.

Although the Master of Journalism is a common qualification overseas, Massey is the only university offering the qualification in New Zealand.

After completing her Postgraduate Diploma in Journalism, Jess completed the Master of Journalism by researching and writing a piece of long-form journalism and an academic research report critically reflecting on the experience.

Jess's long-form journalism was on Pharmac's funding of expensive drugs for people with rare diseases.

"I liked the idea of doing the Master of Journalism as I could do a topic I'm passionate about," she said. "It gave me the chance to research and develop the topic in a meaningful way."

She also saw the qualification as an important step in her plan to work overseas as a journalist.

"I've travelled overseas and studied in the United States. Diploma qualifications aren't well understood overseas, but a Master's is. As I want to work overseas eventually, this was a good opportunity to get a qualification they understand. A Master's carries a lot of weight."

She found the academic element of the Master of Journalism challenging, but interesting. "I looked at the pressures health reporters are under and how influential journalism can be. In daily newspaper reporting it is easy to forget the effect of your stories, studying the literature around health reporting reminded me about journalism's influence on people."

Her advice to others planning to do the Master of Journalism is to find a topic you are passionate about and to enjoy the experience.

Jess has secured a job as a reporter at the *Northern Advocate* newspaper. She plans to spend the next couple of years working as a general reporter and then develop her career from there.

There are two main pathways for the Master of Journalism, one for those wishing to enter the journalism industry and one for experienced journalists.



From left, Robin Hammond, Donna Cross and Grant Davidson, who with the late Scott Kennedy, were 2014 inductees in the College of Creative Arts hall of Fame.

## Illustrious creative alumni celebrated

A human rights photographer, a senior designer at global giant Philips, and two illustrators are the 2014 inductees into the College of Creative Arts Hall of Fame. Robin Hammond, Grant Davidson, Donna Cross and Scott Kennedy were welcomed into the Hall of Fame a gala dinner last Saturday night.

At the age of 39, internationally renowned photojournalist Robin Hammond will become the youngest ever inductee. Mr Hammond graduated from Massey with a Diploma in Photography in 2001. Since then, much of his work has focused on social issues in Africa, and has attracted a bevy of international awards. His outlets include National Geographic, Time Magazine, The Sunday Times Magazine, the New York Times, and Polka Magazine. In 2013, Mr Hammond won the W. Eugene Smith Memorial Prize for Humanistic Photography – the world’s most prestigious prize in that field – for *Condemned*, a long-term investigative project documenting the condition of mentally ill people in nine African countries.

Industrial designer Dr Grant Davidson studied at the Wellington School of Design in the late 1970s. He is now Vice-President of Consumer Lifestyle Design at Philips, based in the Netherlands. For more than 20 years, he influenced the design of many familiar Philips products, such as radios, toasters, shavers, and kettles, which have received more than 200 design awards. More recently, he helped establish the Ambient Experience Design approach in healthcare, for designing not only medical equipment like MRI scanners but the total experience of a patient from hospital entrance to discharge. Massey University awarded Dr Davidson an honorary doctorate in 2008 in recognition of his outstanding contribution to industrial design.

Wellington illustrators Donna Cross and Scott Kennedy completed their graphic design studies at the School of Design in 1975. At that time, they were told it would be impossible to make a living from illustration. Their partnership, Three Eyes, proved that prediction wrong. Three Eyes created some of the most distinctively Wellington images of recent decades, including the airport’s Wild At Heart branding the drawings on L’Affare coffee packets, and the covers for the Awa Press ginger series of ‘how to’ books. Their output also included posters, postage stamps, film catalogues, corporate

reports, murals, magazine illustrations, school journals, labels and packaging, logos, other drawings and sculpture. Scott Kennedy died last year.

College of Creative Arts Pro Vice-Chancellor Professor Claire Robinson says this year's inductees have made a long-lasting contribution to New Zealand's reputation and national identity. "In different ways, these four have strived, through their art and design, to make the world a better place. We are delighted to be able to recognise and celebrate their contribution."

The College's annual invitation-only Hall of Fame dinner has quickly gained respect in the creative community as a prestigious event that gives long overdue recognition to the role of art and design in everyday life and credit to those who create it.



Te Pae Roa 2040 conference participants in the Sir Neil Waters Lecture Theatre at the Albany campus.

## Inclusion essential for Māori development



Professor Emeritus Sir Mason Durie delivers the closing address.

A call for Māori to move towards greater inclusiveness, a shared vision and to extend alliances nationally and globally concluded a national hui this week.

More than 300 people attended the two-day hui, Te Pae Roa 2040, that concluded on Wednesday at Massey University's Albany campus. It was a commemoration of the 1984 Hui Taumata Māori Economic Summit convened by the then Māori Affairs Minister Koro Wetere .

Professor Emeritus Sir Mason Durie delivered the closing address, summarising the main points of the hui. It featured eight keynote speakers, 17 panellists, a pōwhiri supported by Ngāti Whatua, opening addresses by Māori Affairs Minister Dr Pita Sharples, Ngāti Tūwharetoa paramount chief Sir Tumu Te Heuheu and Massey University Vice-Chancellor Steve Maharey, and on the second day a presentation by Education Minister Hekia Parata.

Professor Durie said Te Pae Roa 2040 was about a journey for all Māori. “No-one must be left out or left behind. It’s not just for hui participants, or the knights and the dames, or the iwi chairs, or the graduates, or the rūnanga, or the committee members, or the trustees, or the politicians. This is a journey for all whānau, all hapū, all iwi and all marae.”

The broad aims of the conference were to reflect on the significance of the 1984 hui and to consider pathways for Māori development to 2040, the bicentenary of the signing of the Treaty of Waitangi.

“The generation of Māori who prescribed the decade of Māori development in 1984 can be proud of many achievements. It is now the turn of a new generation to take the vision further so that it will be relevant to 2040.

“A major conclusion of this conference is that there is already a wealth of Māori talent, expertise, knowledge, and energy all of which are increasingly defining Māori in the 21st century.”

Sir Mason said the next phase of the journey to 2040 needs to be based on a common vision. “In order to share a common vision, we need to strengthen links and forge connections.

“Today’s problems, grievances, and discontents should not obscure the vision for tomorrow or distort the shape of the destination.”

