



MEETING OF MASSEY UNIVERSITY COUNCIL

FRIDAY 4 JULY 2014

commencing at 11.00 am

to be held in

**THE UNIVERSITY HOUSE MEETING ROOM,
UNIVERSITY HOUSE, MANAWATU CAMPUS**

MASSEY UNIVERSITY COUNCIL

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

on

Friday 4 July 2014

commencing at 11.00am

AGENDA- PART I

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

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

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

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

Interest: Declaration and Disqualification

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

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

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	No Part I Strategic Discussion	
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	6.0 INFORMATION/BACKGROUND ITEMS	
	Nil	
	7.0 MOVING INTO PART II	
	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 Paddy Nicol, Executive Secretary

WHO HAVE, IN THE OPINION OF COUNCIL, KNOWLEDGE THAT COULD BE OF ASSISTANCE, MEMBERS OF THE PRESS AND PUBLIC BE NOW EXCLUDED FROM THE MEETING SO THAT FOR THE UNDERNOTED REASONS THE FOLLOWING MATTERS MAY BE DISCUSSED WITHOUT PUBLIC DISCLOSURE; THE COMMITTEE BEING SATISFIED, WHERE APPROPRIATE, THAT THERE ARE CONSIDERATIONS WHICH OUTWEIGH THE PUBLIC INTEREST OF DISCLOSURE.

Reference: Section 48 (1) of the Local Government and Information and Meetings Act 1987.

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

Item	Reason for Proposed Public Exclusion
Item 8.1 C14/79 Confirmation of Minutes – meeting held on 6 December 2013	These matters were considered in Part II of the meeting held on 2 May 2014
Item 8.2 Matters Arising	These matters were considered in Part II of the meeting held on 2 May 2014
Item 8.3 Follow-up Schedule as at 4 July 2014	These matters were considered in Part II of the meetings held on 2 May 2014 and before
Item 9.1 Chancellor’s Report	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k) To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 9.2 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)
Item 11.1 C14/81 2015 Student Fees Proposal	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 11.2.1 C14/82 Student Management Systems Programme of Works Business Case	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 11.2.2 C14/83 Data Storage Development Business Case	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 11.3 C14/88 New Zealand School of Music: Draft Brief for Councils	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)

Item	Reason for Proposed Public Exclusion
Item 11.4 C14/84 Transfer of Funds to Massey University Foundation Trust	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.1 C14/85 Health and Safety Report for the period March and April 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k) To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 12.2 C14/86 Financial Report for the five months ended 31 May 2013	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.3 C14/87 2014 Enrolment Report – Update to June 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.4 C14/89 Vice-Chancellor’s 2014 objectives: January – May 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k) To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 12.5.1 C14/90 Massey Ventures Limited Annual Report 2013	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.5.2 C14/91 Agri One Limited Annual Report 2013	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.5.3 C14/92 New Zealand School of Music Annual Report 2013	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.5.4 C14/93 Massey University Foundation Annual Report 2013	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.6.1.1 C14/94 Audit and Risk Committee Report –Meeting held on 7 April 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.6.2 C12/95 Academic Board Report – meeting held on 19 March 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.6.3 Governance Committee Report for meeting held on 9 May 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
UNIVERSITY HOUSE MEETING ROOM, UNIVERSITY HOUSE, MANAWATU
CAMPUS**

On

FRIDAY 2 MAY 2014 AT 9.45am

PART I

PRESENT: Mr Chris Kelly (Chancellor), Mr Michael Ahie (Pro Chancellor),
Ms Fiona Coote, Ms Kura Denness, Associate Professor Grant Duncan,
Ms Nitika Erueti-Satish, Mr Colin Harvey, Hon Steve Maharey (Vice-
Chancellor), Professor Tony Signal, Mr Liam Tait, Mr Ben Vanderkolk 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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- (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.

1.0 INTRODUCTION

1.1 WELCOME

The Chancellor opened the meeting at 9.45am welcoming those present including newly elected Internal student member Mr Liam Tait. Ms Erueti-Satish had been elected unopposed as the Māori student member.

14.34 RESOLVED THAT COUNCIL:

1. NOTE THAT MS NITIKA ERUETI-SATISH (MĀORI STUDENT MEMBER) AND MR LIAM TAIT (INTERNAL STUDENT MEMBER) WERE ELECTED BY MASSEY UNIVERSITY STUDENTS ENROLLED IN THE UNIVERSITY AT 4.00PM ON 24 MARCH 2014; AND;
2. APPOINT EACH OF THESE STUDENTS TO COUNCIL FOR A ONE-YEAR TERM COMMENCING ON 26 APRIL 2014 AND ENDING ON 25 APRIL 2015

CHAIR/COOTE
Carried

The meeting had been preceded by a pōwhiri for new Council members Mr Harvey and Mr Tait.

The Chancellor noted that Ministerial Appointee Mr Alastair Scott had been nominated as the National Party candidate for the Wairarapa electorate and has chosen to resign from Council as at 28 April 2014.

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 and noted from Dr Russ Ballard, Bruce Ullrich and Professor Cynthia White.

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

Change to Strategic Discussion: The Student Forum had been deferred and in its place Council was to be informed of the new advertising campaign.

Late item: Part II: Ministerial Appointment Replacement: Reason for Proposed Public Exclusion: To protect the privacy of natural persons: Reference: Section 9 2 (a)

The Chancellor noted that the Council agenda had been organised in the new format.

1.6 C14/42 CONFIRMATION OF PART I MINUTES - MEETING HELD ON 7 MARCH 2014

14.35 RESOLVED THAT THE MINUTES OF THE MASSEY UNIVERSITY COUNCIL MEETING HELD ON FRIDAY 7 MARCH 2014 (PART I) BE RECEIVED AS A TRUE AND CORRECT RECORD

WHYTE/SIGNAL
Carried

1.7 MATTERS ARISING

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

1.8 FOLLOW-UP SCHEDULE AS AT 2 MAY 2014

The Follow-up Schedule as at 2 May 2014 was noted.

1.9 COUNCIL AGENDA PLAN – UPDATE FOR 2 MAY 2014

It was noted that the annual reports for the controlled entities that were to be tabled at this meeting had been deferred to the 4 July 2014 Council meeting.

The Council Strategy Day had been brought forward from 4 September 2014 to 3 July 2014. Topics were suggested and it was noted that a draft agenda would be circulated to Council members prior to its finalisation.

2.0 STRATEGIC DISCUSSIONS

The Student Forum had been deferred and a session on the new advertising campaign was made by External Relations.

3.0 KEY REPORTS

3.1 CHANCELLOR'S REPORT - *oral*

The Chancellor reported that since the 7 March 2014 Council meeting he had attended a variety of meetings and events. These included:

- His first Chancellors and Vice-Chancellors meeting at Universities New Zealand.
- Officiated at the graduation ceremony for Jan (John) Kramer at Mary Potter Hospice. The Chancellor thanked all those Massey University staff involved in putting this moving ceremony together;
- Officiated at the Auckland graduation ceremonies and attended related celebrations;
- Attended his last Agri One Limited Board meeting having stepped down as the Chair and director; and
- His meetings and calls to the Vice-Chancellor.

3.2 C14/43 VICE-CHANCELLOR'S REPORT – PART I

The Vice-Chancellor's report was taken as read.

The Vice-Chancellor drew Council members' attention to Item 2.2: Centres of Research Excellence noting that nationally research was facing uncertain times and to Item 7.2 Massey University Worldwide.

He noted that the Institute of Veterinary, Animal and Biomedical Sciences accreditation visit was to take place the following week and that Head of Institute Professor Frazer Allan had undertaken a vast amount of preparatory work for the visit.

The Vice-Chancellor reported on highlights of his recent trip to China as noted in Appendix XII of his report.

**14.36 RESOLVED THAT COUNCIL RECEIVE THE VICE-CHANCELLORS REPORT
CHANCELLOR
Carried**

4.0 DECISION ITEMS

4.1 C14/44 COUNCIL COMMITTEE APPOINTMENTS

Audit and Risk Committee Chair Ms Denness considered that it was appropriate that the Audit and Risk Committee Chair should be a member of the Finance Committee.

Action: Chancellor to discuss such membership with Ms Denness outside the meeting.

It was noted that the resignation of Alastair Scott left one vacancy on the Audit and Risk Committee.

14.37 RESOLVED THAT COUNCIL APPROVE THE COUNCIL COMMITTEE MEMBERSHIP FOR 2014 AS FOLLOWS NOTING THAT THE CHANCELLOR WAS AN EX-OFFICIO MEMBER ON ALL COMMITTEES AND THE PRO CHANCELLOR WAS AN EX-OFFICIO MEMBER ON ALL COMMITTEES EXCEPT THE FINANCE COMMITTEE:

1. AUDIT AND RISK COMMITTEE: KURA DENNESS, PROFESSOR TONY SIGNAL, PROFESSOR CYNTHIA WHITE AND LESLEY WHYTE;
2. FINANCE COMMITTEE: DR RUSS BALLARD, FIONA COOTE, COLIN HARVEY AND BEN VANDERKOLK;
3. HONORARY AWARDS COMMITTEE: REAFFIRM COUNCIL APPOINTEES MEMBERSHIP: BRUCE ULLRICH - THREE YEAR TERM FROM 3 DECEMBER 2013 TO 2 DECEMBER 2016 AND FIONA COOTE - THREE YEAR TERM FROM 4 MARCH 2014 TO 3 MARCH 2017;
4. PERFORMANCE REVIEW COMMITTEE: BEN VANDERKOLK, DR RUSS BALLARD AND LESLEY WHYTE; AND
5. GOVERNANCE COMMITTEE: ASSOCIATE PROFESSOR GRANT DUNCAN

VANDERKOLK/AHIE
Carried

4.2 C14/45 REVISED COUNCIL AND COUNCIL COMMITTEE MEETING SCHEDULE

The Vice-Chancellor considered the proposal to change the Council meeting structure to be useful and would provide more opportunity for strategic discussion and site visits.

It was agreed that there needed to be more discussions on the Council and Committee schedule outside the Council meeting prior to making a final decision.

Action: Executive Secretary to arrange further discussion on the proposed Council and committee meeting schedule.

4.3 UNIVERSITY POLICY APPROVAL

4.3.1 C14/47 INTELLECTUAL PROPERTY POLICY

The Vice-Chancellor reported that there had been a significant level of consultation on the proposed Intellectual Property Policy and it had changed very little. It was noted that it was similar to other intellectual property policies.

14.38 **RESOLVED** THAT COUNCIL APPROVE THE COUNCIL APPROVE
THE INTELLECTUAL PROPERTY POLICY (C14/47)

SIGNAL/HARVEY
Carried

4.3.2 C14/48
TRUST FUNDS POLICY

Assistant Vice-Chancellor Strategy, Finance, IT and Commercial Operations Ms MacLeod noted that the proposed Trust Funds Policy was robust and thanked Mr Vanderkolk for his input.

The question was raised as to whether the University should have a trustee.

14.39 **RESOLVED** THAT COUNCIL APPROVE THE COUNCIL APPROVE
THE TRUST FUNDS POLICY (C14/48)

VANDERKOLK/SIGNAL
Carried

4.3.3 C14/49
MASSEY UNIVERSITY BUSINESS CASE POLICY

Assistant Vice-Chancellor Strategy, Finance, IT and Commercial Operations Ms MacLeod noted that the proposed Business Case Policy was supported by the Business Case Framework. It closely followed Government's business case policy and best practice approach.

14.40 **RESOLVED** THAT COUNCIL APPROVE THE COUNCIL APPROVE
THE MASSEY UNIVERSITY BUSINESS CASE POLICY (C14/49)

AHIE/COOTE
Carried

5.0 ITEMS FOR REPORTING

5.1 C14/51
**FINANCIAL REPORT FOR THE THREE MONTHS ENDED 31 MARCH 2014 -
PART I**

The Financial Report for the three months ended 31 March 2014 was noted and received.

5.2 C14/52
ACADEMIC BOARD MEETING HELD ON 19 MARCH 2014 – PART I

The Academic Board Report for the meeting held on 19 March 2014 was noted and received.

5.3 C14/53

REPORT ON E-BALLOTS:

- **4 APRIL 2014: CONFERRING DOCTORATE - 5 APRIL 2014**
- **15 APRIL 2014: FEES SETTING PRINCIPLES 2014**

The following two resolutions were passed by e-ballot on 4 April 2014 and 15 April 2014 respectively and are reported in these minutes.

RESOLVED THAT THE CHANCELLOR, OR HIS NOMINEE, BE AUTHORISED TO CONFER A DOCTOR OF PHILOSOPHY ON JAN KRAMER, WHO HAS SUCCESSFULLY COMPLETED THE PRESCRIBED COURSE OF STUDY, ON OR ABOUT 5 APRIL 2014

RESOLVED THAT COUNCIL:

1. NOTE THE PROCESS AND TIMELINE FOR SETTING INTERNATIONAL, DOMESTIC AND NON-TUITION FEES FOR 2015; AND
2. APPROVE THE AMENDED FEES SETTING PRINCIPLES 2014 FOR 2015 FEES AS FOLLOWS:
 - a) FEES SET ARE ALIGNED WITH THE ADVANCEMENT OF UNIVERSITY STRATEGY AS OUTLINED IN MASSEY UNIVERSITY STRATEGY;
 - b) THE AREAS THAT WILL BE FUNDED BY, AND BENEFITS GAINED FROM, INCREASES IN FEES WILL BE MADE CLEAR;
 - c) THE UNIVERSITY'S MARKET POSITION, I.E. RELATIVITY OF FEES WITH OTHER UNIVERSITIES, WILL BE CONSIDERED IN SETTING FEES, WHICH FOR DOMESTIC FEES MAY REQUIRE CONSIDERATION OF AN ANNUAL MAXIMUM FEE MOVEMENT (AMFM) EXCEPTION APPLICATION; APPROPRIATE BENCHMARKING WILL INFORM THE SETTING OF INTERNATIONAL FEES;
 - d) FEES SET ARE CONSISTENT WITH THE BUDGET PRIORITIES AND FISCAL PROJECTS AS OUTLINED IN THE UNIVERSITY'S 2014 BUDGET POLICY STATEMENT AND DESIGNED TO ENSURE THE UNIVERSITY'S FINANCIAL SUSTAINABILITY;
 - e) THE STUDENTS' ASSOCIATIONS, ON BEHALF OF ALL STUDENTS, AND OTHER RELEVANT STUDENT BODIES, WILL CONTINUE TO BE CONSULTED IN THE PROCESS LEADING UP TO THE RECOMMENDATION BY MANAGEMENT TO COUNCIL OF STATED FEES FOR THE ENSUING YEAR;
 - f) FEES SET WILL CONSIDER THE IMPACT OF FEES ON STUDENT AFFORDABILITY;
 - g) FEES WILL BE SET IN ACCORDANCE WITH CURRENT GOVERNMENT POLICY;
 - h) THE RATIONALE FOR THE FEES SET WILL BE TRANSPARENT AND WILL ENDEAVOUR TO DEMONSTRATE VALUE FOR LEARNERS;
 - i) THE PROCESS OF FEE SETTING WILL RECOGNISE THAT THERE ARE DIFFERENTIAL COSTS AND POTENTIAL BENEFITS TO THE INDIVIDUAL AND THE UNIVERSITY OF STUDY FOR DIFFERENT TYPES OF COURSE; AND

- j) THE STRUCTURE OF THE UNIVERSITY’S FEES WILL BE CONSISTENT WITH THE GOALS OF THE FEE STRATEGY REVIEW I.E. THAT FEES STRUCTURES BE ADMINISTRATIVELY STRAIGHT FORWARD AND PRACTICAL

6.0 INFORMATION/BACKGROUND ITEMS

6.1 OUTLINE OF CAMPUS TOUR

Assistant Vice-Chancellor Operations, International and University Registrar Mr Morriss outlined the tour of the Equine Veterinary Clinic and other veterinary buildings.

6.2 DEBRIEF OF CAMPUS TOUR

No debrief of the campus tour took place.

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
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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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Item 8.3 Follow-up Schedule as at 2 May 2014	These matters were considered in Part II of the meetings held on 7 March 2014 and before

Item	Reason for Proposed Public Exclusion
Item 9.1 Chancellor’s Report	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k) To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 9.2 Vice-Chancellor’s Report	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k) To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 11.1 Honorary Awards Committee Recommendations	To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 12.1 C14/59 Health and Safety Report for the period January – February 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k) To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 12.2 C14/55 Vice-Chancellor’s 2014 objectives: January – March 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k) To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 12.3 C14/56 Financial Report for the three months ended 31 March 2013	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.4 C14/57 2014 Enrolment Report – Update to 13 April 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.5 C14/58 Consolidated Performance Report: Quarter One, 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.6 C14/60 Debtors Report as at 28 February 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Items 12.7 Controlled Entities Annual Reports – <i>items deferred</i>	
Item 12.8.1 C14/64 Audit and Risk Committee Report –Meeting held on 7 March 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)

Item	Reason for Proposed Public Exclusion
Item 12.8.2 C12/65 Audit and Risk Committee Report –Meeting held on 7 April 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 12.9 C14/66 Academic Board Report – meeting held on 19 March 2014	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 14.1 C14/67 Risk Management Report Commentary – January 2014	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 decisions to move from Part II into Part I

Signature: _____

Date: _____

Council Follow-up Schedule Part I – 4 July 2014

From last meeting

Note: bracketed italics are completed actions

Item	Outcome	Action	Milestone dates
1. Revised Council and Council Committee Meeting Schedule	<ul style="list-style-type: none"> The Vice-Chancellor considered the proposal to change the Council meeting structure to be useful and would provide more opportunity for strategic discussion and site visits. It was agreed that there needed to be more discussions on the Council and Committee schedule outside the Council meeting prior to making a final decision. 	<ul style="list-style-type: none"> Executive Secretary to arrange further discussion on the proposed Council and committee meeting schedule. Meeting between Chancellor, Vice-Chancellor and Assistant Vice-Chancellor Strategy, Finance, IT and Commercial Operations took place on 25 June 2014. Proposed meeting schedule for 2015 on July Council agenda. 	<ul style="list-style-type: none"> 4 July 2014

Council Follow-up Schedule Part I – 4 July 2014

Ongoing Issues

Note: bracketed italics are completed actions

Item	Outcome	Action	Milestone dates
1. Disciplinary Committee	<ul style="list-style-type: none"> The Disciplinary Committee of Terms of Reference have not been reviewed since 2005. Need to ensure they meet the needs of the University. 	<ul style="list-style-type: none"> AVC Operations & University Registrar to review Terms of Reference and Membership criteria The Disciplinary Committee Terms of Reference form part of a wider review of the Student Disciplinary Procedures being undertaken by the Office of the 	<ul style="list-style-type: none"> 6 September 2013

Item	Outcome	Action	Milestone dates
		<p>AVC Academic and International. AVC Operations & University Registrar liaising with the Office in their review.</p> <ul style="list-style-type: none"> • 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. • Wider review is not yet complete. To be tabled at time of completion. • Wider review had been on hold. Now reactivated but not yet complete. To be tabled at time of completion. 	<ul style="list-style-type: none"> • 6 December 2013 • 7 March 2014 Council meeting. • 4 July 2014 • 5 September or 3 October 2014

COUNCIL AGENDA PLAN – MARCH - DECEMBER – 2014

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

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

	Friday 4 July (Manawatu) Function: <u>Strategy planning for the following year; Approval of International Fees</u> <ul style="list-style-type: none"> Approve Domestic, International and Other Student Fees 	Friday 5 September (Wellington) Function: <u>Approval of Investment Plan and Domestic Fees</u> <ul style="list-style-type: none"> Approve Investment Plan Establish Council agenda plan and schedule for following year
Strategic Discussions	Student Forum	College of Humanities and Social Sciences including Institute of Education strategies: (<i>Pro Vice-Chancellor CHSSc</i>)
Site visits	PN Campus visit: Possibly Milson Flight Centre	Wellington Campus visit – tbc
Key Reports	<ul style="list-style-type: none"> Chancellor's Reports VC Reports - to include <ul style="list-style-type: none"> VC Reports Financial Reports Performance Review Report Enrolment Report Health and Safety Report NZSM Report 	<ul style="list-style-type: none"> Chancellor's Reports VC Reports - to include <ul style="list-style-type: none"> VC Reports Financial Report Quarterly Performance Reports Major Capital Projects Report Performance Review Report Enrolment Report Health and Safety Report Reflection on 2014 Scene Setting PowerPoint Show
Decision Items	<ul style="list-style-type: none"> Domestic, International and Other Student Fees 2015 Māori Protocols Review Report Policies as per schedule Proposed Meeting Schedule 2015 	<ul style="list-style-type: none"> Investment Plan 2015-2017 Draft Agenda Plan 2015 Policies as per schedule <ul style="list-style-type: none"> Privacy Policy
Committee, Associated Entities and Other	<ul style="list-style-type: none"> Audit & Risk Committee Report Academic Board Reports Academic Board Chair's Report (<i>in person</i>) Massey Ventures Limited Chair's visit Massey Ventures Ltd annual report 2013 MU Foundation annual report 2013 NZSM annual report 2013 Agri One Ltd annual report 2013 	<ul style="list-style-type: none"> Audit & Risk Committee Report– including Risk Management Report commentary Academic Board Reports including Chair Honorary Awards Committee Report Research Strategy Framework Annual Report (AVC RE in person) Massey Foundation – Chair's visit Tracking Council Decisions and Delegations

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

COUNCIL AGENDA PLAN – MARCH - DECEMBER – 2014

	<p>Friday 3 October (Albany) Function: <u>Budget review</u></p> <ul style="list-style-type: none"> Review Operating and Capital Budget for following year Insurance Renewal – delegate authority to approve 	<p>Friday 5 December (Manawatu) Function: <u>Budget approval & Final Decisions for current year and prep for following year</u></p> <ul style="list-style-type: none"> Approve Operating and Capital Budget for following year Election of Chancellor and Pro-Chancellor Committee membership established
Strategic Discussions	Employability - Links to employer/employment: <i>Assistant Vice-Chancellor Research, Academic and Enterprise and Assistant Vice-Chancellor Operations, International and University Registrar</i>	Massey University Regional Strategies
Site Visits	Albany Site visit - <i>tbc</i>	<i>tbc</i>
Key Reports	<ul style="list-style-type: none"> Chancellor’s Report VC Reports - to include <ul style="list-style-type: none"> VC Report – Part I Financial Report Performance Review Report Enrolment Report Health and Safety Report 2015 University Operating and Capital Budget 	<ul style="list-style-type: none"> Chancellor’s Report VC Reports - to include <ul style="list-style-type: none"> VC Report – Part I Financial Report Quarterly Performance Reports Major Capital Projects Report Performance Review Report Enrolment Report Health and Safety Report Aged Debtors Report
Decision Items	<ul style="list-style-type: none"> Insurance Renewal – delegate authority to approve Agri One Ltd SCI 2015 Policies as per schedule 	<ul style="list-style-type: none"> 2015 University Operating and Capital Budget Renewal of Insurance 2015-report delegation NZ School Music SCI 2015 MVL SCI 2015 Student Bad Debts Council Committee membership Review Guidelines for Conduct of Council and Council Committees meetings Review Council Code of Conduct Election: Chancellor & Pro Chancellor Policies as per schedule
Committee, Associated Entities and Other	<ul style="list-style-type: none"> Audit & Risk Committee Report Honorary Awards Committee Report Notice of Intention for Chancellor and Pro Chancellor positions Council Graduation Schedule 2015 	<ul style="list-style-type: none"> Audit & Risk Report Committee – including Risk Management Report commentary Academic Board Reports Academic Board Chair Report (in person) Honorary Awards Committee Report Council Evaluation 2014

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

Add Strategic Discussion on Legal implications of the new Health and Safety Bill



VICE-CHANCELLOR'S OFFICE

To: Members of Council
From: Vice-Chancellor
Date: 23 June 2014
Subject: **Vice-Chancellor's Part I Report to Council**
Period: mid-April to mid-June 2014

Purpose:

This report is presented to update Council on key achievements, highlights and major issues arising over the period mid-April to mid-June 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 elog and diary. Further detail is provided in the appendices to this report.

1.0 Topical Issues

1.1 Senior Leadership Team planning; accelerating growth; and the tertiary education environment

The SLT mid-year planning session was at Albany last week, with a focus on how to accelerate the growth of the campus. A number of senior staff from the Albany campus were in attendance and the discussion was based on material put forward by colleges and service lines.

A useful plan is emerging and will be discussed with all Albany staff before it is put into action.

A small forum was held in the evening and it was testament to how important Massey is to the region that the chief executive of Auckland City, Stephen Town, the chief executive of Auckland Tourism, Events and Economic Development (ATEED), Brett O'Riley, the chair of North Harbour Business Association, Warren Kitchin, and the investment manager of ATEED, Darryn Grant, agreed to take part in a discussion about Massey's contribution to growth.

Speaking of planning sessions – the Massey University Council will be getting together in July to look at issues of concern to its members. Top of the agenda is the need to drive the growth of the University faster.

The need to focus on growth was reinforced by a number of media items at the beginning of June. The Council of Trade Unions released material showing that the Government's 2014 Budget predicts a falling level of investment (down from 33 per cent of gross domestic product now to 29.9 per cent of GDP in 2018) in tertiary education over the next four years. Given that the level of investment has gone down in real terms over the past four years, this is not good news.

The Tertiary Education Union release was followed by the news that the number of international students at Otago University are significantly down, causing financial difficulties.

To add to the story, the Manawatū Standard front page lead on June 14 announced that “Tertiary staff fear for jobs”. The institutions quoted were UCOL and the International Pacific College but the newspaper reported that all tertiary staff were surveyed for the story.

And finally, the Sunday Times carried an opinion piece by the Professor of Farm Management and Agribusiness at Lincoln University questioning the viability of the University.

None of this is a surprise given the level of financial stress the sector is under, so these stories should not cause unnecessary alarm. Despite the environment the University operates in, progress is being made across all areas of activity. Every week I hear of the successes of individual staff. However, the news items do reinforce how important it is that everyone at Massey is focused on reducing costs while increasing revenue from a variety of sources and implementing relevant parts of the 2025 plan. As Government funding falls, changes have to be made and new sources of revenue found. This year colleges overestimated the number of domestic students that would enrol in a softening market and this has added to the financial stress we face. Understanding these issues and acting to resolve them are the keys to working our way through to a stronger situation.

1.2 **Massey University Council membership**

The Massey Council met at the beginning of May. Two new members, Colin Harvey and Liam Tait were welcomed. The Council also received the resignation of Alistair Scott who has been selected as the National Party candidate for the Wairarapa electorate. Mr Scott made a very positive contribution to the Council and we thank him for his support.

1.3 **Albany campus celebrates 21 years calendar**

I have received a copy of the “Albany campus celebrates 21 years calendar” – it looks good and I thank the students involved in its production for their contribution to our anniversary year. Copies are available from the campus registrar’s office.

1.4 **Massey University 50th Anniversary**

I am enjoying the material produced to mark our 50th Anniversary. The recently published Massey Alumni magazine looks great. Worth sending to anyone associated with the University.

1.5 **50 Years of Food Technology magazine**

Thank you to Dick and Dianna Hubbard for sponsoring the *50 Years of Food Technology* magazine. It looks great.

1.6 **Commonwealth Games and Massey Students**

So far, out of 81 New Zealand athletes selected for the Glasgow Commonwealth Games, 15 are currently studying at Massey. There are also some athletes that have been selected that are Massey students, but not enrolled this year due to focusing on the Commonwealth Games. The New Zealand teams are still being named for different sports.

2.0 **Key Strategic Issues and Positioning**

2.1 **Budget Policy Statement and 2015 University Budget**

The Assistant Vice-Chancellor Strategy, Finance, IT and Commercial Operations Rose Anne MacLeod posted a video in mid-May setting out the parameters of the 2015 University Budget. All staff will find the video of use as they plan for the coming year. Massey University is in a very sound financial position but it does face a significant challenge – raising enough operating revenue to meet its needs. Over the past 21 years the University has grown to include three major campuses while locking itself (in 2004) into a student forecast of around 17,000 EFTS. The University needs to grow its student body but the Government capped both numbers and funding four years ago. This, combined with the softening of student numbers in the tertiary sector, is the major cause of the financial challenges we face.

The overall solution is to increase revenue from a range of sources. The most immediate way to do this is to recruit and retain students. Massey is best placed of all New Zealand universities to increase its numbers because we are not as heavily reliant on school leavers

as other universities. Some two-thirds of Massey students are over 25, so we should be building on our reputation as a “life-long learning” university. Retention depends largely on the experience students have while they are with Massey.

2.2 **University Profile and pocket facts**

The updated University Profile has now been printed and is available to staff online at <http://www.massey.ac.nz/massey/about-massey/university-management/plans-reports>. Hard copies of the Profile can be requested by staff undertaking external visits by emailing Heidi Giles in External Relations. Copies of the University’s ‘pocket facts’ - a useful wallet-sized snapshot of key facts about the University - have also been sent to all staff via department administrators using the internal mail.

2.3 **Leader’s Forums**

The first of three Leader’s Forums was held in Wellington at the end of May. The aim was to talk through the refreshed University strategic plan with academic staff and discuss what it means for individuals. Thanks to College of Creative Arts Pro Vice-Chancellor Professor Claire Robinson for a lively session. These were repeated on Manawatū campus, facilitated by Deputy Vice-Chancellor and College of Sciences Pro Vice-Chancellor Professor Robert Anderson, and Albany campus, facilitated by College of Humanities and Social Sciences Pro Vice-Chancellor Distinguished Professor Paul Spoonley.

The University is focusing on leadership because if we are to achieve our goals we need to support staff to lead change. Not easy when everyone is busy with day-to-day work. However, universities worldwide are faced with pressure to change and we need to be out in front determining our own future.

2.4 **College of Health**

After a useful period of consultation, the College of Health released its strategic plan in May and Pro Vice-Chancellor Professor Paul McDonald has been busy discussing it with staff and partners. It is a very interesting document and can be found at http://www.massey.ac.nz/massey/fms/Colleges/college-of-health/College_of_Health_Strategic_Plan.pdf

2.5 **AgResearch and FoodHQ**

AgResearch has formally announced that it will be shifting more staff to the Manawatū as part of the build-up of FoodHQ. This is very good news for the region and for the effort to increase innovation throughout the food value chain.

It is worth noting that Massey has led the development of FoodHQ in line with its plan to identify Manawatū as a world food innovation centre. This line of thinking grew out of the strength that Massey Manawatū has in the area of food systems.

We are promoting creativity in Wellington and innovation in Albany.

The development of FoodHQ demonstrates the importance of focus. Massey has long been a leader in agriculture and food. Promoting what we are good at has attracted considerable attention – such as the recent Government funding for a food safety programme in China.

For further information on Agrifood initiatives please refer to item 6.8 below.

2.6 **Employability 2014**

Massey has a long history of providing education that aligns with the needs of New Zealand. The diversity of practice that supports and enhances the employability of our students is something we should be proud of, and the embedding of applied learning is a growing facet of our provision.

To celebrate and to take stock of the breadth and depth of activities in this area, a series of employability initiatives is being launched. One such initiative is the employability stocktake. In June, on each campus staff have been invited to drop in to record what they are doing to support student employability. Any activity, from internships, to placements, to invited guest speakers, to case studies within curriculum, that helps our students to build competencies and assets that can be used to gain employment and/or manage a career, through to novel

methods and pedagogies for embedding and integrating employability within our teaching and research.

2.7 **Centres of Research Excellence (CoRE)**

The announcement of the 2014 Centres of Research Excellence in early May provided New Zealand with a new group of emerging research centres of excellence. All of the Massey lead submissions received positive feedback. Some reached the final short list. We are contributing to a number of those nominated for funding.

All the feedback affirms what we have already heard from both Tertiary Education Commission (TEC) in response to our annual plans and recent reports, and others [both in New Zealand and our international advisory boards] that Massey hosted CoREs (The Riddet Institute and the Allan Wilson Centre) have performed above expectations and reached all key performance milestones. They have established themselves as international centres of excellence and are clearly embedded within the New Zealand science framework.

While the news [TEC CoRE Funding 2014] is obviously disappointing it is important that we continue to advance our strategic plans. We are now used to short-term policy transitions around science funding, and this recent shift in the funding emphasis of government does not signal the demise of established centres into which Massey and other partners have invested considerable resource. Indeed, we are already well advanced with key new developments that build on the foundations of these successful CoRE models for partnership and we are directing our attention to innovative collaborative models to extend our capacity in key science areas for New Zealand with new initiatives in plant sciences, genetics, biotechnology and food safety. One recent development is the joint Graduate School of Horticulture and Food Enterprise with Plant and Food for which the first two scholarships have recently been awarded.

At the end of May the Government indicated in the 2014 Budget that it will be funding a further three CoREs plus a Māori focused CoRE. Massey will be resubmitting applications. The process has not yet been clarified by the Government but it is important that we begin preparing now.

3.0 **Research and Scholarship**

3.1 **AL Rae Centre**

Massey University is also proud to announce the new AL Rae Centre, which will focus on postgraduate education in breeding and genetics to generate the next generation of graduates with quantitative breeding and genetics skills. Professor "Al" Rae was the inaugural Professor of Sheep Husbandry at the then Massey Agricultural College. He was central in bringing the new science of animal genetic improvement to the New Zealand research community and subsequently to stud-stock breeders. "DairyNZ views it as an excellent initiative by Massey University and looks forward to future engagement in shaping the direction of the AL Rae Centre along with potential industry partners."

3.2 **Technological innovation through theoretical economics**

Dr Simona Fabrizi's (School of Economics and Finance) project funded by a Marsden Fast Start grant, for which she was an associate investigator, was selected by the Royal Society of New Zealand/Marsden Fund to be showcased in a series of web posts in the context of the 20-year celebration of the Marsden Fund. Please refer to Appendix I for further details.

For other highlights please also refer to sections 5.0 Celebrating Excellence, 6.0 Connections and Responsibility, 8.0 Generating Income and item 10.4 below on reshaping the science investment, below.

4.0 **Teaching and Learning**

4.1 **Graduation**

During April and May graduation ceremonies and celebrations were held in Auckland, Manawatū and Wellington. Congratulations go out to the students who graduated. Thanks

goes to teaching staff and those involved in all the organisation of the various ceremonies, celebrations and events.

- 4.2 Among the Graduation celebrations was the 25th Anniversary of the Bachelor of Resource and Environmental Planning Prize giving. The prizes represent a long running and very useful partnership between Palmerston North city and the University. Thanks to the staff who ensure the partnership continues to function.

4.3 Accreditation

- 4.3.1 In May, staff and students in the Institute of Veterinary, Animal and Biomedical Sciences hosted a visit from the Global Veterinary Accreditation Team. I met with the team at the end of its visit and went over the initial findings. My impression was that the visit had gone very well and we can expect a positive report. I am aware of the enormous amount of work that went into preparing for the accreditation visit so let me extend a thank you to Professor Fazer Allen and the team. Well done.

- 4.3.2 Another accreditation visit in May was for the Resource and Environmental Planning programme. I met with the New Zealand Planning Institute accreditation team at the end of its visit. The team members had a very positive view of the Resource and Environmental Planning programme. Thank you to the staff who prepared so well for the visit.

4.4 College of Creative Arts timetable innovation

By thinking about a typical week and how we could develop a rich studio culture, the College of Creative Arts timetable has been redesigned to enable students to focus entirely on their core studio for two full days per week – continuing to work in a studio environment outside their contact hours – with other days in the week devoted to critical and contextual studies and elective papers. All design students are given an equivalent experience with access to 100-level studios in first year, 200/300 level shared studios in second and third year and devoted 400 level studios in their final year.

- 4.5 It was good to see the Government host a conference on the future of learning in June (Innovations in Tertiary Education Delivery Summit, June 5-6). Over the past few years the University has been discussing the future of learning with both the Tertiary Education Commission and the Minister. It would not be an exaggeration to say that our argument, that on-line and distance forms of learning would become increasingly prevalent, fell on deaf ears. The Government and commission seemed focused on school leavers who study full-time. The summit suggests views might be changing. Massey is well-positioned to lead as on-line and distance learning develops. Indeed it is vital that we capitalise on the advantage we have of being the nation's pre-eminent provider of on-line and distance learning. Other universities are just dabbling in these areas because they do not have the infrastructure that Massey has gained from 50-years of experience.

- 4.6 There is an excellent article by Distinguished Professor Paul Spoonley and Associate Professor Richard Shaw in the Dominion Post on June 9 on the value of a Bachelor of Arts (please refer to Appendix II for further details).

5.0 Celebrating Excellence – Awards and Recognition

5.1 2014 Queen's Birthday Honours

Queen's Birthday Honours were announced at the beginning of June. As usual, some of the Massey family were on the list. I always write to all of the people on the Honours list who have a connection to Massey:

Current staff:

- Professor Donald Maurice, Conservatorium of Music, (MNZM) – For services to music

Alumni:

- Mr Tony Israel (QSM) – For services as a Justice of the Peace
- Mr Donald Miskell (ONZM) – For services to landscape architecture
- Adjunct Professor Ken Daniels (ONZM) – For services to health
- Mr Christopher Mules (MNZM) – For services to health

- Professor Graham Le Gros (CNZM) – For services to science and medicine
- Ms Rahera Ohia (QSM) – For services to Māori
- Mr Samuel Phillips (Haami Piripi) (ONZM) – For services to Māori
- Dr Graham Stoop (QSO) – For services to education
- Mr Peter Marshall (CNZM) – For services to the NZ Police and community
- Mrs Colleen Marshall (MNZM) – For services to the arts
- Mr Murray Cleverley (MNZM) – For services to business and the community
- Ms Barbara Ala'alatoa (MNZM) – For services to education

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

- 5.2.1 The Dominion Post Wellington Sportsperson of the Year Awards, in June, showcased some outstanding talent including Massey University's blind paralympian Mary Fisher, a Bachelor of Science student majoring in psychology. Ms Fisher won Disabled Sportsperson of the Year and Sportswoman of the Year. A great night.
- 5.2.2 David Wiltshire, External Relations (electronic publications co-ordinator), won the Wildlife Rehabilitation category of a photography contest run by the International Oil Spill Conference, held in Savannah, Georgia, in May.
- 5.2.3 Arthur Chin, international director, is the recipient of a Prime Minister's Scholarship for Asia to conduct doctoral research in China, Taiwan and India.
- 5.2.4 Shannon TeAo, lecturer in the School of Art and also completing Masters, has received a commission of work for the Biennale of Sydney June 2014.
- 5.2.5 Kylie Merrick, Master of Design (2007) graduate, received the Outstanding Teacher in Technology Education Award 2014 from Technology Education New Zealand.
- 5.2.6 Arie Dekker, Master of Business Studies (Finance) graduate, won the Institute of Finance Professionals New Zealand Inc, Research Analyst of the Year for a second year in a row.
- 5.2.7 Stacey Hendriks, Master of Science (double major in Animal Science and Agriculture) graduate, won the Lois Turnbull Postgraduate Scholarship, and jointly accepted the Brian Aspin Scholarship.
- 5.2.8 Scott Wilson, Zack Warner and David Tan, Bachelor of Engineering (Hons) students, were members of a team whose Smartphone satellite won a NASA Space Apps Challenge.
- 5.2.9 Vanessa Robinson, Bachelor of Agricultural Sciences student, won a of \$10,000 CRV Ambreed scholarship including overseas study and \$3000 towards tertiary studies costs.
- 5.2.10 Kerry Wynne, Bachelor of Resource and Environmental Planning student, received the First-Year "David Spring" Planning prize.
- 5.2.11 Anna Sanson, Bachelor of Resource and Environmental Planning student, received the Second-Year "Ken Nairn" Planning Prize.
- 5.2.12 John (Tianxi) Yin, Bachelor of Resource and Environmental Planning student, received the Third-Year "JT Stewart" Planning prize.
- 5.2.13 John Harold, Bachelor of Resource and Environmental Planning student, received the Fourth-Year "Bernard J Forde" Planning prize.
- 5.2.14 Isaac Tombleson, Bachelor of Arts (Hons) student, received a Prime Minister's Scholarship for Asia.
- 5.2.15 Scott Waddell, Bachelor of Business Studies student, received a Prime Minister's Scholarship for Asia.
- 5.2.16 Taieri Christopherson, Bachelor of Design (Hons) student, received a Prime Minister's Scholarship for Asia.

- 5.2.17 Mariah Templonuevo, Bachelor of Design (Hons) student, received a Prime Minister's Scholarship for Asia.
- 5.2.18 Bonnie Farrant, Bachelor of Science student, has been selected for the national under-21 young riders team to compete in Oceania team championships at Melbourne international horse trials.
- 5.2.19 Lauren Alexander, Bachelor of Business Studies student, won the New Zealand Young Rider series.
- 5.2.20 Dr Imran Muhammad, School of People, Environment and Planning, received the People's Choice Award for his oral presentation at the Institute of Professional Engineers Transportation Group Conference on March 26 for the Marsden-related paper on political-institutional aspects of public transport in Auckland.
- 5.2.21 Dr John Griffiths, School of Humanities, has had his book titled *Imperial Culture in Antipodean Cities 1880-1939* published by Palgrave.
- 5.2.22 Dr Ian de Terte, School of Psychology, has been appointed to the editorial board of *Journal of Loss and Trauma: International Perspectives on Loss and Trauma*.
- 5.2.23 Dr Tony Carusi, Institute of Education, has been appointed to the editorial board of *Educational Studies* the journal of the American Educational Studies Association. Dr Carusi's research looks at the commonsensical, unquestioned routines and practices within the field of education, from pedagogy to policy-making.
- 5.2.24 School of English and Media Studies Associate Professor Angie Farrow's play *The Blue Balloon* won Best Wildcard Award at the Sydney Short and Sweet Festival Gala Finals in March. This is the biggest short play festival in the world with more than 1000 international entries. *The Blue Balloon* won two Judges Choice competitions before being selected for the finals.
- 5.2.25 Associate Professor Jill Bevan-Brown, Institute of Education, received the Te Tohu Pai Tawhiti Award from the New Zealand Association for Research in Education. This senior career award is for those who have made a significant contribution to Māori education research. Associate Professor Bevan-Brown's major contributions have been in the area of inclusive education.
- 5.2.26 Chrissy Lepper, director of Early Childhood Contracts at the Centre for Educational Development, Institute of Education, was awarded the prestigious Margaret Blackwell Travel Award, which is administered by the New Zealand Council for Educational Research. Ms Lepper will spend two months travelling to Italy, Britain, the United States, Canada and Australia to investigate how early childhood providers and communities met the needs of linguistically and culturally diverse children.
- 5.2.27 International affairs organisation Women In International Security has established a new affiliate office in New Zealand – based at Massey's Wellington campus. Senior Lecturer Dr Anna Powles, Centre for Defence and Security Studies, has been appointed head of the New Zealand affiliate organisation.
- 5.2.28 Japanese Studies Aotearoa New Zealand held its official launch at AUT, Auckland, on March 14. This is a Massey-led initiative that promotes and advocates for Japanese language and studies in New Zealand, especially at tertiary level. Dr Penny Shino, School of Humanities, co-chairs the executive committee.
- 5.2.29 Professor Helen Moewaka Barnes, SHORE and Whaariki Research Centre, has been appointed to the Growing Up in New Zealand Scientific Advisory Committee.
- 5.2.30 Associate Professor Wyatt Page, Institute of Food, Nutrition and Human Health, has been appointed principal editor of the *New Zealand Acoustics Journal*, the journal of the Acoustical Society of New Zealand. Dr Stuart McLaren, Institute of Food, Nutrition and Human Health, will be an assistant editor.

- 5.2.31 Dr Roger Purchas, Institute of Food, Nutrition and Human Health, has been recognised by the *Elsevier*, having reviewed over 100 papers for its journals.
- 5.2.32 Maddie Leach, School of Art, has been shortlisted for the Walters Prize 2014 for *If you find the good oil let us know*, commissioned by the Govett Brewster Art Gallery 2012-13. The \$50,000 Walters Prize is named after the late New Zealand artist Gordon Walters, who was a Massey alumnus and has been inducted into the College of Creative Arts Hall of Fame.
- 5.2.33 Dr Somi Shin, School of Economics and Finance, received the Best Presentation and Discussion by a Young Econometrician Award at the meeting of the Econometrics Study Group held at the University of Waikato in February.
- 5.2.34 The four winners of Massey University's Pro-Chancellor's prizes in Speech Writing and Feature Writing have been announced. The four prizes, of \$200 each, were awarded to the top distance students and top internal students in Speech Writing and Feature Writing. They were donated by Massey University's Chancellor, Chris Kelly. The recipients were:
- Tracy Brighten, Bachelor of Arts student majoring in English, won the distance prize in Speech Writing. She drew on her knowledge and love of native birds to tell people how they can help endangered birds by being responsible cat and dog owners and beach visitors.
 - The winner of the internal Speech Writing Prize was Lauren Crimp, Bachelor of Communications student majoring in Public Relations. The idea for her speech was sparked by a spike in media coverage of domestic violence in New Zealand.
 - The Distance Prize for Feature Writing was won by Amanda Saxton, Bachelor of Arts student majoring in Economics, and a student intern at a magazine in Phnom Penh. The idea for the story arose when she wondered why many local people in Phnom Penh use crutches, but physiotherapists she met always lamented their lack of Khmer clients.
 - Emily Elliott, Bachelor of Communications student majoring in Journalism Studies, a Wellington student with a background in design, won the Feature Writing Prize for Internal students. She was inspired by former university student Helen Andreae, who broke the brief of her Design assignment and instead created a toy that could change the lives of autistic children.
- 5.2.35 Sophie Wang, a School of Economics and Finance PhD candidate, won the Auckland Centre for Financial Research best PhD Student Paper Award worth \$1000 at the recent New Zealand Finance Colloquium.
- 5.2.36 Tim Darlington, Library Digital Services Manager, has been successfully elected to chair of the Australasian Innovative User group for 2015-16, and will be deputy chair this year. Innovative are the provider of the Library's integrated library management system.
- 5.2.37 Two New Zealand AID Development Scholarships Students have been awarded Academic Excellence awards from the Ministry of Foreign Affairs and Trade. The recipients were:
- Highest Pacific Academic Achiever at Massey University for the New Zealand Development Scholarship – Angeline Bata'anisia, from the Solomon Islands, is studying a Bachelor of Applied Economics.
 - Second Highest Achiever – Lily Wheatley, also from Solomon Islands, is studying for a Bachelor of Applied Economics.
- Both women are in their third year of study and both won the awards last year but in reverse places.
- 5.2.38 The International Sheep Research Centre's reputation and stature in China continues to grow. Professor Hugh Blair, Institute of Veterinary, Animal and Biomedical Sciences, was recently named as the inaugural recipient of the Oasis International Friendship Award by the Xinjiang Production and Construction Corps. The award will be presented in Urumqi in October. In addition, the group are co-applicants on a large project examining the genetic diversity of sheep breeds in Xinjiang and Professor Steve Morris, Professor Paul Kenyon and Professor Blair are named experts on a project investigating the effect of soil fertility on sheep production in the same province.
- 5.2.39 Dr Leonel Alvarado, School of Humanities, travelled to Panama on April 23 to receive the prestigious Central American Literary Award Rogelio Sinán, which was awarded to his book

Xibalbá, Texas. The award is sponsored by the Technological University of Panama and the National Institute of Culture. The three members of the judging panel, whose decision was unanimous, praised the book for its focus on the drama faced by Central American immigrants as they journey north to the United States in search of a better life; its rigorous and impeccable structure; and its cinematic juxtaposition of images that evoke the language of film. The book is based on research Dr Alvarado has been doing on Central American immigration. It will come out in August and be launched at the International Book Fair in Panama.

- 5.2.40 Dr Tina Makareti/Dahlberg, School of English and Media Studies, published her novel *Where the Rekohu Bone Sings*. See <http://masseyblogs.ac.nz/expressivearts/2014/04/13/tina-dahlbergs-latest-novel-explores-cross-cultural-complexities/>
- 5.2.41 Dr Ian de Terte, School of Psychology, has been elected onto the committee for the Institute of Clinical Psychology: New Zealand Psychological Society.
- 5.2.42 Dr Inga Hunter, School of Management, has been accepted as a Fellow of the Australasian College of Health Informatics. Dr Hunter is now a recognised part of the Health Informatics community both here and overseas.
- 5.2.43 Professor Roger Lentle and Dr Patrick Janssen, Institute of Food, Nutrition and Human Health, received an excellent review for their book *The Physical Processes of Digestion* in the world's most prestigious magazine for the discipline of gastroenterology. The book was described as "an excellent overview of digestive processes. It is technical in its terminology; however it should act as a useful reference for its intended audience of physiologists, pharmacologists and dieticians/nutritionists".
- 5.2.44 The Minter Ellison Rudd Watts Research and Business Partnership Award recognises the deeply embedded working relationship between a research organisation and business that delivers significant commercial value for New Zealand. Associate Professor Marie Wong, from the Institute of Food, Nutrition and Human Health, who is leading a partnership with Massey University and the company Heilala Vanilla, has been nominated for this award.
- 5.2.45 Dr Stuart McLaren, Institute of Food, Nutrition and Human Health, has been invited to become a guest editor for special editions on noise for the International Journal Environmental Research Public Health, Switzerland.
- 5.2.46 The College of Creative Arts was a finalist in the 2014 Wellington Gold Awards. The college is nominated in the supporting category, and the website for the awards mentions that the college contributes an estimated \$237.5 million annually and 416 full-time equivalent jobs to the Wellington regional economy, and that college alumni have a major impact on the global economy. This recognises the college's significant place in the wider Wellington community, as an integral part of the city and region.
- 5.2.47 Casey Glynn, Bachelor of Aviation student, won the School of Aviation Outstanding Student Award and the Fieldair Engineering Limited Aviation Systems Award.
- 5.2.48 Rod Grove, Albany campus commercial operations manager, has been appointed the manager of the Junior All Whites.
- 5.2.49 Distinguished Professor Gaven Martin, New Zealand Institute of Advanced Studies and Institute of Natural and Mathematical Sciences, has been appointed as the vice president of the Royal Society Council (Physical Sciences, Mathematical Sciences, Technology and Engineering).
- 5.2.50 Matt Alexander, National Centre for Teaching and Learning, won the Enterprise Video awards for a five-minute video he made about Massey's use of Mediasite as a tool for teaching.
- 5.2.51 Associate Professor Lindsay Trotman, School of Accountancy, was reappointed Honorary Solicitor to Amputees Federation of New Zealand at its annual conference in March.

- 5.2.52 Dr Andrew Cleland, previous Massey Professor of Food Engineering and academic director in the College of Sciences, has been appointed as chief executive of the Royal Society of New Zealand (effective September 8).
- 5.2.53 Ben Taufua, Pasifika directorate, was voted co-chair of RAISE Pasifika, an education sector group community based and its members include University of Auckland, AUT, Waikato University, Manukau Institute of Technology, Unitec, Massey University, churches and communities.

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 Connecting with our regions– Hawke’s Bay

A visit to Hawke’s Bay at the end of April included very useful meetings with both the Napier City Council and the Hawke’s Bay District Council. In the evening, Massey hosted a Future New Zealand Forum (promoted via an impressive two-page spread in the local newspaper) at which Distinguished Professor Paul Spoonley, Associate Professor Dennis Viehland, Associate Professor Richard Shaw and Professor Claire Massey spoke to an appreciative audience of about 130. Thanks to those who organised the event and in particular to Kerre Devonport-Ward and John Bell, who represent Massey interests in the Bay.

The visit to Hawke’s Bay highlights the effort the University is making to stay in touch with key regions close to our campuses in Wellington, Manawatū and Albany. Our current priorities are Northland, Taranaki, Hawke’s Bay and Marlborough/Nelson. There will be an exploratory visit to the Canterbury region later this year to see what we might do to re-establish the physical presence that was lost at the time of the first earthquake.

6.2 Recruitment and marketing campaign

The 2014 phase of the brand campaign was launched at Easter. The *I Am* campaign is an evolution of the *Engine of the new New Zealand* message. It integrates our students, their values and the values we hope to share with prospective students, giving them a sense of belonging and ownership. As the year goes on the campaign will get more specific to particular programmes.

The campaign is directed at maintaining the growing awareness of Massey while attracting students into the semester two, Summer School, August intake and 2015. Building on the Engine of the new New Zealand theme, it invites students to identify themselves as part of the future and become part of Massey University.

Although the Government has capped enrolments and funding overall, we do have some room for growth. It is very important for everyone associated with the University to be aware of the marketing and recruitment drive that is underway. No recommendation is more powerful than one that comes from staff or students

Very positive results have been received from the first phase of the campaign which was completed at the end of May.

As of June 5, the campaign had resulted in:

- 43,500 new visits to the engine.ac.nz website.
- On average people are looking at 1.28 pages per session.
- The ads have been viewed on more than three million unique devices
- A 128 per cent increase in referral traffic from the Engine website to massey.ac.nz, suggesting viewers are clicking through to look at programmes or to apply for enrolment.
- Visits to semester two landing page: 3817.
- Average time on site 1.25 minutes.