Created: 05/09/2014 | Last updated: 08/09/2014



(From left) Lady Tilly Reedy, Lady Susan Te Heuheu, Sir Tumu Te Heuheu, Ripeka Evans (obscured), Sir Tipene O'Regan, Sir Tamati Reedy and Robin Hapi front row at Te Pae Roa 2040

## National Māori hui sets scene for next generation

Some of the biggest names in Māoridom have gathered at Massey University's Albany campus to reflect on the past 30 years of Māori development and set a course for the future.

The two-day hui, Te Pae Roa 2040 is a sequel to the Hui Taumata, Māori Economic Summit convened by the former Minister of Māori Affairs Koro Wetere in 1984. Conference speakers and audience members include many of those who led Māori over the past three decades.

The conference will consider the path towards the 200th anniversary of the Treaty of Waitangi in 2040. Māori Affairs Minister Dr Pita Sharples, Tūwharetoa paramount chief Sir Tumu Te Heuheu and Massey University Vice-Chancellor Steve Maharey opened the conference.

Dr Sharples said the hui was about leadership. "The future is about leadership, transformational leadership that brings our people along."

Mr Maharey shared part of his experience at a Stanford University chief executive boot camp he recently attended, saying that he got a better understanding of the Māori worldview. "We are on the doorstep of significant change, where the Māori worldview can be the worldview for all New Zealanders."

In his keynote address, Sir Tamati Reedy reflected on the major changes which occurred during the 1980's. In particular the significant repair to Māori and Crown partnership after the change to the Waitangi Tribunal process that allowed claims dating back to 1840 to be heard.

Other speakers will include Waikato-Tainui Te Kauhanganui Incorporated chief executive Parekawhia McLean, University of Waikato Pro-Vice Chancellor Māori Professor Linda Tuhiwai Smith and Te Puni Kōkiri chief executive Michelle Hippolite.

The 300-strong audience includes representatives of iwi, hapū, tertiary institutions, local government, health services, students, trusts, business and news media from throughout New Zealand.



Vice-Chancellor Steve Maharey presents the Pae Roa Award to Mrs Tauriki.

## Wetere acknowledged for Māori contribution

Former Māori Affairs Minister Dr Koro Wetere has been recognised for spearheading a new era of Māori development.

The Pae Roa 2040 award was presented to Dr Wetere by Massey University Vice-Chancellor Steve Maharey. "He convened the Hui Taumata Māori Economic Development Summit in 1984, and initiated the first decade of Māori development ushering in a new era for te iwi Māori," Mr Maharey said.

An artwork, entitled Mango Pae Whenua, created and gifted by Massey Māori Visual Arts lecturer and artist Ngatai Taepa was presented at a dinner last night and accepted on behalf of Dr Wetere by a close relative Miria Tauriki.

During the presentation, footage of the opening of the Hui Taumata in 1984 was shown as well as video messages from two prominent leaders of the 1980s, who were also unable to attend the hui. Former Māori Affairs Secretary Kara Puketapu said, "Koro was a man of the people, Koro brought our people together. He worked with me during the years of Tū Tangata and in creating the kōhanga Reo, working with women of hapū around the country."

Sir Ngatata Love, chair of Hui Taumata 1984 steering committee said: "It was Koro who pushed for the Hui Taumata to be held, so that we could decide what needed to be done. Koro was a man of the people."

# Indigenous focus at UN Samoa conference



Participants in the Massey forum at the UN conference in Samoa

Photo caption: (from left): Pene Lefale (Affiliate of the Joint Centre for Disaster Research), Litea Meo-Sewabu (Coordinator Pacific Research and Policy Centre), Christine Kenney (Joint Centre for Disaster Research), Tui Atua Tupua Tamasese Efi (Head of State Samoa), Associate Professor Malakai Koloamatangi (Co-director Pacific Research and Policy Centre), Tuatagaloa Jo Annandale, Siautu Alefaio-Tugia (School of Psychology)

A Massey University forum on indigenous approaches to reducing disaster risk held in Samoa last week has been praised by the Samoan Head of State.

The university's Pacific Research and Policy Centre and the Joint Centre for Disaster Research hosted the parallel event at the third United Nations Small Island Developing States conference (SIDS) in Samoa.

The session – attended by more than 50 people – was commended by Samoa's Head of State, Tui Atua Tupua Tamasese Efi. "It was the only panel in the entire conference that deliberately promotes, by emphasis and language, the indigenous aspects," he says.

Indigenous knowledge in the context of disaster risk reduction and emergency planning includes such things as reading weather and ocean signs and interpreting changes in how plants respond to climate change, as well as the use of local organic materials instead of tin and iron in buildings to minimise injuries during a natural disaster.

As a follow up to the event the two research centres have joined forces to offer a one-day workshop on indigenous approaches to disaster risk reduction next March. Participants will have the opportunity to develop their own crisis planning, and identify organisations they need to work with to ensure indigenous approaches are part of disaster risk reduction.

Co-director of the Pacific Research and Policy Centre Associate Professor Malakai Koloamatangi says indigenous approaches to disaster risk reduction and social resilience are often poorly represented in regional and national emergency response, and disaster management policy and plans.

“The follow-up workshop is designed to highlight this policy gap in the disaster management strategies of small island developing states,” he says. “We want to draw attention to the ways such knowledge and practices might be adapted to shape disaster response frameworks, inform local and national governance, and facilitate regional initiatives.”

This United Nations global general assembly for sustainable development of Small Island Developing States (SIDS) began in Barbados in 1994 with the Barbados Programme of Action, followed by the second SIDS general assembly in Mauritius in 2005, which resulted in an implementation plan called the Mauritius Strategy. A draft outcome of this third conference is the S.A.M.O.A Pathway (Small Island Developing States Accelerated Modalities of Action) that incorporates considerations for the United Nations Millennium Development Goals post-2015.

# Veterinary specialist to head College of Sciences



Professor Raymond Geor

Massey University's College of Sciences is to be headed by internationally recognised veterinary and agricultural science specialist Professor Raymond Geor, the University Vice-Chancellor Steve Maharey announced today.

Professor Geor will replace the current Pro Vice-Chancellor of the college, Professor Robert Anderson, who is retiring later this year.