We also continue to receive positive feedback from potential students about the campaign. We are doing very little advertising on television this year and instead focusing our messages online. Through this medium we are more cost effectively able to offer the

opportunity to engage with a single click-through. The only television advertising will be contra we get through our sponsorship of TV3's Three60 programme.

Although the first phase of the brand campaign has been completed, the semester two and distance learning campaigns are now in the market. A campaign to promote the August intake will begin later in June.

The second phase of the brand campaign will begin in July and will focus on promotion of specific programmes.

We have been very active in social media, communicating with current students and potential students. Our academics have had extensive coverage in the new media during this time.

We are also continuing to receive much improved feedback from school pupils about careers advisers being much more positive and proactive in their approach to Massey – particularly in the Auckland market.

6.3 Innovation update

The Innovation Steering Group, based at the Albany campus, has made initial plans for a campus event to follow up on last year's successful staff innovation forum. The event is planned for the second semester break and all Albany staff will be invited to showcase innovative initiatives. Additionally, plans are progressing in the planning of the Innovation and Enterprise Centre to be located in the old brasserie on the campus. Mike Fiszer, who leads the Institute for Executive Education and Enterprise in the College of Business, recently presented an update on plans for the centre to the Innovation Steering Group.

Please also refer to item 3.2 above and Appendix I for an example of a theoretical economics approach technological innovation.

6.4 Strategic Innovations Fund 2014

Over recent years staff have been invited to submit applications to the Strategic Innovations Fund. This year the fund has been extended to include an Entrepreneurial Partnerships segment. There have been a very large number of applications. The fund was very significantly oversubscribed. I take this as a very positive sign of interest in the value of developing projects that will drive the University's strategic plan faster and is evidence of a lively University. Thank you to all of the staff who have made applications.

This year's \$1 million contestable funding round received 55 applications (across the three platforms: Responsibility, Entrepreneurial Partnerships and Enabling Excellence) requesting a total of \$3,004,711. Applications were considered by the Senior Leadership Team, resulting in 35 per cent of the applications receiving funding.

6.5 Creativity update

The Wellington campus and the College of Creatives Art have continued to lead our Create value. Activities over the reporting period include:

- A workshop involving existing partners of the Design Centre of Research Excellence steering group is to take place in mid-June, aimed at determining the final shape of the proposed new design research entity (purpose, objectives, structure, partners, funding etc).
- Recruitment is under way for positions in the new School of Music and Creative Media Production.
- The Bachelor of Creative Media Production is up for approval by the Committee for University Academic Programmes, while the Bachelor of Commercial Music is in development.
- Progress is continuing on the Art School of the Future symposium, planned at this stage for late November, the first step in a broader initiative concerned with the value of art, which is likely to involve establishing a network of New Zealand art schools and art history programmes.
- The transfer of Toioho ki Apiti (Māori Visual Arts) programme from the College of Humanities and Social Sciences to the College of Creative Arts, with effect from January 1, 2015, was endorsed by the Senior Leadership Team.

- Efforts to assist the Wellington Employers' Chamber of Commerce to advance a proposed event on Wellington's creative economy in the latter part of 2014 are progressing.

6.6 Māori, Pasifika and New Migrants update

6.6.1 Research

The Māori directorate is currently involved or leading at least eight research programmes, ranging from a longitudinal study of New Zealand children to studies into ischemic heart disease, nutrition, and education. Apart from these initiatives, the directorate has focused its efforts on developing research activity amongst Māori staff, building relationships with key funding entities, and providing research guidance and advice. Collaborative opportunities are being explored, with a particular emphasis on an association with a new Māori Centre of Research Excellence, building Māori postgraduate capacity (particularly in health) and profiling University research activity (six keynote presentations have so far been given this year). Key relationships with AKO Aotearoa, Ngā Pae o te Māramatanga and the Health Research Council will further assist with building strategic relationships between funding entities and the University. We continue to work closely with Māori and non-Māori researchers in the development of their research proposals and in order to provide both cultural and (where appropriate) technical advice.

6.6.2 Recruitment and retention

The Māori directorate's recruitment and retention activities have been led by the Te Rau Whakaara team with associated support provided by the wider directorate. Te Rau Whakaara have organised multiple events as they drive recruitment within Māori schools, communities, and workplaces. They have met and presented to approximately 70 schools, directly engaged with industry (particular health and social service providers), supported a number of events (Māori secondary school speech and sports events), while also participating in various iwi-led festivals and symposia. These initiatives have been directly targeted in order to profile the University and ultimately bolster enrolments. Supporting existing students through various retention activities has also been a focus. The team has provided assignment support, initiated a process through which students in need of advice are identified early, organised assistance for Māori student roopu, as well as undertaking research to determine the profile of non-returning Māori students.

The Pasifika directorate and Pasifika staff at the Centre for Teaching and Learning on all three campuses, mainstream auxiliary staff who deal with Pasifika students and Dr Cherie Chu of Victoria University of Wellington, are developing the Pasifika Student Success strategy. A draft report has been prepared titled *Pasifika Student Recruitment, Retention and Completion in Tertiary Education in New Zealand: Moving Forward at Massey University*, specifically to inform the strategy. The intention is to utilise the findings in the report, learnings from Māori and other minority group data, together with mainstream findings and initiatives related to Pasifika to write the strategy. Initiatives to recruit, retain and ensure successful course and degree completion by Pasifika students to date have included:

- the establishment and delivery of the Pasifika Excellence Awards for academic excellence and community involvement in the five colleges and on all three campuses during the Pasifika graduation celebrations;
- the identification and integration of the importance of distance learning to Pasifika student achievement in designing the job description of the soon-to-be-advertised Pasifika learning advisor (Albany) position;
- a week-long writing retreat for postgraduate students;
- the creation of study space and remedial classes at the three campuses for students who require them.

An analysis of University enrolment data shows that there is a need to arrest the decline in new migrant student numbers. This is apparent with Chinese and Indian students. However, Korean student enrolments appear to have increased slightly in recent times. These three groups have been identified for priority attention by the New Migrant directorate. The director is working with University analysts to compute enrolment and retention numbers in some detail across the three campuses to identify where the enrolment and retention rates can be improved. The director is working with individual college and programme heads and personnel to identify shifts in the current paradigm that can be comfortably accommodated given the constraints faced by the University. In particular, special marketing proposals and

opportunities are being considered and suggested to Albany academic and administration (including support) staff. In view of the fact that new migrant students could be a potential area of considerable growth for the University, a paradigm shift in campus life and the education curricula is being considered for overall review of the University community. In this regard, proposals are being discussed with others, for example, the School of Aviation, the Centre for Defence and Security Studies, School of English and Media Studies and others in the College of Humanities and Social Sciences, the College of Sciences, International and New Migrant Student Recruitment, Teaching and Learning Centre and campus registrar. A student opinion survey is being conducted in consultation with the Albany Students Association. This, combined with the various engagement activities, will ensure that a robust, comprehensive and evidence-based strategy is developed.

6.6.3 **Staff Development**

Staff development remains a key focus for the Māori directorate. In the past three months, various staff symposia have been organised and several others planned. These have focused on building capacity (in research) profiling work, and creating opportunities. The staff research symposia will be a key initiative in this regard but so will the planned writing workshops, conferences (Te Pae Roa) and specialised events (the Vaughan Park lecture). A staff monograph is currently in production and will go some way to creating a publishing profile for junior staff members. PhD support scholarships are currently being organised through utilizing external support funding. Writing retreats have been organised as well as the provision of specific research advice to individual Māori staff (the directorate is currently working with four staff on their research programmes). A major publication (involving Māori staff) is also at the end stages of planning. This will involve more senior members of staff to profile their work and the University.

6.6.4 **Community and stakeholder engagement**

A memorandum of understanding was signed with Ngāti Wai in May that will create opportunities to build strategic relationships with iwi and Māori communities north of Auckland. These investments have ultimately supported a 16 per cent increase in Māori student enrolments when compared with the same time last year.

The Māori directorate is involved in the planning and organisation of *Te Pae Roa 2040*, a large Māori development conference, to be held September 2-3, in Albany. The programme is being finalised, with most speakers confirmed.

As part of the drive to engage with our Pasifika communities, namely to: “take Massey to the people; bring the people to Massey”; contribute to community development; attract sponsorship for student initiatives; ensure the ‘pillars’ of a student’s learning experience are recruited into the Massey process; as well as recruit, retain and graduate students, the following initiatives, among others, have been implemented:

- A community engagement plan is being developed at the same time that engagements have begun with visits to all the United Church of Tonga’s branches in Auckland. The plan is to continue with the Tongan churches, followed by Samoan and other Pasifika congregations. The aim is to visit all Pasifika churches. One of the advantages of this approach is we get everyone who is important in a student’s learning journey in one room;
- Initial discussions have been conducted with the Tonga Council and the Samoan Church Leaders’ group in Wellington;
- Community support for the Pasifika Excellence Awards has begun with the Fofu’anga Club donating nearly \$3000 for community-based awards on the three campuses. This will grow with other communities offering similar types of support annually;
- An initial approach has been taken towards engagement with industry and business through the New Zealand Pacific Business Council;
- Regular media commentaries by the Pasifika director help to keep Massey in the public arena;
- Massey Student Experience Days when Pasifika secondary school pupils are brought to campus for general information and possible recruitment to Massey;
- Samoan Language week, celebrated in part by an Albany campus umu, which all enjoyed.

At the end of March I approved the New Migrant directorate’s project plan, with the main goal of the plan being to coordinate stakeholders’ views on Massey University’s intention to

engage meaningfully with the educational needs and aspirations of new migrant communities in Auckland and to develop a far-reaching strategic plan for continuing engagement.

The New Migrant directorate identified the stakeholders as being Massey University students and staff, as well as the diverse communities of Auckland. Initial consultations with these groups has been completed.

Activities for new migrant families in Albany have focused on more clearly identifying the aspirations for their children's education, locating community issues and concerns, and the possibility of Massey being able to provide support for these aspirations and to assuage any concerns and issues these communities may have. These consultations are on-going. The issues expressed by the communities, and students from those communities, can be broadly clustered under five main headings: (i) internationalisation of the educational curricula at Massey (for access to the global labour marketplace); (ii) campus facilities; (iii) convenient transportation; (iv) diversity of campus life; and (v) support structures in concert with the students' diverse requirements. This information will be used to guide the strategic plan, to better align our activities, and to ultimately bolster student enrolments and the student experience.

6.6.5 **Entrenching Pasifika at Massey**

This is an expansive and ongoing process that includes bringing Pasifika values and ways to the three campuses by the development of the *Growing Pearls of Wisdom: Pasifika @Massey Strategy* implementation plan; developing Pasifika research and pedagogy; and growing Pasifika staff capacity:

- Development of the Pasifika Fale at the Pasifika directorate;
- Re-commencement of the Pasifika academic forum – a discussion forum where postgraduate students and staff present their work. This began last year;
- Establishing the Pacific Research and Policy Centre;
- Making Samoan (Pasifika) culture more visible by displaying the Samoan Language Week notice on the campus entrance screen at Albany.

6.7 **Sustainability Update**

The focus of the *Consolidating Sustainability* project since the March 2014 update has been to support students and staff working on projects using the campus as a Living Lab to improve University sustainability. For example, at the Wellington campus, staff and industrial design students have established a Living Lab to examine the issue of biodegradable waste produced on campus. In Manawatū, Facilities Management staff representatives from the Waste Working Group are collaborating with Library staff and volunteer students to design, implement and measure a waste-to-landfill minimisation initiative in the Library as part of a wider cross-campus Sustainable Library project.

The *Consolidating Sustainability* project manager is also contributing to other projects and initiatives linked to various aspects of sustainability:

- Puke Ahu Living Lab – Wellington campus identity project.
- Student project looking at on-site solar energy system design for dairying – Manawatū campus.
- Internship examining the issue of recycling contamination in the Manawatū campus dining hall.
- No 1 Dairy project (sustainable agriculture).
- Kuratini Marae redevelopment (sustainable building design).
- Rangitane Gardens project (cultural and environmental sustainability).
- Taranaki Knowing Rivers (community engagement and creative reinterpretation of social, cultural and scientific data).

Progress on other key project objectives include: final redesign of the Sustainability and Living Lab website and blog, ongoing support of the Massey University Sustainability Club, network analysis of Massey sustainability research, continuing stakeholder engagement around operational aspects of sustainability and a sustainability audit using the Learning in Future Environments Index (a web-based tool designed for tertiary institutions to manage, measure and improve social and environmental responsibility performance).

The intended impact of this work is to improve operational sustainability, demonstrate the value of the campus as a Living Lab approach, provide strategic focus in terms of

sustainability research expertise, and identify opportunities to further embed sustainability in core business and enhance institutional connectivity around sustainability.

6.8 Agri-food update

- 6.8.1 Formal announcement of Te Puna Whakatipu – Transforming Agrifood Business took place. Te Puna is a new University entity designed to improve the level of coordination of existing agrifood initiatives which also signals a new approach to operating in this key sector using the skills of the three principals: Professor Claire Massey, Professor Hamish Gow and Mark Ward. Te Puna will focus on three key areas; developing regions (led by Mark Ward), developing leaders within firms (led by Professor Gow) and developing firms (led by Professor Massey).

The work of Te Puna Whakatipu is focused on implementing the Massey agrifood business strategy (launched 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 projects/initiatives including:

- Coordinating the project pipeline for the Ministry of Foreign Affairs and Trade Agricultural Services Panel. NB It has now been confirmed that the ministry will fund a multi-year project in East Indonesia (led by Dr Chris Anderson, Institute of Agriculture and Environment).
- Planning the delivery of the training programme for officials from the China Food and Drug Administration, in association with the Centre for Professional and Continuing Education and programme leader Professor Richard Archer, Institute of Food, Nutrition and Human Health.
- Supporting the team bidding for the New Zealand Food Safety Research Centre (FoodHQ supported by other research organisations) being led by Professor Nigel French, Institute of Veterinary, Animal and Biomedical Sciences.
- Leading the relationship with Fonterra as we work towards formalising an agreement for projects not covered by our existing research agreement.
- Supporting the University's regional initiatives in Taranaki, Marlborough and the Manawatū.
- Representing the University at key events (eg National Field Days) and/or with international visitors.

Other activities in this regard include:

- 6.8.2 Professor Hamish Gow, Te Puna Whakatipu, and the Center for Agribusiness Policy and Strategy, have been collaborating with Livestock Improvement Corporation to run a series of farmer innovation workshops in the Bay of Plenty and Canterbury regions around reproduction solutions. This is part of an ongoing customer innovation and solution design engagement with the corporation.
- 6.8.3 Professor Gow also facilitated the first of three-strategy development workshops for the New Zealand Wood Industry in Wellington, in March.
- 6.8.4 Massey University, and in particular the College of Sciences, were again represented at the Central District Field Days held in Feilding, assisting with the manning of the University site. Deputy Vice-Chancellor and College of Sciences Pro Vice-Chancellor Professor Robert Anderson hosted the alumni function attended by about 50 people. The guest speakers were Calvin Ball a field consultant with Ballance Agri Nutrients in Masterton, who completed a BAgriSc (Hon) in 2012, and Nathan Heath, a land services adviser for the Hawke's Bay Regional Council, who completed a BAg (Production and Management) in 1995 and is currently working towards a Masters of AgrSc (Soil Science).

Please also refer to National field days in item 6.10 below and AgResearch strategic positioning and FoodHQ in item 2.5 above.

6.9 Examples of other connections, relationships, contributions and impacts:

- 6.9.1 Further to my last report, congratulations to Dr Jeffrey Stangl, School of Economics and Finance, and Dr Loren Stangl, School of Communication, Journalism and Marketing, for the highly successful Business Bootcamp at Albany for secondary school pupils. I followed the pupil's tweets on Twitter – they obviously liked the programme.
- 6.9.2 Jennifer Whitty and Holly McQuillan, School of Design, presented and exhibited work at the *Craft of Use* symposium/exhibition at the London College of Fashion. This work was developed as part of the international fashion research project *Local Wisdom*. Whitty and McQuillan were the co-leads of the only New Zealand facet of this year-long project, which involved postgraduate students Alex Barton, Monica Buchan-Ng, Katie Collier and members of the public. Holly McQuillan also delivered a Master Class at Chelsea College of Art.
- 6.9.3 The SHORE and Whariki Research Centre hosted three face-to-face stakeholder consultation meetings about tobacco control in New Zealand in Auckland, Christchurch and Wellington in late March.
- 6.9.4 Associate Professor Heather Galbraith, School of Art, travelled to Venice and Berlin to progress the 2015 Venice Biennale project, and attended the opening of the Sydney Biennale, where Shannon Te Ao, School of Art, was premiering a new work and undertaking two public talks.
- 6.9.5 A School of Design/Open Lab team of students led by Matthijs Siljee have finalised a design for Wellington City Council's Alternative Giving project. The design is to be implemented by the council in support of the Wellington street community.
- 6.9.6 Open Lab collaborated with ThinkPlace and the Ministry of Business, Innovation and Employment to design and deliver a walkthrough and two workshops in Te Ara Hihiko exploring the work to date that ministry teams have done on the Better Public Services Result Area 9 programme..
- 6.9.7 The College of Business's first *Big Ideas in Business* event for 2014 was a huge success, with more than 80 participants in attendance, most of them from the business community. *Big data, wise decisions: What managers need to know about big data* took place at the Student Central Lounge at the Albany campus in March.
- 6.9.8 The *It's My Life* campaign concluded successfully with three smokefree summits on each of Massey's campuses. Project leader Associate Professor Elspeth Tilley, School of English and Media Studies, hosted guest speakers from D-MYST, a youth smokefree organisation in Britain. The summits, speakers and *It's My life* competition winners all featured in regional and national media.
- 6.9.9 Professor Sarah Leberman, School of Management, facilitated a 90-minute session on *Leadership – youth voices and constructions* in March, as part of the New Zealand Association for Gifted Children Passion for Learning conference.
- 6.9.10 Lesieli MacIntyre, Pasifika directorate, was invited to participate in a second meeting, in April in Auckland, to continue to plan and design an assessment schedule for the Tongan Language Curriculum levels 1, 2, and 3, within the New Zealand National Curriculum, for the Ministry of Education. The sitting fee for this meeting will be credited to our Pasifika Unit. Ms MacIntyre hopes to continue to do this for the next levels.
- 6.9.11 Katarina Gray-Sharp, Centre for Teaching and Learning, accepted an invitation to become a founding contributor to *NZCommons*, a Creative Commons project managed by the Royal Society of New Zealand.
- 6.9.12 The Tertiary e-Learning Reference Group is the expert advisory group that provides advice on tertiary e-learning to its co-sponsors the Ministry of Education and Ako Aotearoa. As an advisory group member John Milne, National Centre for Teaching and Learning, played a key role in the development of the New Zealand elearning guidelines and he helped introduce the updated 2014 guidelines. More information is available at <http://elg.ac.nz>

- 6.9.13 Dr Kathryn Hay, School of Health and Social Services, provided Field Educator Training in May to Hawke's Bay District Health Board Social Workers at the Education Centre at Hawke's Bay Hospital in Hastings.
- 6.9.14 Associate Professor Robin Peace, School of People, Environment and Planning, chaired the Fast Start Marsden Panel, in May.
- 6.9.15 Professor Tony Parker, College of Creative Arts, was a member of the Australian Good Design Awards judging panel.
- 6.9.16 The Trading Room continues to be a drawcard for external engagement. Associate Professor Sasha Molchanov, School of Economics and Finance, hosted careers advisers from various secondary schools as a part of school career advisers' day at the Albany campus in March. The Trading Room visit generated a lot of interest and Associate Professor Molchanov has had follow-up enquiries regarding school visits to the facility.
- 6.9.17 MPOWER, in conjunction with the New Zealand Employment Relations Society, hosted its second panel seminar on the Living Wage in New Zealand at the Massey Wellington campus in May.
- 6.9.18 Staff from the Institute of Information and Mathematical Sciences are involved with the Metagenomics Experience day. This is a two-stage programme. Currently, secondary schools are being asked to send in soil samples from regions of interest to them, and the institute staff members are using the new sequencing technologies to identify the bacterial communities by sequencing DNA from the soil. The second stage is the schools sending the top year 12 and 13 biology students to campus for a hands-on experience day, where they can perform relevant molecular biology techniques, do computational analyses of the results from the previous year, and attend short lectures from staff. One hundred students are targeted this year from the Auckland region.
- 6.9.19 Massey Albany, through Distinguished Professor Gaven Martin, Institute of Natural and Mathematical Sciences, hosted the Auckland/Northland workshop (April) and competition (July). The purpose of these awards is: "To identify and foster young leaders who, through their knowledge of science, technology, engineering or mathematics, their entrepreneurial vision, and their persuasive communication skills, will bring about the New Zealand foreseen by Sir Paul Callaghan – *'the most beautiful, stimulating and exciting place in the world in which to live'*."
- 6.9.20 Institute of Natural and Mathematical Sciences staff members are involved for the first time this year in a new science club at Long Bay College. This will involve approximately 20 of their most talented STEM students interacting both at the Albany campus and at their schools with lecturers from Massey University.
- 6.9.21 Staff members from Institute of Natural and Mathematical Sciences are leading a team to update the five-year translocated reptiles monitoring plan for Tiritiri Matangi Island and Motuora Island. One of the ideas behind producing this plan was that the public volunteers would take ownership of the projects and lead survey teams to monitor the status of all translocated reptile species in their respective islands (ie citizen science). Professional herpetologists will act as advisory committee and we bring in scientific methodology into the post-translocation monitoring plan. This project has resulted in the training of about 20 volunteers on reptile catching and handling (at Massey University in 2010), and now refining and adapting lessons learned, including providing guidelines on how produce good scientific/systematic reports.
- 6.9.22 Over the weekend June 21-22 the Sport and Rugby Institute and Manawatū campus farms hosted almost 1000 competitors from 120 schools across New Zealand for the National Secondary Schools Cross Country Championships. The event organisation has, over the past three years, brought together a number of Massey units including Grounds, School of Sport and Exercise, Commercial Operations and Farms as well as external partners working to deliver the championships.

- 6.10 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:
- Attended a lecture by Massey Alumni Colonel Paul Bayly on David Livingstone: Africa's Greatest Explorer at Auckland Museum, along with an enthusiastic crowd of about 100. Colonel Bayly recently published a book on Livingstone, which has attracted a good deal of attention. Proceeds of the sale of books on the night have been very generously donated to the Massey University Foundation.
 - Visit by a delegation from MARA - Malaysian Government Sponsors.
 - Visit to Institute of Veterinary, Animal and Biomedical Sciences prior to the accreditation panel visit and look at new facilities. (Please refer to items 4.3.1 above and 9.2.4 below for further details.)
 - BioCommerce Centre board meetings (April, May and June).
 - AgriOne board meeting (April and June).
 - Wellington City Council meeting.
 - Interviews with Jamie MacKay for RadioSport's The Farming Show (April, May and June).
 - Visit by Laurel Colless, member of the Massey Foundation United States-based board.
 - Met with the new chief executive of Vision Manawatū, Alan Cockrell.
 - Visit from Quentin Quin, New Zealand Trade and Enterprise.
 - Attended Anzac Day civic event in Palmerston North. Thanks to the staff who attended Anzac Day commemorations in Wellington, Palmerston North and Auckland. The University laid wreaths in each city.
 - Opened the Educational Leadership in Action programme contact course.
 - Meeting with Napier Major Bill Dalton.
 - Meeting with Liz Lambert, interim chief executive, Hawke's Bay Regional Council.
 - Spoke at the Future New Zealand event in Hawke's Bay. (Please refer to item 6.1 for further details.)
 - EDUCANZ Transition board meeting.
 - Discussion with AgResearch re developments in Manawatū and FoodHQ.
 - Visit by Tertiary Education Commission investment manager Mark Garisch and chief advisor Dafydd Davis.
 - Agrifood Advisory Board meeting.
 - Visit from deputy director of the Ministry of Primary Industries, Andrew Coleman.
 - Catch-up with the Wellington Chamber of Commerce.
 - Meeting with the Minister of Primary Industries, Nathan Guy.
 - New Zealand School of Music board meeting.
 - Catch-up with Massey Pro-Chancellor Michael Ahie.
 - Attended a Ministry of Foreign Affairs-hosted meeting with a Sri Lankan Government delegation.
 - Attended the INFINZ Awards (Finance Industry) in Auckland. I was impressed by the number of people who mentioned to me that Massey's finance and banking staff were held in very high regard. About 1000 people attended the awards.
 - Global Veterinary Accreditation site visit debrief. (Please refer to item 4.3.1 for further details.)
 - Massey Ventures Ltd meeting.
 - Attended the International Safe City Accreditation celebration in Palmerston North. (Please refer to item 7.1 below for further details.)
 - Visit by the Dean of the Vet School of the University of Peradeniya, Professor Siril Ariyaratne.
 - Visit from Te Manawa chief executive Andy Lowe.
 - Visit by Tertiary Education Union president Lesley Francey and others to discuss their Blueprint for Tertiary Education.
 - One Massey Team site follow-up visit.
 - Spoke at Pinehurst School Careers evening.
 - Met with the chief executive of the Health Innovation Hub, Dr Frances Guyett.
 - Spoke at the Ernst and Young Entrepreneur of the Year Alumni workshop. This included a very interesting discussion on entrepreneurial universities. The audience included some of the largest businesses in New Zealand, who showed a good deal of interest in working with us to meet their capability and research needs. Of particular interest was the discussion around the challenges of recruiting new IT staff.