Mr Maharey says he is delighted with the appointment for what is a vital role in the university's mission of defining New Zealand's future and taking what it does best to the rest of the world. "Massey University leads New Zealand – and is known internationally – for its expertise in agrifood, animal and land-based sciences and biosecurity, which are key to New Zealand's success globally."

The College of Sciences employs more than 670 full-time equivalent staff across two of the three Massey University campuses – Albany in Auckland and Manawatu in Palmerston North – educating just over 6000 of the University's 32,500 students, including more than 1000 international students. It undertakes teaching, research, consultancy and commercial activities across disciplines ranging from fundamental, applied, veterinary, natural and land-based sciences to engineering and advanced technology.

Professor Geor is a Massey Bachelor of Veterinary Science graduate (1983) who has worked in tertiary education in the United States and Canada for most of the past 30 years. He was raised in Havelock North and attended St John's College in Hastings.

He has a Master of Veterinary Science from the University of Saskatchewan, a PhD in Physiology from Ohio State University and breadth of institutional experience in Veterinary Medicine and Agriculture as a leader/administrator, professor, clinical veterinarian, teacher and researcher.

That experience includes his current role as Chairman and Professor of Large Animal Clinical Sciences at Michigan State University, Virginia Tech University, Kentucky Equine Research Incorporated, University of Minnesota, the University of Guelph and the University of Saskatchewan, Canada, and as a practicing veterinarian in New Zealand.

"Professor Geor brings extensive research pedigree, together with proven and diverse experience as an academic and managerial leader, to the benefit of the college and the university," Mr Maharey says. He will join the university in March next year.



Dr Jonathan Elms, Massey University's new appointee to the Sir Stephen Tindall Chair in Retail Management celebrates the launch of Massey's new retail management degree with The Warehouse Group chief executive Mark Powell.

## British retail expert first to hold Sir Stephen Tindall chair

Massey University has recruited a British retailing and consumer behaviour expert to lead its new retail degree programme. Associate Professor Jonathan Elms will be the first academic to hold the Sir Stephen Tindall Chair in Retail Management, which is funded by The Warehouse Group.

The Bachelor of Business and Retail Management, New Zealand's first degree focused solely on the retail sector, will open for enrolments on October 1 after gaining approval from the Committee on University Academic Programmes last month.

Dr Elms is currently based at the University of Stirling's Institute for Retail Studies and directs its retail degree in the United Kingdom and Singapore. He says he is excited by his move to New Zealand and the prospect of leading an innovative and industry-relevant programme.

"Massey's Bachelor of Retail and Business Management is unique and a significant achievement: a robust, theoretically underpinned academic degree with a strong practical focus," he says.

"Developed in partnership with some of New Zealand's best-known and respected retailers, the programme will prepare graduates to be effective retail managers and future leaders who are critical thinkers and problem solvers."

The Warehouse Group Chief Executive Mark Powell says retail makes a very rewarding and fulfilling career and that the new degree provides structure and framework to succeed in a challenging and complex industry that demands skills ranging from logistics and management to IT and marketing. "To coincide with the launch of the Bachelor of Business and Retail Management degree, we have announced a scholarship programme to support our team members to further develop their careers in retail. In 2015 we will offer fully funded study scholarships to a significant number of TW Group

team members. Massey University's ability to offer distance learning means that team members based at stores and sites anywhere in New Zealand can participate," says Mr Powell.

Dr Elms will bring an international perspective to the issues faced by New Zealand retailers and says his teaching and research priorities will focus on the key trends of innovation and sustainability.

"Retailers need to constantly innovate to ensure their offer remains competitive and attracts new and loyal customers. New customer touch points, store formats and technologies mean the retail landscape is constantly changing. Retailers need to keep up with those changes and be able to adapt fast," Dr Elms says.

"Retail is New Zealand's second largest employment sector but to professionalise and raise its appeal as a desirable and rewarding career choice, retailers must be seen as good, ethical employers who also adopt sustainable practices across all their activities."

TW Group has undergone significant reshaping in the last two years as it seeks to innovate and modernise in the face of a fast evolving retail landscape, with a particular focus on multichannel retailing enabling customers to shop anywhere, any way.

Mr Powell says key changes taking place include the rise of digital marketing and emerging new shopping habits of customers in the online space. "Everybody's got a smartphone so marketing is changing, connection and interaction with the customer is changing and being truly multichannel is important."

To discuss the trends shaping the future of the retail sector, Massey University's College of Business will hold an interactive panel discussion – 'The new frontiers of retail: Developing the capacity to survive and thrive' – featuring both Dr Elms and The Warehouse Group Chief Executive Mark Powell.



## MASSEY UNIVERSITY COUNCIL

### General Debt Collection Policy

3 October 2014

#### General Debt Collection Policy

##### Purpose

The purpose of the paper is to present the General Debt Collection Policy for a further two years.

##### Discussion

The majority of the changes required were in relation to clarification of job titles.

The only substantive change is in relation to the exceptions to the 3% debt provision. This has been clarified to confirm actual business practice in that certain debts where recovery is unlikely are provided for specifically.

##### Consultation

Internally within Finance.

##### Financial implications and Treasury Comment

*Financial Implications*  *No*

##### Treaty of Waitangi Implications

None.

##### Equity and Ethnic Implications

<i>Cultural Implications (Maori/Pasifika/New Migrant/Other)</i>	<input type="checkbox"/>	<i>No</i>	<input type="checkbox"/>
<i>Ethnic Implications</i>	<input type="checkbox"/>	<i>No</i>	<input type="checkbox"/>
<i>Gender Implications</i>	<input type="checkbox"/>	<i>No</i>	<input type="checkbox"/>
<i>Disability Implications</i>	<input type="checkbox"/>	<i>No</i>	<input type="checkbox"/>
<i>Other (People)</i>	<input type="checkbox"/>	<i>Yes</i>	<input type="checkbox"/>

Staff/Managers need to continue to be aware of their responsibilities in relation to the collection of general debts.

##### Publicity & Communications

Communication as a renewed Policy is through the Office of the Risk Manager.