- Speech to the Leadership Development Centre workshop for Public Sector Managers
- New Zealand Planning Institute Accreditation review. (Please refer to item 4.3.2 for further details.)
- Discussion on Food HQ.
- Visit from Fonterra Managing director Global Brands and Nutrition Jacqueline Chow.
- Meeting with the New Zealand Chief of Defence Force Lieutenant General Tim Keating and others to discuss our relationship. It was agreed that it was time to refresh the partnership and look at what else we might do together.
- Speech to the Asia Forum, Wellington.
- Memorandum of understanding signing with Junhao Wang, President of Zhejiang University of Economics and Finance, China.
- National Horticultural Field Days in Hastings. Massey had a strong and positive presence at the field days. The horticultural industry has plans for very significant growth and will need our support if it is to realise them. Apart from assisting with field days, I noticed that Massey researchers Dr Jason Wargent and Dr James Hanly, Institute of Agriculture and Environment, were speaking.
- Universities New Zealand meeting (June). On this note, Vice-Chancellor of Waikato, Professor Roy Crawford announced his retirement will be at the end of the year.
- Filming of sponsors video for the Westpac Auckland North Business Awards.
- Attended the EDUCANZ Transition Board meeting.
- Attended the Dominion Post Sportsperson of the Year Awards (please refer to item 5.2.1 for further details on our winner).
- Attended the National Agricultural Field Days in Hamilton (June). Thanks to all of the staff who contributed to Massey's presence at the field days in Hamilton. The Massey stand looked great and attracted a lot of interest. A sign above the stand noted that Massey was "No1 in Agriculture". Given the worldwide focus on food systems, Massey's reputation in agrifood business is of importance not only to the University but also the nation.
- Educational partnership discussion with the Board of the Academy for Collaborative Futures.
- Visit from the Education New Zealand Board.
- Speech to Leadership New Zealand.
- Attended the 2014 Wellington Gold Awards (please refer to item 5.2.46 for further details).
- Attended the New Zealand Secondary Schools Cross Country Championships at Manawatū campus.
- Attended the Graduate Women Manawatū Charitable trust annual awards.

Please also refer to section 7.0 Internationalisation, below, for an update on my recent trip to China.

7.0 Internationalisation

7.1 International Safe City Accreditation – Palmerston North

In May, Palmerston North became the 333rd city in the world to receive International Safe City Accreditation. Massey University was a signatory to the accreditation document. Knowing that Palmerston North enjoys a reputation as a safe environment within which to work and study will be attractive to staff and students who intend to come to the city.

7.2 Internationalisation update

7.2.1 As at May 19, International EFTS compared to the same time last year are up by 4.4 per cent (+73 EFTS). Pipeline data shows that compared to this time last year the number of international admission applications received is up by +16.6 per cent and the number of confirmations received from students is up by +29.3 per cent.

7.2.2 In addition to traditional international recruitment channels via education agents, the International Office is also increasing recruitment via alternative channels such as Weibo social media which was launched on March 14. Massey is the second New Zealand University to have a Weibo account and we currently have 513 followers. Since the start of 2014, four new articulation agreements with partners in China, Vietnam and India have been

signed. Massey has hosted 38 senior inwards international delegations, including two ministers, five ambassadors and five institutional presidents, since the start of the year. Also, six ambassadors/high commissioners and senior representatives from six other diplomatic missions took part in the February 25 Massey University Worldwide launch.

7.2.3 During May the annual Federal Aid Audit was undertaken by an Australian accountancy firm appointed by United States Federal Aid. As Massey is the largest Federal Aid provider of all New Zealand Universities, the audit was undertaken over two days. It is pleasing to advise that only two areas of corrective action were found. An improvement from 2013.

7.2.4 The international director, international met and presented to the Education New Zealand education counsellors who were, at that time, in New Zealand. The objective of the presentation was to enhance the working relationship between Massey University and Education New Zealand.

7.3 Other Examples of international connections, relationships, contributions and impact:

7.3.1 The University hosted a Chinese Film Crew, which was filming for a documentary for Chinese television about New Zealand higher education. The crew visited the Albany and Manawatū campuses, and its schedule included meeting and interviewing students, the Chinese student association, a Chinese Massey Alumnus, and filming of campus buildings, labs, and social areas, along with scenes of the surrounding environment. The film crew also interviewed the Vice-Chancellor, international student admission officers, and visited the School of Aviation and the Hopkirk Research Institute.

7.3.2 International agreements included:

- Massey signed its first pathway agreement with an Indian university. It is hoped the 1.5+1.5 Bachelor of Science (Logistics and Supply Chain Management) Pathway Agreement with Manipal University, one of India's leading private universities, will provide a model for expanding engagement. It is hoped that the first cohort will arrive in January 2015.
- A memorandum of understanding focused on public health teaching and research was signed with Harvard School of Public Health, a world leader in the field.
- Agreements were also signed with:
 - Academy of Finance, Vietnam (Master of Finance Pathway Agreement);
 - Nagoya University of Foreign Studies (memorandum of understanding, Study Abroad agreement and Student Exchange agreement renewal) – NUFS is also a major partner for the Centre for Professional and Continuing Education international study tours.
 - Montana State University (memorandum of understanding and student exchange renewal).

7.3.3 International delegations hosted included:

- Qatar Airways Vice-President for Nationalisation Dr Kholode, accompanied by senior representatives from the Qatari Higher Education Institute to discuss delivery and expansion of the MBA programme.
- Jagiellonian University, Poland (research).
- Khon Kaen University, Thailand (public health teaching and research).
- Fonterra (global collaboration on corporate social responsibility).
- Thailand Institute of Scientific and Technological Research (nutrition research).
- University of Tsukuba, Japan (professional and continuing education).
- Montana State University (study abroad).
- In April, Massey hosted the Saudi Arabian Minister of Agriculture, accompanied by a large and very senior delegation (including both Ambassadors, several directors-general and the Education New Zealand Middle East regional director).
- Representatives from Majlis Amanah Rakyat, Malaysia, visited to discuss existing and pursue new undergraduate scholarship opportunities in engineering, business and sciences.
- A business-focused delegation from National Chung Hsing University, Taiwan, was hosted at Albany.

- Institute of Food, Nutrition and Human Health hosted 25 visitors from Singapore on the Manawatū campus. There were representatives from five tertiary institutions and the food industry. They were in New Zealand to learn about the Functional Foods Industry.
 - A group of international students from Taylors College in Auckland visited the Albany campus (Engineering, Natural Sciences, Food Technology).
 - A group of 13 senior students from Ningbo Foreign Language School, China visited the Institute of Food, Nutrition and Human Health in Albany. (Engineering, Product Development, Microbiology and Chemistry).
 - The School of Aviation welcomed Qatar Airways representatives Dr Kholode Al-Obaidli, Vice-President (Nationalisation) and Sylvie Anne Leroux, Head of National Talent Development and Retention, and representatives of the Higher Education Institute of Qatar –Abdulla Ahmed Al-Shafai, Senior Certificates Equivalency Specialist and Ali Abdullah Al-Bouenain, Director of the Scholarship Office. (Accreditation by Qatar's government of the Master of Business Administration programme that the School of Aviation delivers for Qatar Airlines).
- 7.3.4 Dr Jeff Stangl, School of Economics and Finance, met with representatives from the College of Business equivalent of the National Chung Hsing University, Taiwan, to discuss possible collaboration opportunities.
- 7.3.5 Professor Hamish Gow and the Global Food Safety Partnership team coordinated and facilitated the World Bank/Global Food Safety Partnership Food Safety Technical Working Group meetings in Arhus, Denmark, from April 24 to 26.
- 7.3.6 Professor Richard Archer, Institute of Food, Nutrition and Human Health, participated on the recent FRIENZ (Facilitating Research and Innovation Cooperation between Europe and New Zealand) study group tour to Europe, sponsored by the Royal Society. The party was led by Dr Max Kennedy of the Ministry of Business, Innovation and Employment. The group visited research institutes and universities in the food technology arena through England, France, Germany and the Netherlands. The group concluded there is a very close research affiliation between research institutes and there is a huge desire in Europe for collaboration – there is sufficient admiration of acknowledgement in New Zealand to interest Europeans with collaboration. This is being followed up at the current time.
- 7.3.7 Dr Malakai Koloamatangi has been asked by the Tongan government to develop a project proposal for the creation of an electoral observation team to formally observe the November general election. Dr Koloamatangi was one of two official observers at the 2008 Tongan general election, the first time that election observation was allowed.
- 7.3.8 2015 will be the 40th Anniversary of New Zealand relations with the Association of South East Asian Nations. The director international relations has been working closely with the Ministry of Foreign Affairs and Trade and other agencies to enable Massey University participation in a number of high-profile project opportunities with the association.
- 7.3.9 Professor Tony Parker, College of Creative Arts, has commenced the assessment of 130 individual portfolios for the Hong Kong Research Assessment Exercise, as a member of the Creative Arts, Performing Arts and Design Panel.
- 7.3.10 Massey hosted a training camp for the International Biology Olympiad recently as part of the process of sending the secondary school international biology team to the Olympiad in July. The International Biology Olympiad is a competition for secondary school pupils. Their skills in tackling biological problems, and dealing with biological experiments are tested. Interest in biology, inventiveness, creativity and perseverance are necessary. Every participating country sends four pupils, who are the winners of the respective national competitions. They are accompanied by two team leaders, who sit on the international jury.
- 7.3.11 Ten students applied to be part of the pilot of the North American Summer Study Abroad programme. We are very encouraged by the interest we have received in this new and unique offering.

8.0 Generating Income and Financial

8.1 **Massey University financial position for 2014**

In May, the Senior Leadership Team met to discuss the financial position of the University in 2014. As you will be aware, numbers across the sector (south of Auckland) are soft again this year. This means that many programmes will not meet their targets. Savings will have to be made during the rest of the year. Let me stress that all colleges and service lines have been asked to contribute to the savings target.

While our financial position for 2014 has tightened a little and costs must be controlled, it is very important that we focus on what will make an enduring difference – lifting revenue. The most immediate way to address the issue is to focus on student recruitment for Semester Two. (Please refer to items 1.1, 2.1, 6.2, 6.6.2, 6.6.4 above and 8.2.4 and 10.1 below for further details.)

8.2 The Minister for Food Safety, Nikki Kaye, formally announced Massey would develop a new food safety scholarship project for training China Food and Drug Administration officials. The three-year \$900,000 programme is a direct result of Massey's increased profile in the international space and efforts to work closely with key Government agencies.

The Prime Minister confirmed this scholarship programme during his recent visit to China. The scholarship programme is being developed in partnership between New Zealand's Ministry for Primary Industries and the China Food and Drug Administration. It is the first initiative of the Food Safety Cooperation Agreement signed in November last year (2013) and will give Chinese Food and Drug Administration officials a detailed insight into New Zealand's food safety risk management systems.

8.3 Massey University food safety and epidemiology specialists will lend their expertise to a global coalition of researchers that has been awarded \$8.8 million to help prevent the spread of zoonotic infectious diseases between animals and humans among livestock farmers in Tanzania.

The funding is spread over three years between three grants awarded by the Zoonoses in Emerging Livestock Systems programme, funded by Britain's Biotechnology and Biological Sciences Research Council and Department for International Development. The programme is designed to improve the health of poor farmers and their livestock through integrated human, animal and environmental health research, an approach internationally referred to as One Health.

The Massey University researchers involved are Professor of Food Safety and Veterinary Public Health Nigel French, senior lecturer in Molecular Epidemiology and Veterinary Public Health Dr Jackie Benschop and Dr Gerard Prinsen, who has worked with development programmes in Africa for nearly 25 years.

The global research collaboration is a multidisciplinary team that includes the University of Glasgow, the United Kingdom Institute of Food Research, Tanzania Ministry of Livestock Development, Sokoine University of Agriculture, Nelson Mandela African Institute of Science and Technology, Kilimanjaro Christian Medical Centre, Washington State University, Massey University, and the University of Otago.

8.4 The Ministry of Education has awarded a research contract to Professor John O'Neill and Associate Professor Sally Hansen, Institute of Education, for *Dispositions to Teach: Review and synthesis of current components and applications, and evidence of impact*.

8.5 The Ministry of Education has provided major funding for professional development services delivery and research in mathematics in South Auckland schools. Called *Pasifika Success*, the project is led by Dr Roberta Hunter, Institute of Education, in collaboration with her colleagues in the Centre for Research in Mathematics Education Mathematics and the Centre for Educational Development.

8.6 Associate Professor Marjan van den Belt, Ecological Economics Research New Zealand, has been contracted by the Bay of Plenty Regional Council (\$20,000) for Specialist Support for Economic Analysis Workstream for River Scheme Sustainability in light of "a 100-year plan for river management". The contract period for work to be completed is between March and August 2014.

- 8.7 Dr Shirley Julich and Dr Eileen Oak, School of Health and Social Services, have been awarded two contracts by Rape Prevention Education worth \$10,000 each. The first is to prepare a comprehensive report on the evidence base for the provision and delivery of sexual violence prevention programmes and initiatives in secondary school settings, and the second is to evaluate the Rangatahi Sexual Health Project.
- 8.8 Dr Michelle Thunders, Institute of Food, Nutrition and Human Health, received an Illumina grant programme subsidy to carry out Ribonucleic acid (RNA) sequencing with New Zealand Genomics Ltd. The subsidy equates to \$5000 and will enable a pilot study to go ahead.
- 8.9 Dr Thunders and Ying Jin, Institute of Food, Nutrition and Human Health, received \$3000 Massey University Fund for Innovation and Excellence in Teaching grant, to support the project entitled "*Interactive and animated tutorial and scenario-based podcasts to improve students learning experiences*".
- 8.10 SHORE and Whariki Research Centre finalised a contract with the International Development Research Centre to collaborate with the School of Public Health, University of Cape Town, on situation analysis of alcohol control policy in five African countries.
- 8.11 Associate Professor Rozanne Kruger, Institute of Food, Nutrition and Human Health, received a Lottery Health Research grant of \$45,000 to supplement the ongoing women's EXPLORE study to perform blood sample analysis etc. Topic title: *Predictors and risks of body fat profiles (hidden versus apparent) in young New Zealand European, Māori, Pasifika women: the women's EXPLORE study*.
- 8.12 Associate Professor Chris Bennewith, College of Creative Arts, secured partnership funding from Wellington City Council for the LUX Light Festival. Planning for the event at the end of August is now in full swing, with lots of opportunities for students and staff.
- 8.13 Five international study tour groups (run through the Centre for Professional and Continuing Education) visited the Manawatū campus in March. These included Nagoya University of Foreign Studies, Nagasaki Junshin Catholic University, Nippon Veterinary and Life Sciences University, Denen Chofu University, Japan, and Kasetsart University, Thailand.
- 8.14 Funding was received from Nga Pae o te Maramatanga (this month) in order to promote the outcomes of a recently completed project on indigenous cardiovascular disease. A member of the Māori directorate has been asked to undertake this work.
- 8.15 The Institute of Veterinary, Animal and Biomedical Sciences was supported by the Centre for Professional and Continuing Education to achieve 23 registrations for two new short online courses in Semester 1: Feline Dermatology and Marketing Vet Services. Most participants are based in Australia.
- 8.16 Professor Bruce Glavovic, School of People, Environment and Planning, has been awarded an Asia Pacific Network project to build capacity in resilience planning, disaster risk reduction, climate change adaptation in Fiji, by the New Zealand Planning Institute and Earthquake Commission-funded continuing professional development programme on resilience planning. The first phase will be delivered in 2014 and extended to more substantive continuing professional development and postgraduate study opportunities in future, including staircased opportunities that include international delivery.
- 8.17 Professor Tony Parker's (College of Creative Arts) research and consultancy contract with Gallagher has been signed for a further two years.
- 8.18 Dr Sandra Heffernan, School of Design, developed three successful 2014 Callaghan Innovation Student Fellowship Masters of Design applications with textile businesses: Classic Sheepskins, Napier; Levana Textiles, Levin; Town and Country Weave (Wool Equities), Palmerston North.
- 8.19 Professor Julian Heyes, Institute of Food, Nutrition and Human Health, secured a \$6850 project to investigate permeance-restricting edible coatings for kiwifruit from Zespri.

- 8.20 Associate Professor Wyatt Page, Institute of Food, Nutrition and Human Health, has won a small consultancy contract with the Environmental Protection Authority of \$3200 covering work on the revision of the Code of Practice for noise testing of fireworks.
- 8.21 Professors Jane Parker and Jim Arrowsmith, School of Management, are being funded by the International Labour Organisation to undertake a capacity assessment of the Tonga Employment Relations Bill. The study will involve desk research and in-depth interviews in Tonga with key representatives from Tonga's Ministry of Commerce, Tourism and Labour and government agencies including the Public Service Commission, Immigration Department and Ministry of Internal Affairs. A report detailing enforcement capacity constraints, proposed measures to address them, and measures that align with international best practice will be presented to the Ministry.
- 8.22 Massey's Environmental Management Unit in the Institute of Agriculture and Environment has secured eight scholarships (six master's and two PhDs) from the Foreign Affairs and Trade Aid Programme. The sustainable economic development scholarships will support the unit's African Transfrontier Parks Legacy Programme. Transfrontier parks are a nature conservation and tourism concept based on the principle of ecosystems not recognising national borders. The concept makes provision, through multilateral agreements, for the collaborative management of conservation areas that straddle international boundaries. The team members are Associate Professors John Holland and Bob Stewart, Institute of Agriculture and Environment, and Dr Trisia Farrelly, School of People, Environment and Planning.
- 8.23 **Donation to the wildlife hospital expansion**
I wish to note the generous donation of \$25,000 towards the expansion of the Wildbase wildlife hospital at the Manawatū campus by Wellington businessman Craig Shepherd, the managing director of Harbour City Security.
- Mr Shepherd has had an eight-year association as a supporter and collaborator with Wildbase. He completed the Oiled Wildlife Responders course and helped the Wildbase team care for wildlife affected by the Rena oil spill off the Tauranga coast in 2011 and 2012. Mr Shepherd says the first-hand experience spurred him to donate financially. "Working with Wildbase at the Rena disaster, I saw how valuable this unique resource is to New Zealand's wildlife. I have spent time training in their extremely cramped facilities and I jumped at the opportunity to help out and raise money for their desperately-needed new facilities."
- 8.24 The Centre for Professional and Continuing Education EFTS enrolments at June 9, 2014 compared to the same time in 2013 showed a 16 per cent increase in international full fee paying EFTS across all qualifications to 206 EFTS, and an increase of 281 per cent in domestic SAC eligible EFTS from 33 to 128 EFTS.

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

9.0 Enabling Excellence

9.1 Our people

9.1.1 People Leaders forums

People Leaders forums were held with Heads of Department, School and Institute in March in each campus, to focus on defining the capabilities required for success in head of department roles, which inform a Managerial Leaders Capability Framework. These were well received and the outputs of these workshops are being integrated with similar outputs from the Emerging Managers and their managers, and the Senior Leadership Team, having undertaken similar exercises. The outputs will inform a proposed role and capability definition for approval by the Senior Leadership Team.

9.1.2 CONNECT – Staff Conference 2014

A new all-Staff Conference format is now scheduled for July, with an event on each campus – July 3 in Albany, July 7 in Wellington and July 8 in Manawatū. The Plenary session is on *Quality conversations, learning to work together differently*; workshop options include – Open

Lab – entrepreneurship in action; 21st Century Academic; Recognition; Market Forces; career engagement.

Don't miss this opportunity for both academic and services staff to network and explore the issues in the various workshops that are on offer. See the staff conference website to register for this half-day conference.

9.1.3 **Seeking health and safety representatives**

I have encouraged staff to participate in health and safety by offering their services as an elected health and safety representative. The University is seeking staff who are passionate about safety to represent their colleagues on the safety matters. More information, including information about health and safety training, can be found on the health and safety website.

9.1.4 **Response to Staff Survey - Academic promotions streamlined**

The staff survey in late 2013, identified amongst other things a frustration amongst both staff and heads of schools and institutes at not being able to make critical decisions in relation to staff around academic promotion, and about the time the process takes.

Following consultation with academic staff, the Senior Leadership Team has confirmed its proposal to devolve decision-making to college academic promotions committees, for promotions applications up and including senior lecturer range 2. Staff will be, in future, notified of the outcome of their application following college committee decisions, instead of having to wait for a University committee decision.

Applications for promotion to associate professor will be submitted to the University Academic Promotions Committee (previously known as the University Professorial Promotions Committee) for decision as part of the professorial promotions round.

These changes will take effect as part of the 2014 academic promotions round.

All of the feedback received during consultation favoured the changes, with a small number raising reservations about committee workload, and the potential loss of college perspective on associate professor applications. These points were carefully considered but, to ensure the title of associate professor continues to receive international respect, it is considered more appropriate for these applications to be subjected to a rigorous assessment at a University-wide level.

These changes will reduce two University committees to one committee and two review committees to a single review committee for both sub-professorial and professorial decisions, instead of the current two.

Overall, this should mean applicants hear sooner about their applications, colleges are empowered to make these important decisions, academic participation is retained, and the robustness of our most senior titles is maintained.

Modified promotion booklets are currently being prepared to reflect the changes and these will be made available when the 2014 promotion round commences in the near future.

9.1.5 **Annual NZ Women in Leadership Programmes 2014**

Congratulations to the members of staff who will be attending the 2014 New Zealand Women in Leadership Programmes for Academic and Professional Services Staff to be held in Wellington, as follows:

Academic Programme in June 2014

Associate Professor Ann Shelton, College of Creative Arts
Dr Emma Febvre-Richards, College of Creative Arts
April Bennett [NZWiL Scholarship], College of Humanities and Social Sciences

Professional Services Staff Programme in August 2014

Emma Alter, National Centre for Teaching and Learning
Julia Rayner, Research and Enterprise
Sheeanda Field [NZWiL Scholarship], Library – Māori Services

9.2 **Campus Infrastructure:**

The University has been advancing an ambitious building programme over recent years. The results include:

- 9.2.1 Bennett's Bookshop relocation project on Wellington campus is complete and Bennett's are operating from the new area adjacent to Student Central and the Pyramid.
- 9.2.2 School of Public Health including the Centre for Public Health Research, social work and Māori Health (all three services) are now fully operational in the new location in Blocks 3 and 4 on the main Wellington campus.
- 9.2.3 Construction of the Equine Barn at the Manawatū campus has been completed and the Equine team have relocated.
- 9.2.4 The Equine Veterinary Clinic and the new sterile supply suite are now functional. The anaesthesia suite was also completed prior to the visit by the Global Veterinary Accreditation Team in early May (refer to item 4.3.1 above for further details).
- 9.2.5 The Veterinary Teaching Hospital underwent an audit against New Zealand Veterinary Association BESTPractice© Hospital Standards. The hospital was commended on its companion animal and equine medical records; radiation safety protocols and training; staff inductions; and health and safety protocols and standard operating procedures. When some minor issues identified have been addressed, the Massey University Veterinary Teaching Hospital will be only the second veterinary practice to reach hospital standards in New Zealand and the first to receive hospital accreditation for equine and production animal facilities.
- 9.2.6 Media studies and communication, journalism and marketing students have advanced new technology to learn with, following the opening of a digital media production village on the Wellington campus. Associate Head of the School of Communication, Journalism and Marketing Dr Elizabeth Gray says the suite of rooms on Floor D of Block 5 is a continuation of the upgrade of facilities available to students studying through both the College of Business and the College of Humanities and Social Sciences. The new facilities (which include a video studio and control room, sound suite, and multimedia editing suite) complement the existing digital media practice lab. Please refer to Appendix III for further details.
- 9.2.7 Stage one of the Wellington Library Project is now complete and fully operational. Work on stage two has started and will continue through to completion in December.
- 9.2.8 **Te Ara Hihiko national prize**
Athfield Architects won an award from the New Zealand Institute of Architects New Zealand Architecture Award in the education and sustainability category for the College of Creative Arts building - Te Ara Hihiko, Wellington campus. Te Ara Hihiko was described as a "well-resolved machine for learning" and an admirably robust and stimulating building. It used innovative seismic technology that allowed the timber-framed structure to sway and revert to shape in an earthquake. The building was sure to encourage students to integrate sustainability into their creative practice.

9.3 **Our services**

9.3.1 **Massey University Library**

Great to see the way the Library is developing its planning for the future. All staff have been involved in discussions focusing on a Library plan and a site specific plan that are consistent with the University's strategy. Hopefully these kinds of discussions are taking place throughout the University. *The Road to 2025* is a framework for thinking.

The heart of any University is its Library and at Massey University our outstanding Library and staff are at the heart of our academic community and the daily life of our students. Below is just a taste of some of the activities of our very active and engaged Library over the reporting period.

- Information literacy teaching - In the first two months of semester one face-to-face information literacy teaching was provided for over 4300 internal students across all colleges, within the course of study. In many papers equivalent content was provided in Stream for distance students. A third of those taught were first-year students and more than 100 were Foundation Studies students. 893 first-year Business students, both internal and distance, were taught online in Stream. The Library has content in more than 100 Stream papers, most of which are College of Humanities and Social Sciences papers.

Other activities included:

- Drop in Endnote classes proved popular at Albany, with 128 participants (mostly postgraduate students).
- Online Library workshops for distance students - this semester a total of 673 students attended these workshops.
- Library tours, enquiry services and assistance with timetabling – this included a concierge' service based at the main entrance of our Wellington Library to welcome and direct students in the first week of semester. In the first week of semester, 247 enquiries were fielded by concierge Library staff, and 291 at the Library's Level A service desk and, during March, 1990 enquiries were fielded at the Level A service desk.
- Library roving service - this was implemented on the recently refurbished Level B of the Wellington Library, to provide proactive point-of-need assistance for library users out in their working spaces. In the first week of semester, 153 enquiries were fielded by roving librarians and, during March, the roving librarians answered 451 enquiries,
- Research Consultations – More than 180 individual research consultations for mostly postgraduate students and some academic staff were provided from January to April, with an additional 38 EndNote consultations. This includes distance students, both in person or remotely using Connect.

9.3.2 Online examination

Online examination using a remote proctoring service was trialled this month, using a group of staff simulating a student exam in Stream. An evaluation of the trial will lead into further trialling with students later this year, and consideration of a strategic way forward with online exams as another tool in our overall array of assessment capabilities.

9.3.3 Student enrolment

Student enrolment processing for the start of the 2014 academic year went very well, with significant improvements in throughput times and service levels. Academic services staff are currently conducting their review of processes. Staff are also updating the programme-specific advice and guidance repository which the advisory and administrative staff use to advise students and make enrolment decisions. This is an important quality assurance mechanism for consistency and completeness of advice. It is now being made fully transparent on a website accessible to all staff including programme leaders and administrators in colleges who contribute information.

9.3.4 Online enrolment

Work continues on the solutions to allow new international students and international recruitment consultants to enrol online (currently International enrolment is paper-based).

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

- Attended Massey University Council's Audit and Risk committee (April and May).
- Attended the College of Business Dean's List, Albany campus.
- Attended Albany Graduation ceremonies 1 – 6.
- Attended the celebration to honour Pasifika graduates.
- Attended the celebration to honour Māori graduates.
- Chaired the Senior Leadership Team meeting (April, May and June).
- Strategic Innovations Fund Applications. (Please refer to item 6.4 for further details.)
- Attended the Performance and Risk report meeting.
- Met with student presidents (April and June).
- Chaired Tenders Board (April, May and June).
- Presentation of Vice-Chancellor's Teaching Excellence Awards (as detailed in my last report).
- Attended Academic Board (April and June).

- Meetings with Chancellor Chris Kelly (April and May).
- Visited the new teaching sites on the Manawatū campus.
- Discussion concerning the Manawatū Agri-Food Summit.
- Catch up with Council member Professor Cynthia White.
- Attended SLT subcommittee meetings (April and May).
- Attended Honorary Awards Committee meeting.
- Welcome Powhiri for new Council members. (Please refer to item 1.2 for further details.)
- Attended Massey University Council meetings (April and May).
- Attended meetings of the Pro Vice-Chancellors (May and June).
- Met with Assistant Vice-Chancellors (April and May).
- SLT workshop on manager capability framework.
- Discussion with the Teaching and Learning team at Wellington.
- Met with new staff at Albany and was impressed by their genuine enthusiasm for and understanding of what Massey is seeking to achieve.
- Governance committee meeting.
- Discussion concerning new College of Creative Arts programmes.
- Discussion about fundraising programme for Refectory refit.
- Graduation week in Palmerston North. I attended six ceremonies held in the magnificent Regent on Broadway Theatre.
- Spoke at the Pasifika celebration, Palmerston North.
- 25th Anniversary of the Bachelor of Resource and Environmental Planning.
- Spoke at the celebration in honour of Māori graduates, Palmerston North.
- Combined Unions meeting (May).
- Discussion on Christchurch regional visit programme.
- Meeting with new staff on the Manawatū campus.
- Spoke at the Marsden Second-Round workshop.
- Spoke at the Academy of Sport presentation evening.
- Review of Māori and Pasifika recruitment activity.
- Participated in the Applied Science scholarships presentation evening.
- Managerial Leadership Forum, Wellington.
- Catch-up with Albany Library staff.
- International Student Recruitment discussion. I met with academic staff on the Manawatū campus involved in the recruitment of international students. A number of useful ideas were discussed that might assist recruitment. Given busy schedules, not everyone could attend, so the invitation is to contact Michael O'Shaughnessy from the International Office with any further ideas. Email is likely to be the most efficient way to make contact.
- Discussion of 50th anniversary sculpture commissions.
- Leaders Fora at Wellington, Manawatū and Albany campuses (refer to item 2.3 above).
- Meeting with Wellington new staff.
- College of Business Dean's List presentations, Wellington.
- Graduation ceremonies in Wellington.
- Spoke at the celebration of Māori Graduates, Wellington.
- Spoke at the celebration to honour Pasifika Graduates, Wellington.
- June marked the beginning of the PRP/PDP season, so a good deal of time has been taken up with Senior Leadership Team member interviews.
- Catch-up with the Manawatū Printery staff.
- Catch-up with Professors David Mellor and Claire McLachlan re professorial meetings on Manawatū campus.
- Key note address at breakfast seminar for National Horticultural Field Days, Hastings.
- Mid-year Senior Leadership Team planning session focused on the future of Albany campus.
- Wellington all staff meeting about the Museum building.
- Massey Worldwide planning meeting.
- Met with the Wellington campus Art Committee.
- Shortlisting for new Pro Vice-Chancellor of College of Sciences.
- Catch-up with the Wellington Centre for Professional and Continuing Education team.
- Institute of Education long-list 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.

- 9.5 There are a lot of issues being advanced through the Senior Leadership Team at the moment, these include: The cost in participating in international rankings, ratings and benchmarking surveys; Academic Audit report cycle 5; Domestic Marketing strategy 2014; Domestic Recruitment strategy; performance issues, Tertiary Education Commission funding commitments and new Investment Plan process; debtors report as at February 28; Massey University business case policy and framework; induction policy; retirement policy; supernumerary academic positions policy; employee support services policy; equal employment opportunities policy; contractors procedures; 2013 Strategic Innovations Fund grant reports back; Microsoft XP removal; consolidated performance report: quarter one, 2014; Information Technology Programme Alignment committee reporting; indicative educational performance indicators 2013 and low performing papers; Performance-Based Research Funding 2018 planning agenda; curriculum reform development; financial report; Te Pae Roa 2040: *30 Years On and 30 Years Ahead*; total University spend on the advertising campaign; human resource delegations; academic promotions devolvement to colleges of sub-professorial promotions - academic promotion decisions streamlined; car park pay stations; Performance-Based Research Funding 2018 planning update; review of the travel policy and procedures; review of discretionary expenditure and gifts policy; status of policies and procedures as at May 1; major capital projects report: quarter ended March 31; personal emergency preparedness - staff survey report; draft non-schools recruitment strategy 2013-2015; revised policies and procedures for study abroad and student exchange; revised homestay policy; revised international insurance policy and procedures; monthly portfolio update papers (for April and May) from Assistant Vice-Chancellors (Research, Academic and Enterprise; External Relations; Strategy, Finance, Information Technology and Commercial Operations; People and Organisational Development; Operations, International and University Registrar; Māori and Pasifika), and Pro Vice-Chancellors (Business; Health; Humanities and Social Sciences; Creative Arts; Sciences).

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

9.6 **Massey University Human Ethics Committee: Northern: Appointment of Community Member – under delegated authority of Council**

On the recommendation of the chair and under delegated authority of Council, I have appointed Ms Karen Goa to the Massey University Human Ethics Committee: Northern, as a Community Member, for a term of three years from July 1, 2014, to June 30, 2017.

10.0 Opportunities/Threats

10.1 Student recruitment drive

As noted in item 2.1 above, the University is travelling well – with the exception of student numbers. Enrolments appear to be soft across the sector again this year. Combine fewer enrolments with the demand from the Tertiary Education Commission that Massey reduce its student numbers over the past three years and we have what is called a “pipeline” problem. This means we have fewer students progressing through the University.

Recruitment for the Second Semester and the Spring Intake is under way. I have asked staff to please do what they can to assist the recruitment and enrolment teams to attract new enrolments.

Further comment on this subject is also made under items 1.1, 2.1, 6.2, 6.6.2, 6.6.4 above and 8.1 and 8.2.4 below.

10.2 Government Budget announcement

The Government delivered its Budget in May. There was some good news for Massey in the form of extra funding for Centres of Research Excellence (refer to item 2.7 above for further information), higher rates for Science and Agriculture and a to be defined ICT initiative. An outline of the Budget and what it means for Massey is attached as Appendix IV).

Universities have welcomed the new funding, but have reminded the Government that it represents yet another reduction in funding overall. Targeted funding is useful but its value is reduced if there is no across the board increase. It is also worth noting that many of the funds that used to be available to universities (eg to support salary increases and capital developments) have disappeared over the past six years.

The decline in funding is a major contributor to all New Zealand universities slipping down the various world rankings. With surpluses appearing again in the Government's accounts it is certainly time to be asking when funding will increase in real terms. World class universities need world class funding.

- 10.3 Continuing on the focus above (item 10.2), Universities New Zealand (UNZ) has become a more focused and purposeful organisation over recent months with the arrival of executive director Chris Whelan. One sign of this is the consistent argument that is being put forward to Government (and eventually all political parties) that world-class universities need world-class funding.

Universities have always asked for more money. But UNZ has been linking the call for funding to the slide in rankings being experienced by New Zealand universities. All eight New Zealand universities are in the top 500 in the world. But all are seeing their ranking fall. In a world of globalising higher education this matters to staff, students, the community and the Government. For example, the Government wants to attract more international students. These students always refer to rankings when they are choosing a university. If our rankings slip we will find it harder to recruit students. The simple argument is that the Government cannot expect New Zealand universities to maintain their ranking if they are not funded adequately.

(Please see Appendix V to see Universities New Zealand budget media release).

- 10.4 The Government is seeking feedback on its plans to reshape science investment. It is always important to review who gets what funding and under what conditions. However, it is clear the science funding in New Zealand from public and private sources is far from what it should be. Without more funding any discussion about how to reshape what is already available will have limited benefit. There is one thing the Government might consider – breaking up the Crown Research Institutes into focused, independent research units and locating them within universities. This is the highly successful model found in California.
- 10.5 In June, the Minister of Primary Industries released workforce development plans for the primary sector, predicting that 50,000 people would be needed. Many will have to be tertiary qualified. This represents a very major opportunity for Massey University.
- 10.6 The Australian Budget announcement coincided with the New Zealand Budget announcement. It will be interesting to see what impact the Australian Budget has had on the decision of New Zealanders to attend an Australian university and whether Australian students might come to New Zealand. The Budget effectively deregulated fees while cutting funding to universities. This means inevitable substantial fee rises in Australia.

11.0 Overall sense/feel of the place

- 11.1 Graduation season provides the University, along with families and communities, the opportunity to celebrate the achievements of our students. It is also an opportunity to showcase the University and the regions our campuses belong to. Thank you again to academic and support staff for supporting our students through their journey and to all those involved in the ceremonies and associated events and celebrations. Truly great to be part of.

Appendices attached:

- Appendix I: Modelling venture capital and the role of patents (Ref. item 3.2)
- Appendix II: Opinion: We need to talk about the BA (Ref. item 4.6)
- Appendix III: New digital media production suite opens (Ref. item 9.2.6)
- Appendix IV: Highlights from the 2014 Budget - Overview of the Budget, Tertiary Sector and Massey Impacts (Ref. item 10.2)
- Appendix V: NZ universities view budget as step in the right direction (Ref. item 10.3)

Steve Maharey

Modelling venture capital and the role of patents

Posted: Mon, 24 Feb 2014 under [Celebrating Marsden Research](#), [Marsden In Focus](#)

New Zealand politicians, policy-makers, and scientists have been talking for the last several years about the importance of innovation and how New Zealand needs to have an “innovation economy”. While this is a laudable goal, many ideas about how to achieve higher levels of support for innovation seem to be based on comparisons (e.g. what makes Singapore successful) rather than going back to the basic underpinnings.

This is where the Marsden-funded work of two theoretical economists from the [University of Otago](#) and [Massey University](#), [Drs Steffen Lippert](#) and [Simona Fabrizi](#), comes into play. Theoretical economics may seem like an unlikely discipline from which to approach technological innovation but their work has provoked widespread interest nationally and internationally, from both an academic audience and various non-academic bodies such as the [Commerce Commission](#).



Dr Steffen Lippert and Dr Simona Fabrizi

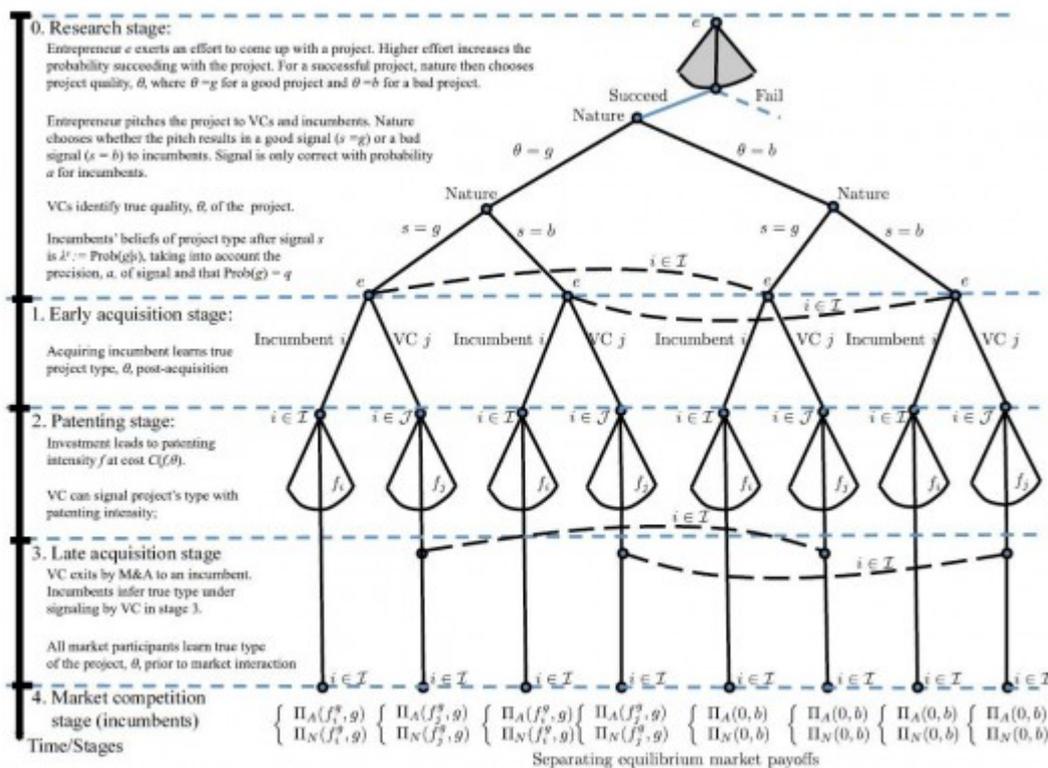
Drs Lippert and Fabrizi were interested in the increasingly important role that venture capital plays in the innovation process. Specifically, they were interested in studying the incentives of venture capitalists to provide funding to financially constrained entrepreneurs, and looking at how these incentives are affected by the design of the intellectual property system. Their end goal was to determine the optimal intellectual property system, and provide sound policy recommendations aimed at fostering innovation.

They, together with their collaborators [Associate Professor Pehr-Johan Norback](#) and [Professor Lars Persson](#), developed a model of venture capitalists’ behaviour. This model was based on three key features that encapsulate the way in which venture capitalists specialise in selecting and supporting high-potential entrepreneurial ventures with the long-run aim of selling them at high proceeds. An important part of the model is information acquisition and signalling – how do entrepreneurs get the information that allows them to judge whether a venture is worth investing in, and how do they then signal to already-established companies that this venture is worth buying?

It is in this latter signalling stage that the intellectual property system plays a key role. Venture capitalists use patents to signal the value of an innovation to prospective buyers. Their model showed that a tightening of patenting requirements by the patent offices (such as increasing the thresholds for judging novelty, non-obviousness and usefulness) increases the pool of early-stage (unpatented) ideas. Venture capitalists are better at judging these early stage ideas than companies already in an area, and can invest in them. It also decreases the number and breadth of patented claims needed to separate highly valuable innovations from less valuable ones, meaning that the venture capitalist can use a good quality patent as a signal to buyers.

What this all translates to is: tightening of patent requirements would make venture capitalists more likely to back entrepreneurs and increase entrepreneurial incentives to innovate. This is a concrete policy recommendation based on theory that is attracting much attention.

As another part of the ongoing outcomes of this project, Drs Lippert and Fabrizi have, together with [Professor Hodaka Morita](#) from the University of New South Wales, also established a New Zealand based [Research Network for Applied and Theoretical Economics](#). The intent of this network is to promote further research in applied economic theory in New Zealand with significant real-world relevance and implications.



What kinds of things shape a venture capitalists decision to back, or not back, an entrepreneur? People make decisions based on information. But information is rarely clear, or perfect. It can also change over time. So decision makers might choose to wait until things become clear, or engage in strategies to get more information.

The right decision to make might depend on what other people are doing. For instance, choosing to pass someone in a corridor on the left or the right depends partly on which side of the hallway they are walking on. If they are coming toward you, their decision also depends on what *you* are doing. And confused signals can result in little 'dance' moments in a corridor, as people fail to make the right choice, and make the alternative choice at the same moment as the other person. Just to make matters even more complex, what other people are doing will also change over time, as their information changes.

Mathematicians and economists can model these complex choices using game theory. Game theoretic modelling can quantify how much information individuals have, pit decisions makers as "players" in games against other players, and model changes in behaviours over time. They can then plug in different rewards into these games and see what an optimum choice is at any one time, and work through possible futures to see what decisions are the most profitable. What's more, they can change the information, the rewards, and the signals between players, and determine which system as a whole is the best.

The result can be quite complex, as one can see in the above decision tree, but the modelling often comes to intuitive results. In the models that Lippert and colleagues have explored, a clear signal of value, in the form of a patent in a rigorous intellectual property system, will provide a key signal for venture capitalists to make a choice to invest.

Source: <http://www.royalsociety.org.nz/2014/02/24/modelling-venture-capital-and-the-role-of-patents/>

Opinion: We need to talk about the BA

By Richard Shaw and Paul Spoonley

As New Zealand emerges from the Global Financial Crisis, employer surveys indicate that skill shortages are again a growing concern. The country had the highest skill shortages in the OECD through the first decade of this century, and a recent Manpower report found that 59 per cent of the New Zealand employers surveyed were struggling to find skilled staff.

This has raised questions about the supply of university graduates and which qualifications are most suitable, given the demands of employers and a changing labour market.

Clearly, there is a place for what these days are known as the STEM subjects: economies will always need people with the skills associated with science, technology, engineering and mathematics.

But in an increasingly fast-changing, connected and globalized world, employers also need people who are intellectually nimble, adaptable and who can think on their feet.

In short, they need BA graduates.

And yet too many people continue to tell the stale old story – that the BA will take you nowhere fast in employment. That story is not only antiquated, it is wrong.

Rather than falling back on tired assumptions, early this year Massey University asked over 300 Wellington employers how relevant they think the BA is for today's labour market. We are interested in what employers think – and in providing qualifications that meet their needs. And the hard evidence may surprise some. Contrary to popular – and incorrect – opinion, many employers (45 per cent of respondents to the survey, in fact) are of the view that a BA is entirely relevant to the needs of business. Just 10 per cent said the degree is not relevant (and the remainder chose not to express an opinion).

The reasons employers gave in support of the BA included that 'it is important that potential employees have a broad knowledge base, and open and positive dispositions to learning and using knowledge in innovative ways'; that the BA 'provides employers with staff who are able to think critically rather than simply accept what is in front of them'; and that 'knowledge is changing so quickly we need people who are critical thinkers and multi-taskers. These attributes I see more readily in an Arts graduate as opposed to a more specialist degree.'

Rather than presuming that we know what business wants from our graduates, we also specifically asked employers what sorts of skills they are currently looking for. The four most frequently cited skills were critical thinking, writing, oral communication and research skills. In other words, the very things that we teach in our BA are the most sought-after skills amongst employers in the Wellington region. These responses echo the top 10 skills that employers look for in a recent – and more extensive – Business New Zealand survey. They are precisely the attributes needed in an economy that is seeking to be more imaginative, innovative and adaptive.

Young people today can look forward to not one but as many as seven or eight different jobs over the next 40 or 50 years. Many of those jobs do not yet exist, but we know that they will demand excellent inter-personal skills, and the ability to meet new challenges and master new information quickly and efficiently. The employee of the future will need to be able to look at something from previously unconsidered angles and to suggest new options. Problem-solving, independent thinking and an ability to research issues are all highly valued by employers in this changing labour market. These 'soft' or transferable skills are at the heart of a modern economy. And they are at the core of the BA.

We do not want reduce the completion of a degree to employment outcomes and relevance, even though these are critically important. In fact, our views on the benefits of a degree are best captured by the Arts graduate who told us that her BA had given her 'the opportunity to walk into worlds I never would have dreamed of walking into prior to studying'.

But we are also sensitive to the contribution the tertiary sector can make to the nation's economic wellbeing. And on that front, the evidence suggests that far from being worth 'bugger all', the BA is very much suited to the needs of the labour market – now and in the future. The flexibility and

breadth of the BA – qualities sometimes held up as weaknesses of the degree – are the very things many modern businesses value. As one Wellington employer put it, 'the illiterates of the future will be those who cannot relearn everything.' That person will not be a BA graduate, because the BA is the degree for the future.

Associate Professor Richard Shaw is in Massey University's Politics Programme, and Distinguished Professor Paul Spoonley is the Pro Vice-Chancellor of the College of Humanities and Social Sciences, Massey University



Multi-media support analyst Mark Steelsmith demonstrates the capability of the control room and video studio where School of Communication, Journalism and Marketing senior lecturers Ravi Balasubramanian and Dr Cathy Strong are seated

New digital media production suite opens

Media Studies and communication journalism and marketing students have advanced new technology to learn with, following the opening of a digital media production village on the Wellington campus.

Associate Head of the School of Communication, Journalism and Marketing, Dr Elizabeth Gray, says the suite of rooms on Floor D of Block 5 is a continuation of the upgrade of facilities available to students studying through both the College of Business and the College of Humanities and Social Sciences.

“After months of intensive planning and work, our cutting edge new facilities offer students and staff a complete workflow for video, audio and multi-media production operating as the digital heart of the Bachelor of Communication.”

The new facilities that include a video studio and control room, sound suite, multi media editing suite would complement the existing digital media practice lab.

The video studio, complete with a green screen, can be used by staff and students to carry out interviews, pieces to camera, instructional videos, learn the management and running of a video studio and to make mini lectures.

Students from the School of English and Media Studies who since 2011 have enjoyed the use of an adjoining theatre laboratory and green room will also use the digital media suite as part of their course programme.

Highlights from the 2014 Budget

Overview of the Budget, Tertiary Sector and Massey Impacts

The 2014 Budget is the first Budget in six years to focus on managing a growing economy rather than economic recovery. Further, New Zealand is one of the first developed countries to return to normal economic conditions.

The 2014 Budget did not introduce any significant change to the funding of the tertiary sector. Therefore, apart from some specifically targeted areas of additional funding, the sector will face financial challenges over the next few years. While New Zealand is currently home to World Class Tertiary Institutions, it is arguable whether the current funding regime is World Class and the sector continues to lobby for change.

However, the 2014 Budget does contain some wins for the Tertiary Sector in the form of the following:

- \$83 million of operating funding over four years to raise tuition subsidies in science provision (8.5 per cent), agriculture (8.5 per cent) and health sciences (pharmacy 16.4% and physiotherapy 12.4 percent).
- An additional \$53 million over four years to establish another three Centres of Research Excellence (CoRE), bringing the total number to 10. This includes a Centre focusing on Māori research.
- An additional \$57 million over four years for contestable research in science and innovation.
- \$28.6 million new initiative funding for ICT training initiatives.

So what does this mean for Massey?

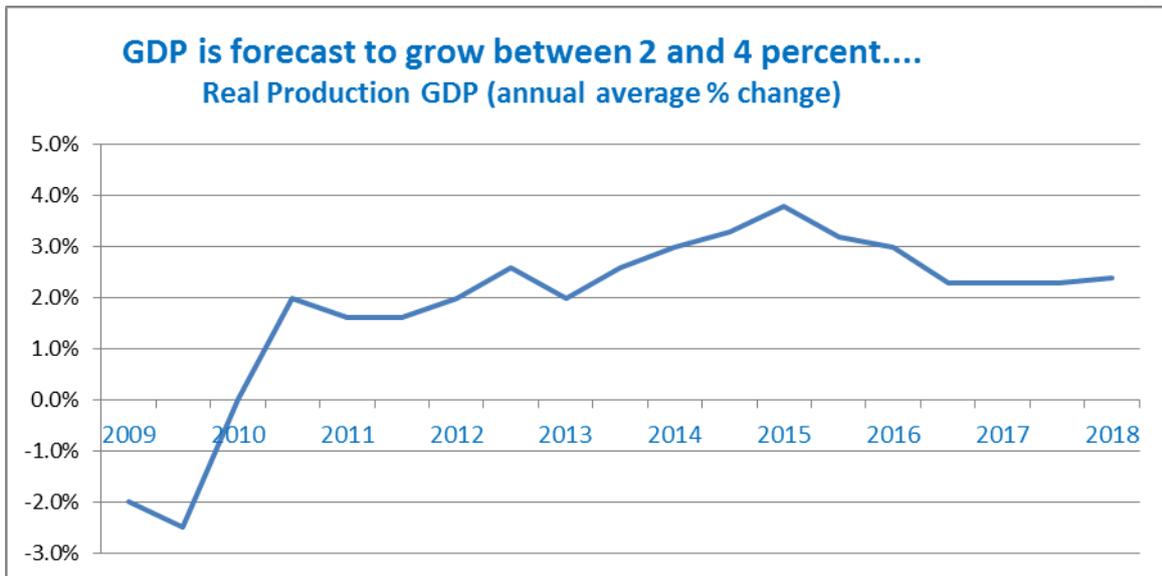
Tuition subsidies (commonly referred to as SAC funding) in science, agriculture and health sciences could lead to an increase in Massey's revenue of up to \$3.1m.

From Massey's perspective, this additional investment in research is certainly welcome. While, it is uncertain whether Massey itself will benefit directly, Massey will be positioning itself to submit bids for this funding. The increase in funding is a clear indication of the importance of research to the New Zealand economy. Innovation, Research and Development are clear themes throughout the Budget which is consistent with the Big Goal Drivers in the Massey Strategy – Road to 2025. It is clear that Massey needs to ensure that it continues to focus on growing the role research plays in the overall academic programme.

The \$29m ICT new initiative funding is expected to be the subject of a detailed announcement within 'the next few weeks'. It is currently unclear whether this will bring any benefit to Massey.

This specifically targeted increase in funding is welcome news. However, the overall theme for the Tertiary sector, particularly longer term and for those institutions south of Auckland remains one of a constrained environment with declining domestic student numbers. Consistent with Massey's 2014 student enrolment experience, the Government expects a reduction in demand for tertiary education over the next four years.

The following graph, from the 2014 Budget Executive Summary, shows that while in the next 12 months GDP is forecast to grow, longer term GDP will return to current (2014) levels.



It therefore remains important we continue to focus on growing revenue whilst controlling costs and further emphasises the need to continue to focus on alternative sources of revenue and growth as highlighted in the Road to 2025.

Other points of interest to Massey Staff and Students

The Budget has signalled that the government plans to conduct an auto-enrolment exercise for those who are currently non-members of Kiwisaver. However, it should be noted while auto-enrolment is planned it is not intended to be mandatory membership and there will be the option to opt out for those individuals who believe membership would bring financial hardship.

The government will extend paid parental leave from 14 weeks to 18 weeks via a stepped approach throughout 2015 and 2016. Parental leave payments will also be extended to those in less regular employment including seasonal and casual workers, those who have recently changed jobs, and workers with more than one employer.

The suspension of inflation adjustments to the student loan repayment threshold (currently \$19,084 a year or \$367 weekly) will be extended a further two years until 1 April 2017.

NZ universities view budget as step in the right direction

15 May 2014

Universities New Zealand – Te Pūkai Tara welcomes student achievement component (SAC) funding increases announced in today's budget for science, agriculture, pharmacy and physiotherapy on a per capita basis.

It is also strongly supportive of increased investment for four more Centres of Research Excellence (CoREs), including a CoRE dedicated to Māori development research, and contestable science funding.

"The budget includes some very good news for universities which will use these funding increases to create new knowledge and skills and to build on their current contributions to research and innovation for the benefit of the country," says Universities NZ Deputy Chair and Vice-Chancellor of the University of Otago Professor Harlene Hayne.

"It is pleasing that the Government has recognised that our universities are central to the drive to create smart, innovative societies."