## **Recommendations**

It is recommended that Council:

1. Approve the proposed general debt collection policy for a further two years.

Rose Anne MacLeod  
Assistant Vice-Chancellor  
Strategy, Finance, IT & Commercial Operations

24 September 2014

<b>Section</b>	Finance <del>and Asset Management</del>
<b>Contact</b>	Chief Financial <del>Accountant</del> <u>Officer</u>
<b>Last Review</b>	October 201 <u>4</u> <del>2</del>
<b>Next Review</b>	October 201 <u>6</u> <del>4</del>
<b>Approval</b>	<del>G12/129 December: 3.1.1</del>

### Purpose:

The purpose of this policy is to ensure that there is prompt payment (and follow up) of all monies owed to the University in relation to general debt. This policy will also include the collection of research debt. For the purpose of this policy general debt does not include student debt.

### Policy:

All follow up of outstanding general debt is the responsibility of the department/section/school/institute/region/centre receiving the income.

Debt will be followed up in ~~accordance with the University's debt collection procedures in~~ conjunction with Finance ~~and Asset Management~~ - Accounts Receivable.

If the debt is outstanding for 90 days or more the Head of Department/Institute/School (HOD/I/S) must advise the relevant Pro Vice-Chancellor, or Assistant Vice-Chancellor. In addition, the Chief Financial ~~Accountant must~~ Officer (CFO) should also be advised for review and follow up.

The debtor will continue to receive a monthly statement showing the overdue amount.

Overdue debt may incur a penalty interest charge.

Debt outstanding for more than 6 months will be written off ~~to the appropriate budget centre~~ by Finance ~~and Asset Management~~, unless extenuating circumstances exist which must be agreed by the CFO. In most cases the debt will then be placed with a debt collector (appointed by Finance ~~and Asset Management~~).

The department/section/school/institute/region/centre will continue to follow up on written-off debt with oversight from the Accounts Receivable team.

~~If the 'written-off debt' is recovered it will be reinstated to the appropriate budget centre.~~

At the end of the financial year, a doubtful debt provision will be made by Finance and approved by the CFO ~~and Asset Management~~. This provision will be based on of 3% of outstanding debt greater than 30 days except for:  
~~unless extenuating circumstances exist.~~

1. Where there are balances in excess of 3% where it is clear that recovery is remote. In these circumstances a specific provision will be made.
2. Where there are extenuating circumstances that indicate the likelihood of recovery is high.

### Audience:

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All Management of the University  
All staff

**Relevant Legislation:**

Nil

**Related Procedures/Documents:**

Nil

**Document Management Control:**

Prepared by Chief Financial ~~Accountant Officer~~  
Owned by: Assistant Vice-Chancellor (~~Finance, Strategy, Finance, IT and Commercial Operations and Information Technology~~)  
Approved by: **C12/129 December: 3.1.1**  
Date issued: **1 September 2003**  
Last review: October 201**4**  
Next review: October 201**6****4**

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**MASSEY UNIVERSITY COUNCIL**

**3 October 2014**

**DELEGATION TO APPROVE TERMS OF THE INSURANCE PLACEMENT  
FOR 2014 - 2015**

With respect to insurance, Massey University is part of a collective that includes all New Zealand universities with exception of Canterbury University (CU). CU is presently considering re-joining the collective. The insurance placement for the collective is renewed on either an annual or multi-year basis, from 1 December. The information required to determine key aspects of the placement, including the length of the term and the premium cost, for the renewal has yet to be received. The timing of the receipt of this information means that the approval of the University's share of the placement will be required prior to the next Council meeting (5 December 2014).

The allocation model to determine each university's share of the placement has been agreed by the collective as being equitable. The key determinants affecting share of allocation are:

- (i) Value of building, infrastructure and content;
- (ii) Earthquake risk (GNS modelling);
- (iii) State of Buildings compared to National Building Standards;
- (iv) Flood risk (GNS modelling);
- (v) Fire protection level (state of fire protection in buildings);
- (vi) Past claims history.

It should be noted, that last year Victoria, Otago and Massey took out an additional layer of cover to cover the lower North Island earthquake risk exposure. This issue is still to be discussed with the respective universities.

To enable the insurance placement to be made by the due date, it is requested that the authority to approve the insurance placement be delegated to the Vice-Chancellor.

Preliminary indications are that the cover cost will be lower than the sum presently being paid and no further budget will be required.

## **Recommendation**

It is recommended that Massey University Council:

1. Delegate to the Vice-Chancellor the authority to approve Massey University's insurance placement on or before 1 December 2014 for such term as is provisionally agreed by the university collective;
2. Note that the Vice-Chancellor will seek the advice of the Chancellor if premiums are in excess of 2013/14 or the placement materially differs to the existing placement; and
3. Note that a report will be provided to the Council as to the insurance placement.

Rose Anne Macleod  
Assistant Vice-Chancellor  
Strategy, Finance, IT and Commercial Operations

24 September 2014



**MASSEY UNIVERSITY COUNCIL**

**GOVERNANCE COMMITTEE TERMS OF REFERENCE 2014**

**3 October 2014**

Please find attached the proposed Governance Committee Terms of Reference 2014 which were reviewed by the Governance Committee at the 19 September 2014 Committee meeting.

The only changes recommended are to the Committee membership. When the Governance Committee was established the membership was set up to include the chairs of the Council's committees, hence the addition of the newly formed Finance Committee chair. The name of the Audit Committee has been corrected to read the Audit and Risk Committee.

**Recommendation**

It is recommended that Council approve the Governance Committee Terms of Reference 2014

Chris Kelly  
Chancellor and Governance Committee Chair  
23 September 2014



## MASSEY UNIVERSITY COUNCIL

### GOVERNANCE COMMITTEE TERMS OF REFERENCE 2014

#### 1. Constitution

The Governance Committee shall be a standing committee of the Massey University Council established by the Council and shall meet no less than once a year.

#### 2. Objectives

The primary objective of the Committee is to assist the Council in establishing sound governance structures and processes.

#### 3. Responsibilities of the Governance Committee are:

- a) To advise the Council, upon any vacancy occurring in any appointed positions on the Council, of the person specification for a replacement that optimizes the competency mix on the Council. To also advise the Council of any potential candidates that fit the person specification

And at the request of Council:

- b) To develop draft Terms of Reference for any new proposed Committees for consideration by Council
- c) To periodically review the type, structure, format and focus of standard and non-standard reports to Council and recommend any changes to Council
- d) To develop a draft annual Agenda Plan for Council for its consideration at the final Council meeting of the calendar year
- e) To periodically review the composition of the Council and recommend to the Council any changes to the Massey University Notice.
- f) To review governance processes and provide advice to the Council on improvements through best practice.
- g) In addition, the Committee shall examine any other relevant matters referred to it by the Council.

**4. Authority**

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

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

**5. Review of the Committee**

The Committee shall undertake at its last meeting of the year an annual self-review of its objectives and responsibilities and recommend any changes to Council. The objectives and responsibilities may also be reviewed by the Council, the Vice-Chancellor or any other person the Council considers appropriate.

**6. Secretarial and Meetings**

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

A quorum of members of the Committee shall be four.

The Committee may have, with the Vice-Chancellor present, in attendance such members of management as it considers necessary to provide appropriate information and explanations.

All Council Members shall be entitled to attend meetings of the Committee.

The Governance Committee will meet between Council meetings and will report to Council.

Reasonable notice of meetings and the business to be conducted shall be given to the members of the committee, all other members of the Council, the Vice-Chancellor and officers of the University normally in attendance.

Minutes of all meetings shall be kept.

**7. Reporting and planning procedures**

After each committee meeting the chairperson shall report the committee's findings and recommendations for discussion and agreement by the Council.

A report of all committee meetings shall be circulated to members of the Council and to such other persons as the Council directs.

The Committee will develop a Governance Committee annual agenda plan and submit it to the Council for its information

**8. Membership**

The membership of the Governance Committee shall be:

The Chancellor  
The Pro-Chancellor  
The Vice-Chancellor  
The Chair of the Audit and Risk Committee  
The Chair of the Finance Committee  
The Chair of the Performance Review Committee  
One other member appointed by Council or co-opted by the Committee

The Chancellor shall be the Chairperson of the Governance Committee.

**In Attendance:**

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

The Assistant Vice-Chancellor & University Registrar  
The Executive Secretary



## MASSEY UNIVERSITY COUNCIL

**3 OCTOBER 2014**

### **FINANCIAL REPORT FOR THE EIGHT MONTHS ENDED 31 AUGUST 2014**

#### **PURPOSE**

This report summarises the financial results for Massey University (the “University”) and its controlled entities (the “group”) for the eight months ended 31 August 2014.

#### **DISCUSSION**

#### **FINANCIAL SUMMARY**

The full year (FY) group result is expected to achieve the budgeted surplus of 1.5% of consolidated revenue. While there has been a decline in revenue as a result of softening in student numbers, this revenue reduction has been primarily offset by cost savings initiatives.

#### UNIVERSITY

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

#### *EFTS Related Contribution*

Student numbers have not reached budgeted levels and revenue has been impacted. The shortfall in revenue of \$6.8m is offset by cost saving initiatives to ensure that the University meets its target surplus.

#### *Contract & Trading(C&T) Related Contribution*

Full year C&T income is forecast to be lower than budget by \$6.4m mainly due to availability of research funding in New Zealand. Similarly, C&T expenditure is forecast to be behind budget. Although, there is a FY forecast decline in C&T activities, there is an increase in the FY contribution through cost management in the non-research activities.

#### MASSEY UNIVERSITY CONTROLLED ENTITIES

After the consolidation of the controlled entities, the group FY result is forecast to be within budget.

## ***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 is reflected in the debtor's turnover as at August of 27.85 days which is forecast to be in line with FY budget (30 days).

Working capital, which is managed in line with the Treasury Framework guidelines, is forecast to be ahead of budget (83.6%) at year end by 17.03%. The liquidity and cash cover-liquidity ratios are also forecast to be ahead of budget at year end. These positive results arise from an increase in forecast interest rates and investments being kept short term to maximise interest revenue; and lags in capital expenditure.

### Property, Plant and Equipment (PP&E)

Delays in the capital programme from previous and current year have resulted in a reduction of \$24.9m in PP&E from the FY budget of \$993.0m.

### MASSEY UNIVERSITY CONTROLLED ENTITIES

Overall, the University's Balance Sheet represents 99% of the group's Balance Sheet. With the sale of NZSM, the remaining controlled entities' forecast Balance Sheet is materially within budget.

## ***Cash Flow Statement***

It should be noted that some of the controlled entities do not currently produce monthly cash flow statements. As a result a Cash Flow Statement for the University only has been provided – refer to Appendix 3.

Overall net cash flows from operating activities are forecast to be below FY budget by \$0.9m, this is a result of reductions in student fees and other income offset by reductions in expenses through cost savings initiatives.

Net cash flows from investing activities are forecast to be in line with FY budget.

Net cash flows from financing activities are forecast to be \$0.2m below FY budget due to the drop in loan requirements from Massey subsidiaries.

## ***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:

	<b>YTD Actual (\$000)</b>	<b>YTD Budget (\$000)</b>	<b>Full Year Forecast (\$000)</b>	<b>Full Year Budget (\$000)</b>	<b>Full Year Variance (\$000)</b>	<b>Full Year Variance %</b>
Group 1 (Recurrent)	15,073	16,079	27,638	27,775	137	0.5%

Group One expenditure is forecast to achieve FY budget. Of the 25 programmes, 12 are on track or ahead of YTD budget. The remaining 13 programmes are collectively \$1.2m (7.5%) behind their YTD budget of \$16.1m.

## **RECOMMENDATIONS**

It is recommended that Massey University Council:

1. Receive the financial report for the eight months ended 31 August 2014.

Rose Anne MacLeod  
Assistant Vice-Chancellor  
Strategy, Finance, IT & Commercial Operations