Professor Hayne says that New Zealand should be very proud that all of the country's eight universities are ranked in the top 500 of nearly 18,000 universities worldwide.

"These rankings are extremely positive and reflect that we have one of the most efficient university systems in the world. We have been delivering excellent value for money for many years but we are getting close to a tipping point. Independent data show that we are falling seriously behind other countries in terms of our low investment on a per student basis."

"Despite today's good news in the budget for some subjects, the funding for other subjects remains flat and that is a major concern. Investment on a per student basis is one of the key drivers of rankings and has led New Zealand universities to slip down in the rankings in recent years."

"Rankings are taken very seriously by Governments and universities. While they cannot and should not dictate the way universities organise themselves, they are becoming a broad measure of quality used by students and staff."

"If the New Zealand universities continue to slip in the rankings they will not attract and retain the best staff and students. New Zealand must invest more in our universities so we can compete in an increasingly crowded, competitive international market."

Professor Hayne urges all political parties contesting the upcoming election to make clear their position on investment in universities.

"We are talking about investment in our institutions. Student support funding is a vitally important issue but students need to get value for their fees by attending well-funded universities offering a world class education."

Professor Hayne says that with all government budgets the devil will be in the detail and Universities NZ will be evaluating the funding allocations in more detail to understand the full implications for the university sector.

Universities NZ also supports increased funding for:

- The rebuild of science and engineering facilities at the University of Canterbury
- More medical student places
- Investment in ICT training
- Equity funding pool for Māori and Pasifika students



UNIVERSITY OF NEW ZEALAND

MASSEY UNIVERSITY COUNCIL

DELEGATION STATUTE 2014

4 July 2014

Purpose

The purpose of this paper is for Council to consider and approve the Massey University Council Delegation Statute 2014 as attached.

Discussion

The Massey University Council Delegation Statute 2011 was the University's first Delegation Statute and was approved by Council at the 6 May 2011 Council meeting. Following this changes were made to the Education Act 1989 and these, along with further changes made upon consideration of and advice taken on the existing Statute, including advice from the University's lawyer were reflected in the Massey University Delegation Statute 2012 approved on 4 May 2012.

Subsequent changes to the Act have not impacted on Council's powers to delegate and the Delegation Statute 2014 is tabled as per schedule, unchanged, for approval.

Should proposed legislative changes to the Education Act occur the Delegation Statute 2014 will be reviewed in light of this and should there be changes to the powers of Council to delegate the Statute will be brought back to Council for consideration.

Recommendation

It is recommended that Council approve the Massey University Council Delegation Statute 2014.

Stuart Morriss
Assistant Vice-Chancellor and University Registrar
25 June 2014



Massey University Council

Delegation Statute

2014

Delegation Statute pursuant to section 194 of the Education Act 1989

Pursuant to section 194(1) of the Education Act 1989 the Council hereby resolves to adopt the attached Delegation Statute.

Signatures

..... **Date**
(Chancellor, Massey University Council)

..... **Date**
(Pro Chancellor, Massey University Council)

..... **Date**
(Vice-Chancellor, Massey University)

MASSEY UNIVERSITY DELEGATION STATUTE 2012

- 1.1 By resolution of Council and pursuant to Section 194(1)(a) of the Education Act 1989 (“Act”), the Council adopts this Statute as the Delegation Statute 2012.
- 1.2 Immediately upon this Delegation Statute coming into force, the Delegation Statute 2011 is repealed.

2. Title and Commencement

- 2.1 This Statute shall be known as the Massey University Delegation Statute 2012.
- 2.2 This Statute comes into force on the date that Council resolves to adopt it and two Council members have signed it.

3. Objectives

- 3.1 The objectives of this Statute are to:
 - (a) State which of Council’s functions, and powers may be delegated pursuant to Section 222 of the Act.
 - (b) Identify the procedure for delegations.
 - (c) Generally record new delegations.

4. Savings

- 4.1 Except as stated in section 1.2, nothing in this Statute repeals any delegations already given by Council, or by its Committees, or by the Vice-Chancellor (including Vice-Chancellor delegates). Delegations existing at the date of adoption of this Statute until revoked continue in force according to their tenor.
- 4.2 As each of the Education Act, the State Sector Act, the Crown Entities Act and the Health and Safety in Employment Act are amended then the Schedules to this Statute are deemed to be amended to the extent required so that this Statute is consistent with the enacted amendment.

5. Procedure for Delegations by Council

- 5.1 Except as stated in Section 5.2, at any time after there has been a resolution passed, Council may, by writing signed by two members of Council, delegate to the Vice-Chancellor or to a Committee appointed by Council any of Council’s functions or powers.
- 5.2 Council shall not delegate its power to appoint a Vice-Chancellor or Acting Vice-Chancellor.

- 5.3 Each delegation must record whether or not the Vice-Chancellor or the Committee may further delegate the function or power so delegated by Council.
- 5.4 If further delegation is permitted that further delegation by the Vice-Chancellor or by the Committee must be in writing signed by the Vice-Chancellor or two members of the Committee and may only be to the staff of Massey University.
- 5.5 If any special directions or conditions are imposed by Council then those special directions or conditions must be recorded in writing on the delegation.
- 5.6 Any delegation made to a Committee shall be deemed to be a delegation to the persons from time to time constituting the Committee. For the avoidance of doubt, any Committee constituted by the Academic Board is deemed to be a Committee constituted by Council pursuant to Section 193(3) of the Act. For the avoidance of doubt, the Council consents to delegation by the Academic Board and by its Committees to staff of Massey University.
- 5.7 Any delegation to staff may be made to specified person(s) or holder of specified office(s).
- 5.8 Even after a function or power is delegated the Council is responsible for acts of the person(s) acting under delegation.
- 5.9 Even after Council has delegated any Council function or power Council may still perform the function or exercise the powers.
- 5.10 Any delegation by Council may be revoked in writing signed by two members of Council after a resolution by Council at any time. Any further delegations by a Committee may be revoked in writing signed by two Committee members after resolution by the Committee. Any further delegations by the Vice-Chancellor may be revoked in writing signed by the Vice-Chancellor.

6. Council Delegations

- 6.1 The Council may delegate those Council functions and powers under the Education Act set out as Schedule A.
- 6.2 Without derogating from Section 6.3 the Council delegates and/or hereby continues to delegate those functions and powers as set out in Schedule B.
- 6.3 For the avoidance of doubt, in respect of the Education Act all of Council's functions and the exercise of its powers have previously and continue to be delegated to the Vice-Chancellor excepting the appointment of the Vice-Chancellor, performance reviews of the Vice-Chancellor, terms and conditions of employment of the Vice-Chancellor.
- 6.4 The Council has those functions and powers under the State Sector Act as set out in Part A in Schedule C.

- 6.5 Council has those functions and powers under the Crown Entities Act as set out in Schedule D.
- 6.6 In respect of the Vice-Chancellor only, Council has those functions and powers of the Employer under the Health and Safety in Employment Act as set out in Schedule E, Part A.
- 6.7 To the extent that Council or staff members are in control of premises then the Council and staff members have those functions and powers set out in Schedule E, Part B.
- 6.8 Each Massey University staff member has the responsibility which cannot be delegated as set out in Schedule F.

7. **Interpretation**

In this Statute the following definitions apply:-

“Academic Board” means the Academic Board of Massey University established pursuant to Section 193(3) of the Act and includes its delegates.

“Act” means the Education Act 1989 and includes any Amendment Acts or Acts passed in substitution for the Education Act 1989.

“Chair” means a position with that title as established by the Vice-Chancellor.

“Vice-Chancellor” means the Vice-Chancellor of Massey University and includes their duly authorised delegates.

“Council” means the Council of Massey University.

“Colleges” or **“Departments”** or **“Centres”** or **“Schools”** or **“Campuses”** are operational units as directed in writing from time by the Vice-Chancellor.

“Statute” means Delegation Statute.

“Student” means a student formally enrolled in any course(s) at Massey University.

“Massey University” means the Institution, which is a University, constituted under the Massey University Act 1963, and the Education Act 1989 as Massey University.

Schedule A
Education Act

Permitted Delegations

- (1) Massey University submissions to Tertiary Education Commission on the proposed Tertiary Education Commission decisions pertaining to plan (Section 159YA).
- (2) Supply information to the Tertiary Education Commission and the Ministry as required (Section 159YC).
- (3) Make submissions to the Tertiary Education Commission when the Tertiary Education Commission proposes to suspend or revoke funding (Section 159YG).
- (4) Require review of the Tertiary Education Commission powers to suspend or revoke funding (Section 159YJ).
- (5) Ask the Tertiary Education Commission to approve significant amendment of plan (Section 159YK).
- (6) Collaborate with the Tertiary Education Commission and make submissions on significant amendments to plan proposed by the Tertiary Education Commission (Section 159YM).
- (7) Provide summary of plan (Section 159YO).
- (8) Supply information to the Tertiary Education Commission and the Ministry under Section 159ZD.
- (9) Make submissions on the Tertiary Education Commission decision to suspend or revoke funding given under Section 159ZC (Section 159ZF).
- (10) Require review of the Tertiary Education Commission to suspend or revoke funding (Section 159ZH).
- (11) Authorise any Council member or any Massey University staff member to execute documents, or documents of a specified class or description, or specified documents, on behalf of Massey University (Section 167(1)).
- (12) Affix the Common seal (Section 167 (3-7))
- (13) Recommend to the Minister that the Massey University Constitution be amended (Section 170(1)).

- (14) Fix in accordance with the fees framework (as determined by the Government) fees to be paid to Council members, other than the Vice-Chancellor (Section 179(1)).
- (15) Prepare and submit a proposed plan in accordance with requirements of Section 159P each three years or more frequently if directed by the Tertiary Education Commission (Section 180(1)(b), Section 159T and Section 159V).
- (16) Ensure that Massey University is managed in accordance with the plan and determine policies to implement that plan (Section 180(1)(c)).
- (17) Determine (subject to the State Sector Act) the policies of Massey University in relation to the management of its affairs (Section 180(1)(d)).
- (18) Undertake planning relating to Massey University's long-term strategic direction (Section 180(1)(e)).
- (19) Establish an Academic Board consisting of the Vice-Chancellor and members of the staff and students of the University (Section 182(2)).
- (20) Undertake functions of a kind that in the opinion of the Council: (i) may conveniently be undertaken in association with characteristic functions without disadvantage to characteristic functions and (ii) are appropriate for universities (Section 192(2)(b)(i) and (ii))
- (21) Grant nationally recognised awards (Section 192(8)(a)).
- (22) Provide courses, admit students and grant awards (Section 193(2)(a)).
- (23) Grant fellowships, bursaries, scholarships or prizes (Section 193(2)(b)).
- (24) Authorise the making of grants or loans to the Vice-Chancellor, Massey University staff or students, or to any association of staff or students (Section 193(2)(c)).
- (25) Guarantee loans made by other persons to the Vice-Chancellor or members of the staff for housing purposes (Section 193(2)(c)).
- (26) Accept gifts, devises and bequests made to Massey University (Section 193(2)(d)).
- (27) Agree to disestablishment of Massey University or the incorporation of another institution into Massey University (Section 193(2)(e)).
- (28) Agree to the incorporation in Massey University of another institution (Section 193(2)(ea)).

- (29) Arrange for manufacture of and distribute (whether by way of sale or otherwise) any article or thing bearing a mark, symbol or writing that is associated with Massey University (Section 193(2)(f)).
- (30) Arrange for the provision of goods and services to Massey University staff or students or other persons using, or otherwise attending Massey University (Section 193(2)(g)).
- (31) Prescribe fees payable by students at Massey University or any of them (Section 193(2)(h)).
- (32) Establish boards or other bodies within Massey University to give advice to the Council (Section 193(2)(i)).
- (33) Appoint committees consisting of such persons as the Council determines to exercise such powers as are delegated to them and such powers as are conferred on them by statutes made by the Council, and to alter, discharge and reconstitute committees so appointed (Section 193(3)).
- (34) Make Statutes (Section 194(1)).
- (35) Review the imposition and quantum of any penalties imposed by statute upon students or staff (Section 194(2)).
- (36) Consult with the Secretary when the Secretary sets criteria for assessing the level of risk to the operation and long-term viability of institutions (Section 195A(1)(a)).
- (37) Supply information or reports to the Tertiary Education Commission (Section 195B).
- (38) Consult and comment to the Minister on any proposed appointment of a Crown observer (Section 195C).
- (39) Consult with the Minister over the possible need to dissolve Council and appoint a Commissioner and respond to preliminary decision of Minister to dissolve Council (Section 195D(4)(a) and (c)).
- (40) Establish, maintain and operate bank accounts as permitted under Section 158 of the Crown Entities Act 2004. Pay any money received by the Council into any Massey University bank accounts (Section 200(2)).
- (41) Authorise withdrawals from bank accounts (Section 200(3)).
- (42) Keep proper accounts as per Section 168(1) and (2) of the Crown Entities 2004 (Section 201).

- (43) Apply Massey University income and capital doing whatever Council believes will accomplish outcomes in the Massey University plan and to enable Massey University to carry on the functions characteristic of universities (subject to law and subject to trust deeds) (Section 201A).
- (44) Accept or disclaim gifts in accordance with Section 167 of the Crown Entities Act 2004 (Section 201B(1)).
- (45) Invest money as per Section 65I(1) and (2) of the Public Finance Act 1989 (Section 203(4)).
- (46) Provide annual report to the Minister in compliance with requirements of Section 220 and Sections 154 to 157 of the Crown Entities Act 2004 (Section 220).
- (47) Sign a statement of responsibility prepared in accordance with Section 155 of the Crown Entities Act 2004 (Section 220(2AA)(a)).
- (48) Ensure that copies of Massey University's Annual Report are available for inspection without charge by any person (Section 221).
- (49) Determine programmes of study and training at Massey University subject to NZVCC (Universities New Zealand (UNZ)) requirements and subject to Ministerial direction (Section 223).
- (50) Determine minimum entry criteria for students under 20 years old or where student numbers are capped (Section 224(2)(b) and Section 224(6)).
- (51) Consent to enrolment of a person that is not a domestic or exempt student (Section 224(2)(a)(ii)).
- (52) Determine the minimum age for enrolment at Massey University (Section 224(2)(c)(i)).
- (53) Determine the minimum age for enrolment in the programme or training scheme (Section 224(2)(c)(ii)).
- (54) Consent to enrolment of a person who has not attained the minimum age for entry to Massey University or the person does not have the minimum entry requirements for applicants under 20 (Section 224(3)(b)).
- (55) Determine maximum number of persons that may be enrolled at Massey University in a particular Massey University programme or training scheme in a particular year (Section 224(5)).
- (56) Give preference to certain students where applicants exceed number of places available (Section 224(6)).

- (57) Not permit the enrolment of an international student for all or part of a programme or training scheme unless the programme or training scheme approved and Massey University is accredited or the programme or training scheme is exempt (Section 224(7) and (8)).
- (58) Establish vacancies for international students subject to fees paid by those foreign students (Section 224(11)).
- (59) Refuse to permit or cancel enrolment at Massey University or in a particular programme or training scheme on basis person not of good character, guilty of misconduct, person enrolled full-time at another institution or at school, person made insufficient progress after a reasonable trial (Section 224(12)).
- (60) Fix, or specify a means by which there may be calculated or ascertained, a tuition fee for any course of study or training but must not fix any fee that exceeds any maximum fee specified in a condition imposed under Section 159ZD(2) of the Education Act (Section 227(1A)).
- (61) Fix a fee for the provision of student services provided by Massey University or on its behalf but not exceeding the maximum set by the Minister's direction and only in categories determined by the Minister (Section 227(1B) and (1C)).
- (62) Before procedures for enrolling a student are complete, Council must take all reasonable steps to ensure each student gives written notice of the circumstances in which students may get a refund (Section 227(4)).
- (63) Grant any student a refund outside Massey University policy (Section 227(5)).
- (64) Take all reasonable steps to ensure that no person is enrolled at Massey University until it has been established whether the person is a domestic or international student. (Section 228(1))
- (65) Fix fees for international students (Section 228(2)(a), (b) and (c)).
- (66) Agree subsidises for international students (Section 228(2A)).
- (67) Provide details on international students to the Secretary (Section 228(7)).
- (68) Establish refund policy for international students and inform them (Section 228)
- (69) Collect student association membership fees if asked by the student association (Section 229CA(4)).
- (70) Charge Massey University student associations for actual and reasonable costs incurred in the collection of student association fees (Section 229CA(8)).
- (71) Hear and determine complaints in respect of undue influence allegations in breach of Section 229B by prospective students and students (Section 229C).

Schedule B

Power	Who Has Power	Standing Delegation	Further Delegable
(1) Massey University submissions to Tertiary Education Commission on the proposed Tertiary Education Commission decisions pertaining to The University's plan. (Section 159YA)	Council	Vice-Chancellor	Staff
(2) Supply information to the Tertiary Education Commission and the Ministry as required. (Section 159YC)	Council	Vice-Chancellor	Staff
(3) Make submissions to the Tertiary Education Commission when the Tertiary Education Commission proposes to suspend or revoke funding. (Section 159YG)	Council	Vice-Chancellor	Staff
(4) Require review of the Tertiary Education Commission powers to suspend or revoke funding. (Section 159YJ)	Council	Vice-Chancellor	No
(5) Ask the Tertiary Education Commission to approve significant amendment of plan. (Section 159YK)	Council	Vice-Chancellor	Staff
(6) Collaborate with the Tertiary Education Commission and make submissions on significant amendments to plan proposed by the Tertiary Education Commission. (Section 159YM)	Council	Vice-Chancellor	Staff
(7) Provide summary of plan. (Section 159YO)	Council	Vice-Chancellor	Staff
(8) Supply information to the Tertiary Education Commission and the Ministry under Section 159ZD. (Section 159ZD)	Council	Vice-Chancellor	Staff

Power	Who Has Power	Standing Delegation	Further Delegable
(9) Make submissions on the Tertiary Education Commission decision to suspend or revoke funding given under Section 159ZC. (Section 159ZF)	Council	Vice-Chancellor	Staff
(10) Require review of the Tertiary Education Commission to suspend or revoke funding. (Section 159ZH)	Council	Vice-Chancellor	No
(11) Authorise any Council or staff member to execute documents on behalf of Massey University. (Section 167(1))	Council	Vice-Chancellor	Staff
(12) Affixing of the Common seal (Section 167(3-7))	Council	Any two: Chancellor Vice-Chancellor AVC & University Registrar (Committee)	No
(13) Recommend to the Minister that Massey University Constitution be amended. (Section 170(1))	Council	No	
(14) Fix, in accordance with the fees framework, fees to be paid to Council members, other than the Vice-Chancellor. (Section 179(1))	Council	No	
(15) Prepare and submit a proposed plan in accordance with requirements of Section 159P each three years or more frequently if directed by the Tertiary Education Commission. (Section 180(1)(b), Section 159T and Section 159V)	Council	Vice-Chancellor	Staff
(16) Ensure that Massey University is managed in accordance with the plan and determine policies to implement the plan. (Section 180(1)(c))	Council	Vice-Chancellor	Staff

Power	Who Has Power	Standing Delegation	Further Delegable
(17) Determine policies in relation to the management of Massey University's affairs subject to the State Sector Act 1988. (Section 180(1)(d))	Council	Vice-Chancellor, Academic Board, Audit and Risk Committee	Staff Staff Staff
(18) Undertake planning relating to Massey University's long-term strategic direction. (Section 180(1)(e))	Council	Vice-Chancellor	Staff
(19) Establish an Academic Board consisting of the Vice-Chancellor and members of the staff and students of the University. (Section 182(2))	Council	No	
(20) Undertake functions of a kind that in the opinion of the Council: (i) may conveniently be undertaken in association with characteristic functions without disadvantage to characteristic functions and (ii) are appropriate for universities. (Section 192(2)(b)(i) and (ii))	Council	Vice-Chancellor	Staff
(21) Grant nationally recognised awards. (Section 192(8)(a))	Council	Vice-Chancellor and Chancellor (Committee)	No
(22) Provide courses of study (1), admit students (2) and grant awards (3)- (i) degrees (ii) diplomas (iii) certificates (Section 193(2)(a))	Council	(1) Vice-Chancellor (2) Vice-Chancellor, on appeal Academic Board (3)(i) Vice-Chancellor (3)(ii) Vice-Chancellor (3)(iii) Vice-Chancellor	(1) Staff (2) Staff (3)(i) No (3)(ii) Staff (3)(iii) Staff
(23) Grant fellowships, scholarships, bursaries or prizes. (Section 193(2)(b))	Council	Vice-Chancellor Academic Board Scholarships Committee	Staff Staff Staff

Power	Who Has Power	Standing Delegation	Further Delegable
(24) Authorise the making of grants or loans to: - Vice-Chancellor - Staff and staff associations - Students (grants) - student associations (loans). (Section 193(2)(c))	Council Council Council Council	No Vice-Chancellor Vice-Chancellor Vice-Chancellor	Staff Staff Staff
(25) Guarantee loans made to the Vice-Chancellor or members of Massey University staff for housing purposes - Vice-Chancellor - Staff. (Section 193(2)(c))	Council Council	No Vice-Chancellor	No
(26) Accept gifts, devises, and bequests made to Massey University, whether on trust or otherwise. (Section 193(2)(d))	Council	Vice-Chancellor	Staff
(27) Agree to disestablishment of Massey University and its incorporation in another institution. (Section 193(2)(e))	Council	No	
(28) Agree to the incorporation in Massey University of another institution. (Section 193(2)(ea))	Council	No	
(29) Arrange for manufacture of, and distribute (whether by way of sale or otherwise), any article or thing bearing a mark, symbol or writing that is associated with Massey University. (Section 193(2)(f))	Council	Vice-Chancellor	Staff
(30) Arrange for the provision of goods and services to Massey University staff or students or other persons using, or otherwise attending Massey University. (Section 193(2)(g))	Council	Vice-Chancellor	Staff
(31) Prescribe fees payable by students at Massey University or any of them. (Section 193(2)(h))	Council	Chancellor and Vice-Chancellor jointly (Committee)	No

Power	Who Has Power	Standing Delegation	Further Delegable
(32) Establish boards or other bodies within Massey University to give advice to Council. (Section 193(2)(i))	Council	Vice-Chancellor Academic Board	Staff Staff
(33) Appoint committees consisting of such persons as the Council determines, and to alter, discharge and reconstitute committees so appointed. (Section 193(3))	Council	Vice-Chancellor Committees: Audit and Risk Honorary Awards Governance	Staff Staff Staff Staff
(34) Make statutes. (Section 194(1))	Council	Vice-Chancellor Academic Board Academic Committee	Staff Staff Staff
(35) Review the imposition and quantum of any penalties imposed by statute upon students or staff. (Section 194(2))	Council	Vice-Chancellor	Staff
(36) Consult with the Secretary when the Secretary sets criteria for assessing the level of risk to the operation and long-term viability of institutions. (Section 195A(1)(a))	Council	Vice-Chancellor Audit and Risk Committee	Staff No
(37) Supply information or reports to the Tertiary Education Commission. (Section 195B)	Council	Vice-Chancellor	Staff
(38) Consult and comment to the Minister on any proposed appointment of a Crown observer. (Section 195C)	Council	Vice-Chancellor	No
(39) Consult with the Minister over possible need to dissolve Council and appoint a Commissioner and respond to preliminary decision of Minister to dissolve Council. (Section 195D(4)(a) and (c)).	Council	Vice-Chancellor	No
(40) Establish, maintain and operate bank accounts as permitted under Section 158 of the Crown Entities Act 2004 in Massey University's name at any registered bank. (Section 200(2))	Council	Vice-Chancellor	Staff

Power	Who Has Power	Standing Delegation	Further Delegable
(41) Authorise withdrawals and payments of money from any of Massey University's bank accounts. (Section 200(3))	Council	Vice-Chancellor	Staff
(42) Keep proper accounts as per Section 168(1) and (2) of the Crown Entities Act 2004. (Section 201)	Council	Vice-Chancellor	Staff
(43) Apply Massey University's income and capital doing whatever Council believes will accomplish outcomes in the Massey University plan and to enable Massey University to carry on the functions characteristic of polytechnics (subject to law and subject to trust deeds). (Section 201A)	Council	Vice-Chancellor	Staff
(44) Accept or disclaim gifts in accordance with Section 167 of the Crown Entities Act 2004. (Section 201B(1))	Council	Vice-Chancellor	No
(45) Invest money as per Section 65I(1) and (2) of the Public Finance Act 1989. (Section 203(4))	Council	Vice-Chancellor	Staff
(46) Provide annual report to the Minister in compliance with requirements of Section 220 and Sections 154 to 157 of the Crown Entities Act 2004. (Section 220)	Council	Vice-Chancellor	Staff
(47) Sign a statement of responsibility prepared in accordance with Section 155 of the Crown Entities Act 2004. (Section 220(2AA)(a))	Council	Vice-Chancellor	No
(48) Ensure that copies of Massey University's Annual Report are available for inspection without charge by any person. (Section 221)	Council	Vice-Chancellor	Staff

Power	Who Has Power	Standing Delegation	Further Delegable
(49) Determine programmes of study and training at Massey University subject to NZVCC (Universities New Zealand (UNZ)) requirements and subject to Ministerial direction. (Section 223)	Council	Vice-Chancellor	Staff
(50) Determine entry criteria for students under 20 years old or where student numbers are capped. (Section 224(2)(b) and Section 224(6))	Council	Vice-Chancellor Academic Board	Staff Staff
(51) Consent to enrolment of a person that is not a domestic or exempt student. (Section 224(2)(a)(ii))	Council	Vice-Chancellor	Staff
(52) Determine the minimum age for enrolment at Massey University. (Section 224(2)(c)(i))	Council	Academic Board	No
(53) Determine the minimum age for enrolment in the programme or training scheme. (Section 224(2)(c)(ii))	Council	Vice-Chancellor	Staff
(54) Consent to enrolment of a person who has not attained the minimum age for entry to Massey University or the person does not have the minimum entry requirements for applicants under 20. (Section 224(3)(b))	Council	Vice-Chancellor	Staff
(55) Determine the maximum number of persons that may be enrolled in a particular Massey University programme or training scheme in a particular year. (Section 224(5))	Council	Vice-Chancellor	Staff
(56) Give preference to students, or a class of students to participate in a course where the number of persons who apply for enrolment in that course, exceeds the maximum number of students who may undertake that course. (Section 224(6))	Council	Vice-Chancellor	Staff

Power	Who Has Power	Standing Delegation	Further Delegable
(57) Not permit the enrolment of an international student for all or part of a programme or training scheme unless the programme or training scheme approved and Massey University is accredited or the programme or training scheme is exempt. (Section 224(7) and (8))	Council	Vice-Chancellor	Staff
(58) Establish vacancies for international students subject to fees paid by those international students. (Section 224(11))	Council	Vice-Chancellor	Staff
(59) Refuse to permit or cancel the enrolment of a person as a student at Massey University or in a particular programme or scheme. (Section 224(12))	Council	Vice-Chancellor Academic Board	Staff Staff
(60) Fix a tuition fee for any course of study or training for domestic students but not fix, in relation to domestic students, any fee that exceeds the maximum. (Section 227(1A))	Council	Chancellor and Vice-Chancellor jointly (Committee)	No
(61) Fix a fee for the provision of student services provided by Massey University or on its behalf but not exceeding the maximum set by the Minister's direction and only in categories determined by the Minister. (Section 227(1B) and (1C))	Council	Vice-Chancellor	Staff
(62) Before procedures for enrolling a student are complete, Council must take all reasonable steps to ensure each student is given written notice of the circumstances in which students may get a refund. (Section 227(4))	Council	Vice-Chancellor	Staff
(63) Refund a student all or any part of any fees. (Section 227(5))	Council	Vice-Chancellor	Staff

Power	Who Has Power	Standing Delegation	Further Delegable
(64) Take all reasonable steps to ensure that no person is enrolled at Massey University until it has been established whether the person is a domestic or international student. (Section 228(1))	Council	Vice-Chancellor	Staff
(65) Fix fees for international students. (Section 228(2)(a), (b) and (c))	Council	Chancellor and Vice-Chancellor jointly (Committee)	No
(66) Agree subsidises for international students. (Section 228(2A))	Council	Vice-Chancellor	Staff
(67) Provide details on international students to the Secretary. (Section 228(7))	Council	Vice-Chancellor	Staff
(68) Establish refund policy for international students and inform them. (Section 228)	Council	Vice-Chancellor	Staff
(69) If asked by Massey University student associations, collect the student association membership fees. (Section 229CA(4))	Council	Vice-Chancellor	Staff
(70) Charge Massey University student associations for actual and reasonable costs incurred in the collection of student association fees. (Section 229CA(8))	Council	Vice-Chancellor	Staff
(71) Hear and determine complaints in respect of undue influence allegations in breach of Section 229B by prospective students and students. (Section 229C)	Council	Vice-Chancellor	Staff

Schedule C

State Sector Act 1988

PART A

- (i) Notify a vacancy or impending vacancy for the position of Vice-Chancellor (Section 77IB(2)).
- (ii) Examine applicants for the position of Vice-Chancellor (Section 77IB(3)(a)).
- (iii) Seek advice from such sources relevant to the appointment of a Vice-Chancellor as the Council considers relevant (Section 77IB(3)(b)).
- (iv) Invite such persons as the Council thinks fit to assist it to decide on the person to be appointed Vice-Chancellor and to take part in examination of Vice-Chancellor (Section 77IB(4)).
- (v) Obtain the written concurrence of the [State Services Commissioner]] to the conditions of employment of the Vice-Chancellor (Section 77ID(3)).
- (vi) Remove the Vice-Chancellor from Office for just cause or excuse (Section 77IE).
- (vii) Determine the conditions of employment that are to apply to any person directed to exercise and perform any of the functions, powers and duties of a Vice-Chancellor (Section 77IF(3)).

Schedule D

Crown Entities Act 2004 (CEA)

Council must:

- (i) Cause accounting records to be kept that-
 - (a) Correctly record and explain the transactions of Massey University; and
 - (b) Will at any time enable the financial position of Massey University to be determined with reasonable accuracy; and
 - (c) Will enable Massey University to ensure that the financial statements comply with Section 154 of the CEA; and
 - (d) Will enable the financial statements of Massey University to be readily and properly audited.

(Section 168).
- (ii) Include a statement of responsibility dated and signed by two Council members in accordance with Section 155 in financial statements.
- (iii) Sign Annual Report containing information required by Section 151 (Section 151(2)).
- (iv) Forward to the Auditor-General its annual financial statements, statements of service performance, and any other information that the Auditor-General has agreed, or is required, to audit (Section 156).

Schedule E

Health and Safety in Employment Act 1992

PART A

Council Duties as Employer of the Vice-Chancellor of Massey University

- (i) Take all practicable steps to ensure the safety of employees while at work (Section 6).
- (ii) Ensure that there are in place effective methods for-
 - (a) Systematically identifying existing hazards to employees at work; and
 - (b) Systematically identifying (if possible before, and otherwise as, they arise) new hazards to employees at work; and
 - (c) Regularly assessing each hazard identified, and determining whether or not it is a significant hazard.

(Section 7(1)(a) to (c)).
- (iii) Take all practicable steps to ensure all accidents are investigated to determine their cause (Section 7(2)).
- (iv) Take all practicable steps to eliminate significant hazards from employees at work (Section 8).
- (v) Take all practicable steps to isolate significant hazards to employees where the significant hazard cannot be eliminated (Section 9).
- (vi) Take all practicable steps to minimise the likelihood that a significant hazard will be a cause or source of harm to employees (Section 10(2)(a)).
- (vii) Provide, make accessible to, and ensure the use by employees of suitable clothing and equipment to protect them from harm that may be caused from hazard(s) (Section 10(2)(b)).
- (viii) Monitor the exposure of employees to hazards (Section 10(2)(c)).
- (ix) Take all practicable steps to obtain employees' consent to the monitoring of their health in relation to hazards (Section 10(2)(d)).
- (x) To monitor the health of employees, with their informed consent, in relation to exposure to hazards (Section 10(2)(e)).
- (xi) Ensure that every employee is given the results of any monitoring of conditions in the employee's place of work, and/or the health and safety of employees in the place of work (Section 11(2) (a) and (b)).

- (xii) Ensure that every employee is advised of their place of employment's emergency protocols, hazards, and hazard reduction/elimination policies in respect of the work undertaken (Section 12(1)(a), (b), (c), (d)).
- (xiii) Provide all health and safety representatives access to sufficient information about health and safety systems and health and safety issues in the place of work to enable the representatives to perform their functions effectively (Section 12(2)).
- (xiv) Take all practicable steps to ensure every employee is supervised by an appropriately skilled/experienced person to ensure that employees are not likely to cause harm to the employee or other people (Section 13).
- (xv) Take all practicable steps to ensure that no action or inaction of any employee while at work harms any other person (Section 15).
- (xvi) Take all practicable steps to warn all other persons of significant hazards (Section 16(3)).
- (xvii) Provide reasonable opportunities for employee(s) to participate effectively in ongoing processes for improvement of health and safety in the employee(s) place of work (Section 19B(1)).
- (xviii) Provide ongoing processes for improvement of health and safety (Section 19B(2)).
- (xix) Cooperate with all employees who wish to be involved, or any union or unions representing any of the employees, in the participation of employees in processes relating to health and safety in the place of work (Section 19C(2)).
- (xx) Allow health and safety representatives two days paid leave each year to attend health and safety training approved by the Minister of Labour (Section 19E(1)).
- (xxi) Maintain a register of accidents and serious harm and record in the register particulars relating to-
 - (a) Every accident that harmed (or, as the case may be, might have harmed)-
 - (i) Any employee at work; or
 - (ii) Any person in a place of work controlled by Massey University.(Section 25(1)(a)).
- (xxii) Notify the Secretary of Labour of the occurrence of any serious harm or accident as soon as possible after the occurrence of the serious harm or accident (Section 25(3)(a)).

Health and Safety in Employment Act 1992

PART B

- (i) Take all practicable steps to ensure that no hazard that is or arises in the place of work harms any person in the vicinity or any person lawfully at work (Section 16(1)(a) to (b)).
- (ii) Take all practicable steps to ensure that no hazard that is or arises in the place of work harms people-
 - (a) Who are in the place with the express or implied consent of Massey University;
and
 - (b) Who-
 - (i) have paid Massey University (directly or indirectly) to be there or to undertake an activity there; or
 - (ii) are there to undertake activities that include buying or inspecting goods from whose sale Massey University derives or would derive (directly or indirectly) any gain or reward.

(Section 16(2)).

Schedule F

Health and Safety in Employment Act 1992

Duties of Employees:

- (i) Take all practicable steps to ensure-
 - (a) The employee's safety while at work (including by using suitable protective clothing and suitable protective equipment provided by the employer or, if section 10(4) applies, suitable protective clothing provided by the employee himself or herself); and
 - (b) That no action or inaction of the employee while at work causes harm to any other person.

(Section 19).



MASSEY UNIVERSITY COUNCIL

DISCRETIONARY EXPENDITURE & GIFTS POLICY AND PROCEDURES

4 July 2014

Purpose

The purpose of this paper is to present the proposed updated discretionary expenditure and gifts policy and procedures to Council.

Background

The Discretionary Expenditure Policy is due for review. Changes are being recommended which will enhance the policy, extend the policy to include gifts and create a set of related procedures. This will ensure consistency with other Massey University policies.

Discussion

The following changes have been made/are proposed:

1. The name of the Policy has been revised to include “Gifts”. This is recommended from the consultation received as the Policy on Gifts has been included within the Discretionary Expenditure Policy and it has not been clear in the Policy documents as to where to find the Policy on Gifts. The recommended revised name is “Discretionary Expenditure and Gifts Policy”.
2. The Policy has a “principles” section. This change has been made to outline the principles that will apply to all the sections of the Policy. This includes an overarching principle that all expenditure must be reasonable and justifiable.
3. A separate Procedures document has been created and any non-policy related matters have been transferred from the Policy to the Procedures.
4. The Policy has been categorised into nine numbered points.
 - 4.1 **Point 1:** Entertainment-Related Expenditure has added clarity in relation to official entertainment, external events and internal events. The detailed requirements will assist staff in adhering to the policy.
 - 4.2 **Point 2:** Alcohol – The recommended changes are that the University does not generally pay for alcohol for internal events or staff meetings. It also provides for expenditure on alcohol for external events to be reasonable and justifiable.

- 4.3 **Point 3:** Hospitality or Gifts Received – This point has been updated to provide further clarification and guidance as to the acceptance of hospitality and gifts. The value of the gifts has been increased to \$75, to reflect changes in value over time, and balance the cost of compliance with the interests of the University.
- 4.4 **Point 4:** Hospitality, Gifts and Koha Given – This point has been updated to provide further clarification and guidance as to the giving of gifts or koha. The recommended changes are that Koha is recognised as a discretionary contribution which is distinct from actual expenditure and appropriate to the occasion. The following guidelines are provided:
- 4.4.1 There should only be one payment of Koha per event from the University. If there is more than one representative from the University attending a hui, then there must be prior coordination of the payment.
 - 4.4.2 Koha must be approved in advance by the delegated staff member.
 - 4.4.3 Koha may not be paid to individuals. Koha may only be paid to an organisation or marae.
 - 4.4.4 Koha of up to \$200 may be paid (by cheque), but if it is considered that an increased sum of up to \$500 is required then this will require approval of the AVC SFIC.
- 4.5 **Point 5:** Staff Welfare Payments – Provides clarity around when it is appropriate to fund such payments.
- 4.6 **Point 6:** Professional Memberships – This remains largely unchanged.
- 4.7 **Point 7:** Reporting of Inappropriate Expenditure – Provides clarity as to how concerns as to inappropriate expenditure should be reported to.
- 4.8 **Point 8:** Monitoring and review – Notes that compliance with this Policy will be monitored through a programme of management review and internal audit.
- 4.9 **Point 9:** Exceptions – Provides for the Vice-Chancellor (or his delegate) to approve exceptions to the policy.

Note: A tracked changes version of the policy against the previous policy has not been provided as there has been substantial change. The previous policy has been provided for reference.

Consultation

All SLT members, Business Managers, Risk Manager, Chief Procurement and Contract Officer, Employment Relations Manager, and heads of departments/institutes/schools have been consulted on the revised Policy. The Union has also been consulted with. The policy has also been based on similar policies from the public sector. In particular, the policies of the Treasury and the Ministry of Education were reviewed. There is substantial alignment with these policies.

Financial implications and Treasury Comment

Financial Implications

No

Treaty of Waitangi Implications

N/A

Equity and Ethnic Implications

Cultural Implications (Maori/Pasifika/New Migrant/Other)

No

Ethnic Implications

No

Gender Implications

No

Disability Implications

No

Other (People)

Yes

Impacts on all staff who undertake discretionary expenditure.

Publicity & Communications

Communication as a renewed Policy is through the Office of the Risk Manager. The Procurement and Finance Teams will also undertake training and internal communication on the revised Policy and Procedures.

Recommendations

It is recommended that Massey University Council:

1. Approve the proposed revised Discretionary Expenditure and Gifts Policy; and
2. Note the Discretionary Expenditure and Gifts Procedures

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

19 June 2014



DISCRETIONARY EXPENDITURE AND GIFTS POLICY

Section	Finance
Contact	Chief Financial Officer
Last Review	May 2014
Next Review	May 2016
Approval	

Purpose:

The purpose of this policy is to:

- Set out clearly defined parameters for discretionary expenditure and gifts.
- Ensure that discretionary expenditure and gifts are assessed, authorised and reviewed consistently for all Massey University (the “University”) staff.
- Ensure all discretionary (sensitive) expenditure and gifts received meet standards of probity expected of a publicly funded organisation.

Policy Principles:

- Discretionary expenditure and gifts are to be managed in accordance with the guidance for public sector entities as described in the Controlling Sensitive Expenditure: Guidelines for Public Entities, published from time to time by the Office of the Auditor General.
- The Manager responsible for the relevant Budget Centre will be accountable for financial decisions that breach this Policy.
- The University’s Delegations of Authority Document should be read in conjunction with this policy.
- Any expenditure occurred must be reasonable and have a justifiable business purpose.

Policy

1. Entertainment Related Expenditure

Entertainment related expenditure is defined as food/refreshment expenses incurred where an external party is involved, and the purpose of the expenditure is to represent the University, provide reciprocity of hospitality or build business relationships in pursuit of University goals.

All expenditure relating to entertainment must be authorised in advance by a manager with delegated authority as outlined in the Delegations of Authority Document and in accordance with Guidelines included in the Discretionary Expenditure and Gifts Procedure Under no circumstances should a staff member of equal or less seniority authorise expenses in relation to entertainment.

The University will not pay for entertainment related expenditure for spouses or other family members accompanying a staff member. The Vice-Chancellor’s prior written approval is needed before any exception is made to this rule.



2. Alcohol

a) External

If it is appropriate to purchase alcohol for official entertainment/external events, prior approval must be obtained from the Head of Department/Institute/School or Director (HOD/I/S) or SLT member.

If prior approval is not sought, the expense may be declined. The expense incurred must be reasonable and justifiable (for example no more than \$65 should be spent on a bottle of wine).

b) Internal

With the exception of events approved by the Vice-Chancellor, Christmas functions, and long serving staff retirement functions, the University will **not** pay for alcohol for internal events, staff meetings and for overnight stays when on University business.

3. Hospitality or Gifts Received

Staff may accept hospitality and corporate gifts, including prizes if the gift is infrequent and inexpensive or is an important networking opportunity except where:

- there is a perceived or actual conflict of interest;
- where it could be viewed by others as an inducement or reward that might place the University under an obligation;
- staff are involved in a tender process.

Under no circumstances may gifts be exchanged for cash nor can goods, works and/or services be received, or seen to be received, by staff, their partners or family for private use. This includes the provision of goods, works and/or services at discounted rates (unless approved by the university) that are, or appear to be, derived from suppliers of such goods, works and services to the University.

Where a gift or hospitality is received by a staff member with a value of \$75 or more, or where the gift is perceived to be of a sensitive nature, the staff must obtain approval from their immediate manager, and details of the gift (recipient, donor, value, description and purpose of the gift) must be entered into a gifts register. Each AVC and PVC or their nominee is to maintain a gift register for this purpose.

Where the gift is made to the University, with the exception of cash gifts, staff may accept the gift on behalf of the University up to the value of \$200. All cash gifts and gifts or offers of gifts to the University of \$200 or above, and any gifts with conditions attached, must be referred to the Assistant Vice-Chancellor, Strategy, Finance, Information Technology & Commercial Operations, who if the gift is accepted, is to ensure that they are appropriately recorded and accounted for. The AVC SFIC or his/her nominee is to keep a gift register for this purpose.

The opportunity for passing the gift to the Massey University Foundation Trust should be considered prior to acceptance.

4. Hospitality, Gifts and Koha Given

It may be considered appropriate to provide hospitality, gifts and/or koha where the expenditure depicts the University's branding and/or is a token gift, which would not be seen by others as an inducement or a reward.



- All hospitality and/or corporate gifts and/or Koha must be approved in advance and paid from approved budgets. HOD/I/S approval is required for gifts and Koha over \$50 and up to, and including, \$200 per recipient. The HOD/I/S or their nominee is required to maintain a gift register and all gifts and Koha given by the University must be reported via this gift register. The gift register details the recipient, donor, value, description and purpose of the gift/Koha.

For amounts over \$200 and up to and including \$500 approval from the AVC SFIC is required. All other payments require the approval of the Vice-Chancellor.

Koha may not be paid to individuals, and must be paid by cheque to an organisation or marae. There should only be one payment from the University.

This policy acknowledges gifts (which could be in the form of vouchers) in recognition of participants time in research study is a legitimate University business expense.

Under no circumstances can these gifts/koha given be exchanged with the University for cash, or be used as a substitute for legitimate payment or remuneration.

5. Staff Welfare Payments

The University may cover or reimburse the cost of:

- flowers or gifts for personal events related to staff members and their immediate family such as births and deaths up to the value of \$75;
- expenditure that improves working conditions such as the cost of flu injections;
- farewell gifts for retiring or long-term staff up to the value of \$100. Farewell gifts for other staff would normally be by private donation. Farewell functions for retiring, senior or long-term staff may be authorised by the relevant AVC or PVC.

6. Professional Memberships

Professional memberships may be paid on behalf of a staff member by the University.. The Membership must be required for professional registration purposes and/or is clearly relevant to the performance of the staff member's duties and responsibilities.

Professional memberships may be paid from recovery accounts where the staff member can clearly demonstrate relevance of the membership to performance of the staff member's duties and responsibilities, and prior approval has been obtained from the relevant HOD/I/S.

7. Reporting of Inappropriate Expenditure – Individual Responsibilities

Staff who consider there are grounds for enquiry into inappropriate expenditure, must advise their manager, the AVC People and Development or AVC SFIC and/or the Risk Manager immediately. Alternatively, disclosure may be made under the Protected Disclosures Act 2000, Disclosure of Serious Wrongdoing Policy and associated University procedures.

8. Monitoring and Review

Compliance with this policy will be monitored through a programme of management review and internal audit. In addition, compliance with relevant legislation and "good business practice" is reviewed annually as part of the



external audit programme and in accordance with good practice guidance detailed in 'Controlling Sensitive Expenditure: Guidelines for Public Entities' (Office of the Auditor-General, February 2007).

9. Exceptions

The Vice-Chancellor (or delegate) may approve exceptions to this policy.

Audience:

All staff

Relevant Legislation:

Public Finance Act 1989 and amendments
Financial Reporting Act 1993 and amendments

Legal Compliance:

Public Finance Act 1989 – The purpose of the Public Finance Act is to provide a framework for parliamentary scrutiny of the Government's expenditure proposals and the Government's management of its assets and liabilities. It also clarifies the lines of responsibility for effective and efficient management of public financial resources, spells out minimum reporting obligations of Ministers and Departments and safeguards public assets by providing control over the borrowing of money.

Financial Reporting Act 1993 and amendments – The purpose of the Financial Reporting Act 1993 and amendments is to provide a framework for financial reporting. It also clarifies the lines of responsibility for effective and efficient reporting and outlines the minimum reporting obligations of parties.

Related Procedures and Documents:

Discretionary Expenditure and Gifts Procedure

[Credit Card Policy](#)
[Credit Card Procedures](#)
[Delegations of Authority Document](#)
[Procurement Policy](#)
Procurement Procedures
[Reimbursement of Expenses Policy](#)
[Travel Policy](#)
Travel Procedures (Domestic and International)

Document Management Control:

Prepared by: Chief Financial Officer
Owned by: Assistant Vice-Chancellor – Strategy, Finance, IT and Commercial Operations
Authorised by:
Date issued: XXXX
Last reviewed: May 2014
Next review: May 2016

DISCRETIONARY EXPENDITURE AND GIFTS PROCEDURES

Section	Finance
Contact	Chief Financial Officer
Last Review	May 2014
Next Review	May 2016
Approval	

Scope:

The objective of this document is to ensure a clear and consistent understanding of procedures for discretionary expenditure and gifts, to ensure all discretionary (sensitive) expenditure and gifts received meet standards of probity expected of a publicly funded organisation.

The procedures aim to clearly identify those expenses considered to be a legitimate and appropriate.

The procedures stipulate the way in which discretionary expenditure may be incurred. Staff are expected to exercise prudent judgement in relation to all business expenditure and gifts. The University will pay for discretionary expenditure that is actual and reasonable and incurred as a consequence of conducting University business.

Valid GST invoices and other supporting documentation must be maintained/submitted for all discretionary expenditure.

Procedures:

1. Entertainment Related Expenditure

- All entertainment related documentation must identify the date, venue, costs, recipients, benefits derived and/or reasons for the event.
- Entertainment related expenditure should be included in pre-approved budgets.
- The following guidance relates to both external and internal events:
 - Up to \$200 per event must be approved by a Head of Department/Institute/School or Director (HOD/I/S) or their delegate.
 - For events in excess of \$200 per event and up to \$500 per event, the approval of a HOD/I/S should be obtained **prior** to the event.
 - For expenditure in excess of \$500 per event, the prior approval of a Senior Leadership Team (SLT) member is required.

Note: External or internal events organised by the External Relations or Event Management teams may be an exception to the guidance above, but are not exempted or excepted from any other of the University policies.

- Staff reimbursements for entertainment must be submitted within two months of the expense being incurred.

- Where entertainment related expenditure is considered to be unreasonable by the Chief Financial Officer, Finance or their nominee, they will seek further explanation from the approvers of the payment or may refer the query to an SLT member.

External Events (Official Entertainment) – Events where there is a valid and justifiable business reason to entertain external guests in an official capacity including, but not limited to, meals, meetings and functions. The University will pay for food and beverages provided to staff and external guests who are being entertained in an official capacity.

Internal Events – Entertainment and hospitality relating to events for which the attendees are predominately University staff. These often take place on University premises, but they may also occur elsewhere.

Internal events include, but are not limited to, the following:

i. Routine/Internal Meetings (including Internal Training Sessions)

- Generally, the University will only provide tea and coffee for routine meetings, including those held across morning tea, afternoon tea or lunch periods.
- If meetings are for a full day, meeting organisers should allow sufficient time for breaks including lunch. If attendees have travelled from another location they will generally be permitted to claim the approved daily allowance if away for more than 24 hours, or actual and reasonable expenses to cover any meals. Lunch may be provided if insufficient time is allocated for a lunch break or it is an official event (e.g., POD training etc.).

ii. Non-Monetary Recognition of Staff

- Any morning and afternoon tea costs should be limited to a maximum of \$200 per event.
- Authority is to be sought from the relevant delegated financial authority within the budget centre in advance of the expenditure.
- Expenditure which will result in a Fringe Benefit Tax (FBT) liability is generally not considered appropriate. As a general rule, any entertainment benefit that employees consume or enjoy when they choose, and that is outside their employment duties, is subject to FBT. If employees can only enjoy entertainment at a set time, or as part of their employment duties, the cost is not subject to FBT.

iii. Christmas Functions

- The University will provide a contribution to one Christmas function for each staff member per annum. The amount of contribution will be confirmed by SLT each year.

2. Hospitality or Gifts Received by Staff

- Staff may accept hospitality and corporate gifts, including prizes from a supplier, provided they are reasonable in number and value and/or important networking opportunities and as long as there is no perceived or actual conflict. It is not expected that any individual item would exceed \$200.
- The following guidelines apply to acceptance of hospitality or gifts:
 - Items considered to be a minor item or of low value (i.e., less than \$50, such as branded low cost pens, promotional products etc.), are not normally required to be declared. However items of a sensitive nature or perceived higher value should be declared to the staff member's manager and reported and recorded in the gift register.

- If the gift or hospitality is over \$75 and up to \$125, staff must have HOD/I/S approval prior to acceptance. *Note: A moderately priced bottle of wine, or an invitation to lunch or dinner is deemed to be acceptable within this approval.*
- If the gift or hospitality is over \$125 and up to \$200, staff must have SLT member approval prior to acceptance.
- If the gift or hospitality is over \$200, approval from the Vice-Chancellor is required prior to acceptance.
- All cash gifts, regardless of the amount, must be declared and recorded.
- Any Koha received must be recorded in a separate general ledger (GL) account code - 0905 "Other Income – Koha".
- Attendance at functions or events such as sports or cultural events that involve significant work time for the employee and/or expenses for the host of up to \$100, may be accepted subject to notification and the approval of HOD/I/S. Annual leave and travel cost reimbursement may be required where the HOD/I/S consider these to be significant.

3. Hospitality, Gifts and Koha Given

- Business-related gifts should, where appropriate, be selected from the University Alumni Office memorabilia.
- To meet IRD guidelines in relation to PAYE or Withholding Tax (per IR278 booklet), in order for Koha to be tax deductible the following conditions must be met:
 - a) The Koha must be linked to Massey's business or taxable activity, and
 - b) Adequate records must be kept to support the payment and this linkage. "Adequate records" means:
 - The particulars of the meeting (time, date, place).
 - The reason for attending the meeting.
 - The type of payment made (cheque, supplies).
 - The source of payment (where the supplies came from).
 - The receipt or tax invoice.
- Koha is recognised as a discretionary contribution which is distinct from actual expenditure and appropriate to the occasion. The following guidelines are provided:
 - There should only be one Koha from the University. If there is more than one representative from the University attending a hui, then prior coordination of the Koha must be carried out.
 - Koha must be approved in advance by the delegated HOD/I/S.
 - Koha may only be paid to an organisation or marae.
 - Koha may not be paid to individuals.
 - Cash Koha is not usually permitted.
 - All Koha needs to be processed by completing a "Sundry Payment Form" which is provided to the Accounts Payable Team who will supply a cheque made out to the recipient.
 - The HOD/I/S or their nominee is required to maintain a gift register and all gifts and Koha given by the University must be reported via this gift register. The gift register details the recipient, donor, value, description and purpose of the gift/Koha.
 - Koha payments must also be recorded in a separate expense GL account code - 1315 "Koha Expenditure".