24 September 2014

## 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 Eight Months Ended 31 August 2014

	UNIVERSITY				GROUP				
	YTD Actual (\$000)	YTD Budget (\$000)	2014 FY Forecast (\$000)	2014 FY Budget (\$000)	YTD Actual (\$000)	YTD Budget (\$000)	2014 FY Forecast (\$000)	2014 FY Budget (\$000)	2014 FY Variance (\$000)
Total EFTS Income	242,409	247,355	360,457	367,250	244,917	252,062	365,086	373,976	(8,890)
Total EFTS Expenses	234,681	239,942	358,479	365,731	237,081	244,096	363,736	371,306	7,570
<b>Contribution - EFTS</b>	<b>7,728</b>	<b>7,413</b>	<b>1,978</b>	<b>1,519</b>	<b>7,836</b>	<b>7,966</b>	<b>1,350</b>	<b>2,670</b>	<b>(1,320)</b>
Total C&T Income	52,934	51,200	67,621	74,050	55,427	57,978	71,917	75,030	(3,113)
Total C&T Expenses	47,943	48,168	62,789	69,643	50,032	55,157	66,711	70,969	4,258
<b>Contribution - C&amp;T</b>	<b>4,991</b>	<b>3,032</b>	<b>4,832</b>	<b>4,407</b>	<b>5,395</b>	<b>2,821</b>	<b>5,206</b>	<b>4,061</b>	<b>1,145</b>
<b>Total Trading Operating Surplus</b>	<b>12,719</b>	<b>10,445</b>	<b>6,810</b>	<b>5,926</b>	<b>13,231</b>	<b>10,787</b>	<b>6,556</b>	<b>6,731</b>	<b>(175)</b>

## Appendix 2

## Balance Sheet

As at 31 August 2014

	UNIVERSITY				GROUP				
	YTD Actual (\$000)	YTD Budget (\$000)	2014 FY Forecast (\$000)	2014 FY Budget (\$000)	YTD Actual (\$000)	YTD Budget (\$000)	2014 FY Forecast (\$000)	2014 FY Budget (\$000)	2014 FY Variance (\$000)
Total Current Assets	168,810	145,766	106,824	81,488	171,468	149,225	107,880	83,776	24,104
Total Non-Current Assets	977,434	988,089	989,968	1,015,217	980,456	991,399	993,733	1,017,831	(24,098)
<b>Total Assets</b>	<b>1,146,244</b>	<b>1,133,855</b>	<b>1,096,792</b>	<b>1,096,705</b>	<b>1,151,924</b>	<b>1,140,624</b>	<b>1,101,613</b>	<b>1,101,607</b>	<b>6</b>
Total Current Liability	146,194	129,356	106,178	97,479	146,975	130,162	106,450	97,983	(8,467)
Total Non-Current Liabilities	48,328	49,182	44,328	48,428	48,356	49,502	44,772	48,454	3,682
<b>Total Liabilities</b>	<b>194,522</b>	<b>178,538</b>	<b>150,506</b>	<b>145,907</b>	<b>195,331</b>	<b>179,664</b>	<b>151,222</b>	<b>146,437</b>	<b>(4,785)</b>
<b>Public Equity</b>									
Capital & Reserves	945,105	944,872	945,105	944,872	949,464	950,173	949,464	948,439	(1,025)
Revaluations/ Other	(6,102)	-	(5,629)	-	(6,102)	-	(5,629)	-	5,629
Surplus/(Deficit)	12,719	10,445	6,810	5,926	13,231	10,787	6,556	6,731	175
<b>Total University Equity</b>	<b>951,722</b>	<b>955,317</b>	<b>946,286</b>	<b>950,798</b>	<b>956,593</b>	<b>960,960</b>	<b>950,391</b>	<b>955,170</b>	<b>4,779</b>
<b>Total Liabilities and Public Equity</b>	<b>1,146,244</b>	<b>1,133,855</b>	<b>1,096,792</b>	<b>1,096,705</b>	<b>1,151,924</b>	<b>1,140,624</b>	<b>1,101,613</b>	<b>1,101,607</b>	<b>(6)</b>

### Appendix 3

#### Cash Flow Statement

For the Eight Months Ended 31 August 2014

	UNIVERSITY			
	YTD	YTD	2014 FY	2014 FY
	Actual	Budget	Budget	Variance
	(\$000)	(\$000)	(\$000)	(\$000)
Net Cash Flows From Operating Activities:	79,841	82,667	56,026	(948)
Net Cash Flows From Investing Activities:	(59,718)	(78,870)	(55,841)	146
Net Cash Flows From Financing Activities:	(605)	(836)	(1,060)	211
<b>NET INCREASE/(DECREASE) IN CASH</b>	<b>19,518</b>	<b>2,961</b>	<b>(875)</b>	<b>(591)</b>
Cash Brought Forward	29,632	24,987	24,987	4,645
Net Foreign Exchange (Losses)	(83)	-	-	(83)
<b>Ending Cash Carried Forward</b>	<b>49,067</b>	<b>27,948</b>	<b>24,112</b>	<b>3,971</b>

**Appendix 4**

**University Capital Expenditure Report**

**For the Eight Months Ended 31 August 2014**

Projects as at 31 Aug 2014	2014 Year					Project Budget		
	YTD Actual 31 Aug	YTD Budget 31 Aug	YTD Variance 31 Aug	2014 FY Forecast	Approved 2014 FY Budget	Council Approved Budget	Actual Expenditure to Date	Forecast Final Expenditure
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
<b>GROUP ONE PROJECTS (Recurrent)</b>								
IT Server and Storage Refresh	25	75	50	108	160	160	25	108
IT Communications Infrastructure	724	884	160	1,000	1,000	1,000	724	1,000
IT AV Refresh	539	567	28	1,000	1,000	1,000	539	1,000
IT Support Systems Refresh	164	305	141	825	825	825	164	825
Capital Equipment - \$2-20k	633	687	54	1,700	1,960	1,960	633	1,700
Capital Equipment - >\$20k	2,131	1,963	(168)	2,703	2,700	2,700	2,131	2,703
Equipment Replacement > \$150k	584	819	235	1,990	1,990	1,990	584	1,990
Capital Equipment - Farms	258	260	2	260	220	220	258	260
Capital Equipment - >\$20k Utility Vehicles	1	1	0	220	220	220	1	220
Lab and Desktop Computer Replacement	1,898	1,800	(98)	2,200	2,000	2,000	1,898	2,200
Halls of Residence Refurbishment-Manawatu	242	242	0	313	300	300	242	313
Campus Infrastructure - Albany	322	426	104	1,000	1,000	1,000	322	1,000
- Manawatu	194	237	43	1,000	1,000	1,000	194	1,000
- Wellington	85	176	91	500	500	500	85	500
Building Capital Renewal/Refurb -Manawatu	620	585	(35)	1,599	1,600	1,600	620	1,599
Building Capital Renewal/Refurb -Wellington	-	100	100	400	400	400	-	400
VC Discretionary Capital	5	80	75	500	500	500	5	500
- Albany Campus Road Frontage Sign	9	225	216	325	225	225	9	225
Library	5,239	5,202	(37)	6,600	6,600	6,600	5,239	6,600
Minor Capital Works -Albany	636	606	(30)	800	800	800	636	800

- Manawatu	132	163	31	1,300	1,300	1,300	132	1,040
- Wellington	443	465	22	700	700	700	443	700
Aircraft Overhaul and Refurbishment	189	161	(28)	225	225	225	189	225
New Initiatives Capital	-	50	50	170	350	350	-	350
Self Insurance Cover	-	-	-	200	200	200	-	200
<b>TOTAL GROUP ONE PROJECTS</b>	<b>15,073</b>	<b>16,079</b>	<b>1,006</b>	<b>27,638</b>	<b>27,775</b>	<b>27,775</b>	<b>15,073</b>	<b>27,458</b>



The Chancellor  
Massey University Council

Dear Chancellor,

**Report from the Academic Board Meeting (Part I): 20 August 2014**

At the Academic Board meeting held on Wednesday 20 August 2014 in Part I of the meeting the following items are referred to Council for information.

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

There was no advice on matters of academic policy in Part I.

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

The Board discussed the changing nature of Massey University's student population and the concept of a distance student. Many of the student population will move between distance and internal modes of study making it more difficult to profile the distance student. Distance students are perceived to be less successful overall at University but with the fluid nature of student enrolment can this still be seen as the case? The paper raised the question of what distance education looks like and what the University is doing to enable this? The distance mode is becoming increasingly an online model supported by technological developments by Massey University and other providers.

The paper detailed the three axis points of distance students where intervention can assist with student success:

- 1 – A good start. Support in early choices to help students understand the demands of study and life and how to manage their ambition.
- 2 – Staying on track. Keeping pace with the academic challenge. Making sure Massey stays innovative with support.
- 3 – Online provisions for support and understanding the makeup of the distance cohort.

Concerns were raised around the stability and accessibility of internet provisions in New Zealand and whether the move to online learning would negatively impact students who couldn't afford to access it and whether an increase in rich media content could also cause problems for those on slower network speeds. In addition the capability of the University to support the technological developments was questioned. There are many digital ways to support student success and study that might not be resourced and the pressure on teaching

staff would need to be considered as well with a rethink on who manages some of the activities online.

The position of TEC around distance student pass rates means that there is a failure to recognise that withdrawals for distance students may not reflect their success at University but instead simply the demands of their lives and a wise decision to withdraw until they are able to concentrate better on their studies. The University has repeatedly engaged with the government about this but the Ministry will not differentiate between different student groups in regards to completion and success expectations.

Māori pathway concerns were raised from the report with distance students failing at much higher rates in academic writing. Whilst there is intensive support for internal students it is much more difficult to provide that level of support to distance students although the utilisation of the other two campuses, Albany in particular was raised as a solution if there were large clusters of distance students in Auckland that were not using the campus.

The value of face to face interactions was stressed and it was suggested that the University could be more creative in how we initiated that face to face beyond the standard models of contact and block courses. It was also stressed that good online learning is as effective as face to face if done well.

The need to improve the richness of distance and online learning was discussed including the resources required for rich media resources not easily accessed and time resourcing constraints. There are skills and technology required for preparing lecture materials for online and there needs to be more resourcing for staff training and support.

The need to get the blend between all learning formats right was acknowledged as it will allow students to have more control and independence in their learning.

The level of urgency was stressed, not just around advancements in technology but in teaching and learning as well and Massey University will need to decide what model of teaching and learning it wants. Schools are delivering new types of learners to university and employers are pushing for more innovation and the University will have to respond.

The move needs to happen in a concerted fashion and be curriculum driven from within Colleges deciding how to teach, how to assess and how to deliver content.

New rich media lecture spaces are being put in place by the University with 20 to be in place by the end of the year and Professor Heywood will send the details to the Board members. Concerns were raised about relying on technology during periods of peak usage and it was acknowledged as an area the University is working to improve.

It was also pointed out that the University not lose sight of the engagement and enjoyment factors for teaching staff in the discussion and members were encouraged to look as a more collaborative model of teaching to support the developments and each other.

The paper will be circulated for further discussion around the University with feedback to return to Professor Heywood.

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

There were no Academic Approvals for Part I.

**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**

Academic Board received Academic Leaders Forum meeting notes for March 2014.

**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 COUNCIL**

**CHANCELLOR AND PRO CHANCELLOR ELECTIONS 2014-2015**

**3 October 2014**

At the Massey University Council meeting held on Friday 1 July 2011, Council adopted the attached Statute which includes the following provisions:

- (i) That Chancellor and Pro-Chancellor elections be conducted annually.
- (ii) Prior to the meeting of Council preceding the end of the annual term of each of Chancellor and Pro Chancellor, the University Registrar should contact each member of Council eligible to stand in the election for Chancellor and Pro Chancellor to request a declaration of preparedness to stand for the position or positions to become vacant.
- (iii) Where there is more than one candidate for either position the University Registrar will conduct an election by postal ballot with the papers to be returned in sufficient time to enable the declaration of the result at the December Council Meeting.
- (iv) That a preferential voting system be used.

This is to notify Council members that the nomination processes is now underway and each member of Council eligible to stand in the election for Chancellor and Pro Chancellor is being requested to declare their preparedness to stand for the position of Chancellor and Pro Chancellor for the one year term, 6 December 2014 to 4 December 2015. Should there be more than one nomination for either position an election will be held for that position. Otherwise the nominee will be declared to be elected to the position unopposed.

Stuart Morriss  
Assistant Vice-Chancellor Operations & University Registrar  
23 September 2014



## MASSEY UNIVERSITY COUNCIL STATUTE

Pursuant to section 194 (l) (j) of the Education Act 1989

### CHANCELLOR AND PRO-CHANCELLOR ELECTIONS

Provisions relating to Chancellor and Pro-Chancellor Elections in the Education Act are as follows:

<b>Education Act 1989</b>	177 (4)	The [Chancellor] and [Pro-Chancellor] of a Council each hold office, subject to this section, for one year but are eligible for re-election.
	177 (1)	The Council shall elect one of its members to be the [Chancellor] and another of its members to be the [Pro-Chancellor] of Council.
	177 (2)	Whenever a vacancy subsequently occurs in the office of [Chancellor] or [Pro-Chancellor] of the Council, the Council shall elect one of its members to fill the vacant office.
	177 (3)	A member of Council who is the Chief Executive of the institution, a member of the staff of the institution or a student member is not eligible for election as the [Chancellor] or [Pro-Chancellor]

Also refer Section 171 (6), 174 and 177 (6).

The Education Act and the University's Gazette Notice 1990 detail the requirements for the Constitution of Council. Any candidate for Chancellor or Pro-Chancellor must be properly appointed in line with these requirements.



### **COUNCIL STATUTE: CHANCELLOR AND PRO-CHANCELLOR ELECTIONS**

1. The election of Chancellor and Pro-Chancellor will be held annually subject to the provisions of this Statute.
2. Prior to the meeting of Council preceding the end of the annual term of each of Chancellor and Pro Chancellor the University Registrar should contact each member of Council eligible to stand in the election for Chancellor and Pro Chancellor to request a declaration of preparedness to stand for the position or positions to become vacant.
3. Where there is one candidate for Chancellor that candidate will be declared Chancellor.
4. Where there is one candidate for Pro-Chancellor that candidate will be declared Pro-Chancellor.
5. Where there is more than one candidate for either position the University Registrar will conduct an election by postal ballot with the papers to be returned in sufficient time to enable the declaration of the result at the December Council Meeting.
6. A preferential voting system will be employed by which Council Members will list candidates in order of preference with 1 being the most preferred, 2 being next preferred and so on.
- 7a. The University Registrar will count the scores for the candidates for Chancellor and the candidate with the highest score will be dropped off the list and the process continued until there are two remaining candidates. Whoever then has the lesser score will be declared Chancellor. Where there is an even score for the two remaining candidates a secret ballot will be held at the December Council Meeting.
- 7b. The process in 7a. will then be repeated for Pro-Chancellor, if required.
8. The Office of Chancellor and Pro-Chancellor will, subject to the provision of the Education Act, be held for one year usually commencing December each year.
9. If a vacancy arises in the Office of Chancellor and/or Pro-Chancellor before December in any year then the Council shall by resolution, as soon as practicable thereafter, instruct the University Registrar to commence the election for the successor in terms of this Statute. The person(s) so elected shall hold office for one year from the date of their election as Chancellor or Pro-Chancellor.
10. Each Chancellor and Pro-Chancellor is eligible for re-election as Chancellor and Pro-Chancellor as the case may be.
11. Whenever a person is elected to the Office of Chancellor or Pro-Chancellor pursuant to section (9) of this Statute then the reference to December in this Statute is deemed amended accordingly so that the person holds office for 12 months from the date of their election.



**MASSEY UNIVERSITY COUNCIL**

**COUNCIL ATTENDANCE AT 2015 GRADUATIONS**

**3 October 2014**

Attached please find the Graduation Schedule for 2015. In line with current practice please indicate which of these graduation ceremonies and celebrations that you are prepared to attend in 2015. Council aims to have four Council members, other than the Chancellor, Pro Chancellor and Vice-Chancellor attending each graduation ceremony.

Please note that Māori and Pasifika Celebrations to Honour Graduates are not graduation ceremonies and are not official functions of Council. The 2015 times for the Wellington Māori and Pasifika Celebrations to Honour Graduates have yet to be established.

Can you please return the completed form to me no later than Friday 28 November 2014 and I will compile the Council attendance for 2015 graduation ceremonies.

The Schedule for your completion is also available on the Council Team Site.

Paddy Nicol  
Executive Secretary - Council  
23 September 2014

<b>Region</b>	<b>Date</b>	<b>Time</b>	<b>Ceremony</b>	<b>Preferred Attendance</b>
Auckland	Tues 21 April	10.30 am	Ceremony One: College of Business A	
Auckland	Tues 21 April	2.30 pm	Ceremony Two: College of Business B	
Auckland	Wed 22 April	10.30 am	Ceremony Three: College of Sciences	
Auckland	Wed 22 April	2.30 pm	Ceremony Four: Professional and Continuing Education, New Zealand School of Music, College of Creative Arts, College of Health	
<i>Pasifika celebration</i>	<i>Wed 22 April</i>	<i>6.00pm</i>		
Auckland	Thurs 23 April	10.30 am	Ceremony Five: College of Humanities and Social Sciences A	
Auckland	Thurs 23 April	2.30 pm	Ceremony Six: College of Humanities and Social Sciences B	
<i>Māori celebration</i>	<i>Thurs 23 April</i>	<i>6.00pm</i>		
Palmerston North	Mon 11 May	1.30 pm	Ceremony One: College of Business	
Palmerston North	Tues 12 May	9.30 am	Ceremony Two: College of Sciences A	
Palmerston North	Tues 12 May	2.30 pm	Ceremony: Three: College of Sciences B	
Palmerston North	Wed 13 May	9.30 am	Ceremony Four: College of Humanities and Social Sciences A	
Palmerston North	Wed 13 May	2.30 pm	Ceremony Five: College of Humanities and Social Sciences B	
Palmerston North	Thurs 14 May	9.30am	Ceremony Six: Professional and Continuing Education, New Zealand School of Music, College of Creative Arts, College of Health	
<i>Pasifika celebration</i>	<i>Thurs 14 May</i>	<i>2.30pm</i>		
<i>Māori celebration</i>	<i>Thurs 15 May</i>	<i>9.30am</i>		
Wellington	Thurs 28 May	9.30 am	Ceremony One: Professional and Continuing Education, New Zealand School of Music, College of Creative Arts	
Wellington	Thurs 28 May	2.30 am	Ceremony Two: College of Business, College of Health, College of Humanities and Social Sciences, College of Sciences	

<i>Māori celebration</i>	<i>Friday 29 May</i>	<i>tbc</i>		
<i>Pasifika celebration</i>	<i>Friday 29 May</i>	<i>tbc</i>		
Palmerston North	Fri 27 Nov	9.00 am	Ceremony One:	
Palmerston North	Fri 27 Nov	12.00 pm	Ceremony Two:	
Palmerston North	Fri 27 Nov	3.30pm	Ceremony Three:	