Provision of Vouchers and refreshments

- It is normal practice for some research projects to give survey participants, focus group participants, etc. a gift in recognition of their time. This is usually in the form of a supermarket or petrol voucher. On rare occasions

the University will pay for minor hospitality like a non-alcoholic beverage or food that is actual and reasonable that is categorically required to be incurred as a consequence of conducting University business, but prudent judgement must be exercised at all times. This policy acknowledges such payments as University business expenses.

- Under no circumstances can these gifts given be exchanged with the University for cash, or be used as a substitute for legitimate payment or remuneration.

4. Staff Welfare Payments

- The University will cover or reimburse the cost of the following:
 - Flowers or gifts for personal events related to staff members and their immediate family (such as births and deaths) up to \$75 (excludes delivery fee for flowers). Special events such as milestone birthdays are **not** considered appropriate.
 - Expenditure that improves working conditions such as the cost of flu injections.
 - Farewell gifts for retiring or long-serving staff up to \$100. Farewell gifts for other staff would normally be by private donation. Farewell functions for retiring, senior or long-serving staff should be authorised by the relevant SLT member.
- All such expenditure must be reported to the HOD/I/S, identifying the date, costs, recipients and the reason for the expenditure.

5. Papers and Periodicals

- Any purchase of papers (newspapers and weeklies) and periodicals must:
 - Be approved by the respective HOD/I/S;
 - Be able to be demonstrated as being appropriate and necessary to the performance of University duties;
 - Demonstrate that efforts have been made to ensure opportunities for elimination of duplications through circulation, where this is feasible in a timely manner, has been taken; and
 - Where appropriate, be sent to the central library once the recipient finished reading/using the item.
- A schedule of periodicals and papers received by each budget centre must be maintained and include the:
 - Name of person receiving the paper or periodical; and
 - Reason for purchase.
- This schedule may be reviewed from time to time by Library and/or Finance.

6. Professional Memberships

- Professional memberships must be:
 - For the respective staff member only.
 - For no longer than one year with possible exemption where significant discounts are available and it is reasonable to expect a two year subscription to be to the advantage of the University.
 - Budgeted for and approved by the budget centre's manager.
- Professional memberships paid are for the benefit of the University and are not intended to be a personal benefit to staff members and, accordingly, are not liable for FBT.
- Where a University employment contract includes provision for payment of professional memberships, the employment contract will take precedence over this policy.

- Memberships must be cancelled or transferred to a replacement University staff member should employment with the University be terminated. The decision to cancel or transfer membership is at the discretion of the HOD/I/S. Transferral of membership must be authorised by HOD/I/S.
- Any refund of fees as a result of cancellation of membership belongs to the University and must be refunded to the University.
- Subscriptions (prepayments) must be for no more than two years and require the prior approval of the HOD/I/S.

Audience:

All staff

Related procedures / documents:

[Credit Card Policy](#)
[Credit Card Procedures](#)
[Delegations of Authority Document](#)
[Discretionary Expenditure and Gifts Policy](#)
[Procurement Policy](#)
Procurement Procedures
[Reimbursement of Expenses Policy](#)
[Travel Policy](#)
Travel Procedures (Domestic and International)

Document Management Control:

Prepared by: Chief Financial Officer
Owned by: Assistant Vice-Chancellor, Strategy, Finance, IT and Commercial Operations
Authorised by:
Date issued: XXXX
Last reviewed: May 2014
Next review: May 2016



DISCRETIONARY EXPENDITURE POLICY

Section	Finance
Contact	Finance and Asset Management
Last Review	May 2011
Next Review	May 2013
Approval	C11/77 July: 3.2.1

Purpose:

The purpose of this policy is to:

- Set out clearly defined parameters for discretionary expenditure
- Ensure that discretionary expenditure is assessed, authorised and reviewed consistently for all staff.
- Ensure all discretionary (sensitive) expenditure and gifts received meet standards of probity expected of a publicly funded organisation.

Policy:

1. Valid GST invoices and other supporting documentation must be maintained/submitted for all discretionary expenditure
2. Employees are expected to exercise prudent judgement regarding all business expenditure
3. The University will reimburse discretionary expenditure that is reasonable, actual and has been incurred as a consequence of conducting University business
4. The University's preferred suppliers will be used wherever possible
5. All expenditure relating to entertainment must be authorised by a staff member's manager. For significant items (in excess of \$200) prior approval should be sought
6. Under no circumstances should a staff member of equal or less seniority authorise expenses in relation to entertainment
7. The following questions should be asked to determine the appropriateness/reasonableness of discretionary expenditure:
 - Does it support the goals of the University?
 - Could it be justified to a stakeholder? e.g. student, public.
 - Could publicity about the expenditure or occasion adversely affect the University?

Entertainment-related expenditure

Entertainment related expenditure is defined as:

"Food/refreshment expenses that are incurred where an external party is involved and the purpose of the expenditure is to represent the University or provide reciprocity of hospitality or build business relationships in pursuit of University goals".

Expenditure on entertainment should be against pre-approved budgets with a pre-approved purpose. Deviations from budgets and standards should be reported to senior management.

All entertainment related documentation must identify the date, venue, costs, recipients and the benefits derived and/or reasons for the event. If necessary please attach an explanation to the invoice. Expense claims relating to entertainment must be submitted promptly after the expense has been incurred.



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The senior person present should approve and confirm the expenditure as being appropriate. Where expenditure on entertainment is deemed to be unreasonable by the Director, Finance and Asset Management (or nominee), an explanation will be sought from the authorisers or the payment may be referred to a senior manager.

Expenditure on liquor will only be approved when consumed along with food and the amount involved is reasonable. Guidance on reasonable is given as: Business Lunch - 2 courses accompanied with 1 standard drink or Business Dinner - 3 courses accompanied with 2 standard drinks.

Expenditure on wine is not to exceed \$40 per bottle or \$10 per glass.

Hospitality or Gifts received by Staff

The line between token gifts of appreciation and those that might compromise the recipient is often not easily defined but, as a general standard, a gift should not be accepted (whatever the nature or value) where it could be seen by others as an inducement or a reward that might place the University under an obligation. Staff should only accept gifts that are inexpensive and infrequent.

As a general rule, staff should not accept hospitality and/or corporate gifts in excess of \$200 and must have HOD/I/S approval for items over \$100. For purposes of clarity, an invitation to dinner will be deemed to be acceptable within this approval.

Under no circumstances can gifts be exchanged for cash nor can goods, works and/or services be received, or seen to be received, by staff, their partners or family for private use. This includes the provision of goods, works and/or services at discounted rates that are, or appear to be, derived from suppliers of such goods, works and services to Massey University.

Attendance at functions or events such as sports or cultural events that involve significant work time for the employee and/or expenses for the host of over \$100, may be accepted subject to prior notification to HOD/I/S. Annual leave and travel cost reimbursement may be required where the HOD/I/S consider these to be significant.

HOD/I/S are required to maintain a gifts register and all gifts received and retained by staff must be reported via this gift register. The gifts register details the recipient, donor, value, description and purpose of the gift.

Gifts received by the University

Gifts received by staff members should be accepted on behalf of the University and should be declared to the staff member's HOD/I/S.

All offers of gifts to the University with a value of \$1,000 or above, and any gifts with conditions attached, should be referred in the first instance to the Assistant Vice-Chancellor – External Relations, and the opportunity for passing the donation to the Massey Foundation considered before acceptance.

The Vice-Chancellor (or delegate) may at his/her sole discretion accept gifts for the use or enjoyment of staff or for the benefit of the University.

Such offers may be subject to approval by Council where appropriate and will be subject to the gift or donation not resulting in an abridgement of academic freedom or the compromising of the integrity of the University or staff.

HOD/I/S are required to maintain a gifts register and all gifts received by the University must be reported via this gift register. The gifts register details the recipient, donor, value, description and purpose of the gift.



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Gifts and Koha given

The line between gifts given as a token of appreciation and those that might compromise the University is not easily defined but, as a general standard, a line may be drawn and be appropriate where the expenditure depicts the University's branding and/or is in way of a token gift and which would not be seen by others as an inducement or a reward.

All hospitality and/or corporate gifts and/or Koha must be from approved budget provisions and, as a general rule, should not exceed \$200 per recipient. HOD//S approval is required for gifts and Koha over \$50 per recipient.

Under no circumstances can gifts given be exchanged with the University for cash, or be used as a substitute for legitimate payment or remuneration.

The value of gifts to be given to hosts overseas should be appropriate to the circumstances.

Business-related gifts should, where appropriate, be selected from Massey University Alumni Office memorabilia.

To meet Inland Revenue Department guidelines in relation to PAYE or Withholding tax (per IR278 booklet), in order for Koha to be tax deductible the following conditions must be met:

1. The Koha must be linked to Massey's business or taxable activity, and
2. Adequate records must be kept to support the payment and this linkage. "Adequate records" means: -

The particulars of the meeting (time, date, place)

- The reason for attending the meeting
- The type of payment made (cash, cheque, supplies)
- The source of payment (where the supplies came from)
- The receipt or tax invoice.

HOD//S are required to maintain a gifts register and all gifts and Koha given by the University must be reported via this gift register. The gifts register details the recipient, donor, value, description and purpose of the gift/Koha.

Koha is recognised as a discretionary contribution which is distinct from actual expenditure and which is appropriate to the occasion and incurred for services supplied.

Non-monetary recognition of staff

Each Budget Centre manager is to budget for reasonable staff entertainment expenditure with the relevant senior manager (i.e. Level 3 manager as defined in the Delegations Policy) to ensure consistency in budget allocation and approach among Budget Centres.

This budget will cover rewards for performance of teams, working lunches, morning teas, team building costs, etc. Expenditure which will result in a FBT liability is generally not considered appropriate. As a general rule, any entertainment benefit that employees consume or enjoy when they choose, and that is outside their employment duties, is subject to Fringe Benefit Tax. If employees can only enjoy entertainment at a set time, or as part of their employment duties, the cost is not subject to FBT.

Authority is to be sought from the relevant delegated financial authority within the budget centre.

Expenditure on liquor will only be approved when consumed along with food (outside normal working hours) and the amount involved is reasonable. A bottle of wine is not to exceed \$40 and a glass of wine is not to exceed \$10.

Staff welfare payments

Massey will cover or reimburse the cost of:



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- flowers or gifts for personal events related to staff members and their immediate family such as births and deaths up to the value of \$50.
- expenditure that improves working conditions such as the cost of flu injections
- farewell gifts for retiring or long-term staff up to the value of \$100. Farewell gifts for other staff would normally be by private donation. Farewell functions for retiring, senior or long-term staff may be authorised by the relevant senior manager (ie Level 3 manager as defined in the Delegations Policy).

All such expenditure must be reported to the Budget Manager, identifying the date, costs, recipients and the reason for the expenditure.

Papers and Periodicals Policy

Any purchase of papers (newspapers and weeklies) and periodicals must:

- be approved at the Head of School, Institute, Department or Director level
- be able to be demonstrated as being appropriate and necessary to the performance of University duties
- demonstrate that efforts have been made to ensure opportunities for elimination of duplications through circulation, where this is feasible in a timely manner, has been taken, and
- materials purchased, where appropriate, should be sent to the central library once the recipient finished reading/using it, in order to build up library/identify duplications.

Budget centres must budget for any papers or periodicals within yearly budget cycle. This includes any purchases using Professional Time funds. A schedule of periodicals and papers received by each budget centre must be maintained and must include

- name of person receiving paper or periodical
- reason for purchase

This schedule may be reviewed from time to time by Finance and Asset Management with the view to minimising duplicates and ensuring each purchase is justified.

Professional Memberships Policy

Professional memberships may be paid on behalf of a staff member by the University from GL accounts and in such cases must be:

- Required for professional registration purposes; and/or
- Clearly relevant to the performance of the staff member's duties and responsibilities.
- Professional memberships may be paid from recovery accounts where the staff member can clearly demonstrate relevance of the membership to performance of the staff member's duties and responsibilities and prior approval has been obtained from the relevant HOD/I/S.

Professional memberships must be:

- For that person alone and is not to cover members of the staff member's family.
- For no longer than one year with possible exemption where significant discounts are available and it is reasonable to expect a two year subscription to be to the advantage of the University.
- Included in the budget centre's budget and be approved by the budget centre's line manager.

Professional memberships paid are for the benefit of the University and are not intended to be a personal benefit to staff members and, accordingly, are not liable for FBT.

Where a Massey University employment contract includes provision for payment of Professional Memberships, the employment contract will take precedence over this policy.

Memberships must be cancelled or transferred to a replacement Massey staff member should employment with



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Massey be terminated. The decision to cancel or transfer membership is at the discretion of the HOD/I/S. Transferral of membership must be authorised by HOD/I/S.

Any refund of fees as a result of cancellation of membership belongs to Massey and must be refunded to Massey.

Travel-related expenditure

Refer to separate Travel Policy and related procedures.

Credit cards

Refer to separate Credit Card Policy and related procedures.

Reporting of inappropriate expenditure - Individual responsibilities

Staff who may consider there are grounds for enquiry into inappropriate expenditure, must advise their Line Manager, University Registrar or Risk Manager immediately. Alternatively, disclosure may be made under the Protected Disclosures Act 2000, Disclosure of Serious Wrongdoing Policy and associated University procedures.

Audience:

All staff

Relevant Legislation:

Public Finance Act 1989 and amendments
Financial Reporting Act 1993 and amendments
Public Audit Act 2001

Legal Compliance:

Compliance with relevant legislation and good accounting practice is reviewed annually as part of Audit NZ's external audit programme and in accordance with good practice guidance detailed in 'Controlling Sensitive Expenditure: Guidelines for public entities, Office of the Auditor General, Feb 2007.

Legal requirements as set out under the Procurement policy.

Related Procedures and Documents:

[Credit Card Policy Credit Card Procedures Delegations of Authority Document Domestic Travel Procedures International Travel Procedures Procurement Policy](#)
[Reimbursement of Expenses Policy](#)
[Travel Policy](#)



MASSEY UNIVERSITY

Massey University Policy Guide
Discretionary Expenditure Policy – Page 6

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MASSEY UNIVERSITY COUNCIL

FINANCIAL REPORT FOR THE FIVE MONTHS ENDED 31 MAY 2014

4 JULY 2014

PURPOSE

This report summarises the financial results for Massey University (the “University”) and its controlled entities (the “Group”) for the five months ended 31 May 2014.

DISCUSSION

Income Statement

The University and Group Income Statements are attached as Appendix 1.

The Group’s year to date (YTD) operating surplus of \$16.7m was \$1.7m ahead of budget. The main entities contributing to the favourable result were the University and the Massey University Foundation Trust (MUF). Though full year revenue is forecast to decrease as a result of softening in student numbers, expenses are expected to reduce similarly and the Group is forecast to achieve a year end surplus of 1.5% of total revenue.

UNIVERSITY

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

EFTS Related Contribution

The YTD EFTS related contribution was \$12.9m against a budget of \$12.7m. Student numbers have softened and as a result management are undertaking mitigating actions in order to achieve the budgeted surplus of 1.36% of total revenue.

Contract & Trading(C&T) Related Contribution

C&T income YTD was lower than budget by \$2.0m. This was mainly due to timing differences and availability of research funding in New Zealand. This was also reflected in C&T expenses also being behind budget, particularly in relation to other direct expenses. Although the timing differences is expected to diminish towards the end of the year, the

availability of research funding is unlikely to increase, this has led to a lower forecast C&T contribution at year end.

MASSEY UNIVERSITY CONTROLLED ENTITIES

The YTD surplus for the University's controlled entities was \$0.7m better than budget mainly as a result of a higher return by MUF. YTD surplus is also forecast to be in line with budget by year end.

Balance Sheet

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

The University's Total Assets were \$8.6m greater than budget. This mainly relates to the increases in cash held due to delays in the capital programme in 2013.

Working capital, which is managed in line with the Treasury Framework guidelines, was ahead of budget. Interest rates are expected to rise over the remainder of the year and as a result investments in term deposits have largely been limited to those with maturities of 60 days or less.

The University's equity as at 31 May 2014 was in line with budget.

MASSEY UNIVERSITY CONTROLLED ENTITIES

The University's controlled entities have Total Assets, before inter-Group eliminations, of \$29.2m. This is mainly comprised of Massey University Foundation Trust's (MUF) Total Assets of \$20.2m, Massey Ventures Limited's (MVL) Total Assets of \$5.2m, and New Zealand School of Music Limited's (NZSM) Total Assets of \$3.2m. Similar to Total Assets, Total Liabilities are mainly from MUF, MVL and NZSM. Overall, the University's Balance Sheet represents 99% of the Group's Balance Sheet.

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 YTD were behind budget by \$8.8m. Reductions in operating expenses partially offset by reduced receipts from student fees and other income have contributed to this variance.

Net cash flows from investing activities were \$53.1m ahead of YTD budget. This is consistent with the investment strategy of holding relatively short term investments.

Net cash flows from financing activities were \$0.3m ahead of YTD budget. However, this is forecast to be behind budget by year end as borrowing is expected to increase based on the capital plan.

Capital Expenditure

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

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

	YTD Actual (\$000)	YTD Budget (\$000)	YTD Var (\$000)	YTD Var %	Full Year Budget (\$000)	Full Year Forecast (\$000)
Group 1 (Recurrent)	10,684	11,380	696	6.1%	26,830	26,830

Group One project expenditure was at \$10.7m or 40% of the full year budget. Programmes are typically on budget with only minor variances across the Group.

RECOMMENDATIONS

It is recommended that Massey University Council:

1. Receive the financial report for the five months ended 31 May 2014.

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

24 June 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 Five Months Ended 31 May 2014

	UNIVERSITY					GROUP				
	YTD	YTD	YTD	2014 FY	2014 FY	YTD	YTD	YTD	2014 FY	2014 FY
	Actual (\$000)	Budget (\$000)	Variance (\$000)	Budget (\$000)	Forecast (\$000)	Actual (\$000)	Budget (\$000)	Variance (\$000)	Budget (\$000)	Forecast (\$000)
Total EFTS Income	156,196	158,525	(2,329)	367,250	353,505	157,074	161,185	(4,111)	373,976	356,865
Total EFTS Expenses	143,290	145,867	2,577	365,731	352,025	143,571	148,208	4,637	371,306	354,366
Contribution - EFTS	12,906	12,658	248	1,519	1,480	13,503	12,977	526	2,670	2,499
Total C&T Income	30,923	32,918	(1,995)	74,050	74,830	32,322	35,554	(3,232)	75,030	75,109
Total C&T Expenses	28,042	30,833	2,791	69,643	70,473	29,153	33,591	4,438	70,969	70,874
Contribution - C&T	2,881	2,085	796	4,407	4,357	3,169	1,963	1,206	4,061	4,235
Total Trading Operating Surplus	15,787	14,743	1,044	5,926	5,837	16,672	14,940	1,732	6,731	6,734

Appendix 2

Balance Sheet

As at 31 May 2014

	UNIVERSITY					GROUP				
	YTD Actual (\$000)	YTD Budget (\$000)	YTD Variance (\$000)	2014 FY Budget (\$000)	2014 FY Forecast (\$000)	YTD Actual (\$000)	YTD Budget (\$000)	YTD Variance (\$000)	2014 FY Budget (\$000)	2014 FY Forecast (\$000)
Total Current Assets	164,048	153,364	10,684	81,488	89,650	170,461	157,105	13,356	83,776	93,391
Total Non Current Assets	981,376	983,484	(2,108)	1,015,217	1,013,233	985,197	986,348	(1,151)	1,017,831	1,016,797
Total Assets	1,145,424	1,136,848	8,576	1,096,705	1,102,883	1,155,658	1,143,453	12,205	1,101,607	1,110,188
Total Current Liability	136,677	128,051	8,626	97,479	105,056	140,822	129,346	11,476	97,983	106,351
Total Non Current Liabilities	48,328	49,182	(854)	48,428	47,618	48,353	49,207	(854)	48,454	47,643
Total Liabilities	185,005	177,233	7,772	145,907	152,674	189,175	178,553	10,622	146,437	153,994
Public Equity										
Capital & Reserves	945,105	944,872	233	944,872	944,872	950,284	949,960	324	948,439	949,960
Revaluations/ Other	(473)	-	(473)	-	(500)	(473)	-	(473)	-	(500)
Surplus/(Deficit)	15,787	14,743	1,044	5,926	5,837	16,672	14,940	1,732	6,731	6,734
Total University Equity	960,419	959,615	804	950,798	950,209	966,483	964,900	1,583	955,170	956,194
Total Liabilities and Public Equity	1,145,424	1,136,848	8,576	1,096,705	1,102,883	1,155,658	1,143,453	12,205	1,101,607	1,110,188

Appendix 3

Cash Flow Statement

For the Five Months Ended 31 May 2014

	YTD	YTD	UNIVERSITY YTD	2014 FY	2014 FY
	Actual	Budget	Variance	Budget	Forecast
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
Net Cash Flows From Operating Activities:	66,211	75,008	(8,797)	56,026	55,380
Net Cash Flows From Investing Activities:	(9,104)	(62,181)	53,077	(55,841)	(48,729)
Net Cash Flows From Financing Activities:	(396)	(672)	276	(1,060)	306
NET INCREASE/(DECREASE) IN CASH	56,711	12,155	44,556	(875)	6,957
Cash Brought Forward	29,632	24,987	4,645	24,987	29,632
Net Foreign Exchange (Losses)	(80)	-	(80)	-	(134)
Ending Cash Carried Forward	86,263	37,142	49,121	24,112	36,455

Appendix 4

University Capital Expenditure Report
For the Five Months Ended 31 May 2014

Project Description as at 31 May 2014	Business Case	2014 Year					Project Budget		
		YTD Actual 31 May (\$000)	YTD Budget 31 May (\$000)	YTD Variance 31 May (\$000)	Approved 2014 FY Budget (\$000)	2014 FY Forecast (\$000)	Council Approved Budget (\$000)	Actual Expenditure to Date (\$000)	Forecast Final Expenditure (\$000)
GROUP ONE PROJECTS (RECURRENT)									
IT Server and Storage Refresh		23	158	135	660	660	660	23	660
IT Communications Infrastructure		379	378	(1)	1,000	1,000	1,000	379	1,000
IT AV Refresh		114	247	133	1,000	1,000	1,000	114	1,000
IT Support Systems Refresh		97	195	98	660	660	660	97	660
Capital Equipment - \$2-20k		71	238	167	1,960	1,960	1,960	71	1,960
Capital Equipment - >\$20k		1,837	1,808	(29)	2,200	2,200	2,200	1,837	2,200
Equipment Replacement > \$150k	EI50	519	500	(19)	1,470	1,470	1,470	519	1,470
Capital Equipment - Fams		222	220	(2)	220	220	220	222	220
Capital Equipment - >\$20k Utility Vehicles	VAN	1	1	0	220	220	220	1	220
Lab and Desktop Computer Replacement		1,108	1,146	38	2,000	2,000	2,000	1,108	2,000
Halls of Residence Refurbishment-Manawatu	PN406	242	229	(13)	300	300	300	242	300
Campus Infrastructure - Albany		186	246	60	1,000	1,000	1,000	186	1,000
- Manawatu		33	25	(8)	1,000	1,000	1,000	33	1,000
- Wellington		27	121	94	500	500	500	27	500
Building Capital Renewal/Refurb -Manawatu	PN605	317	241	(76)	1,600	1,600	1,600	317	1,600
Building Capital Renewal/Refurb -Wellington		-	100	100	400	400	400	-	400
VC Discretionary	VC	-	80	80	500	500	500	-	500
- Albany Campus Road Frontage Sign	SGN	9	200	191	225	225	225	9	225
Library		4,570	4,422	(148)	6,600	6,600	6,600	4,570	6,600
Minor Capital Works -Albany		516	398	(118)	800	800	800	516	800
- Manawatu		40	-	(40)	1,040	1,040	1,040	40	1,040
- Wellington		256	318	62	700	700	700	256	700
Aircraft Overhaul and Refurbishment	AIR	119	59	(60)	225	225	225	119	225
New Initiatives Capital		-	50	50	350	350	350	-	350
Self Insurance Cover		-	-	-	200	200	200	-	200
TOTAL GROUP ONE PROJECTS (Recurrent)	SUB TOTAL	10,684	11,380	696	26,830	26,830	26,830	10,684	26,830



UNIVERSITY OF NEW ZEALAND

ACADEMIC BOARD

CHAIR'S REPORT TO COUNCIL

4 July 2014

Purpose

The purpose of this paper is to report to Council on the activities of the Academic Board over the previous 6 months.

1. Advice on Matters of Academic Policy

Reform of university governance proposal: advice to council: Academic Board provided advice to the governance sub-committee on the legislative changes to the constitutions of university councils proposed by the Minister of Tertiary Education. The Board also wrote a separate submission to the Education select committee regarding the proposed changes.

2. Information to Council with Respect to Major Academic Directions

Academic Discussions of the Board have covered the following topics:

- Massey postgraduate qualification portfolio - 180 Point Masterates
- Nature/Ethos of the Modern University
- College of Business Strategic Plan
- Student engagement in academic decision making

3. Report of Academic Approvals Made Under Delegation

- Grounds for Embargo Policy
- Policy on Student Engagement in the Assurance and Enhancement of Teaching and Learning
- Academic Outputs Policy

4. Sub-Committee Matters

Received reports each meeting from Academic Committee and Teaching and Learning Committee

Received annual reports from

- Academic Committee
- Teaching and Learning Committee
- University Research Committee
- Doctoral Research Committee
- Scholarships Committee
- University Library Committee
- College of Business College Board
- College of Creative Arts College Board
- College of Sciences College Board
- College of Humanities and Social Sciences College Board
- College of Health College Board

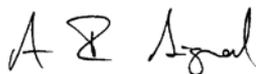
5. **Items of Early Notice**

Changes to Masters Degrees regulations to allow 180 Point Masterates

6. **For Information**

Academic Audit: Feedback from Academic Board was sought by the University as part of it's response to the Academic Audit report which was received in March.

Once again I thank the Executive Secretary, Paddy Nicol, for her wonderful support during my time as Chair. Secretarial duties have now been handed on to Belinda Chainey.



Tony Signal



The Chancellor
Massey University Council

Dear Chancellor,

Report from the Academic Board Meeting (Part 1): 16 April 2014

At the Academic Board meeting held on Wednesday 16 April 2014 in Part I of the meeting the following items are referred to Council for information.

1. Advice on Matters of Academic Policy

Massey University Academic Audit Report

The Massey University Academic Audit Report was released on 27 March 2014 and was tabled for initial discussions at the Board meeting. It had also been sent to other University bodies for consultation. Feedback is to be incorporated into a draft action plan. Ongoing dialogue and engagement was planned until the final response was brought for discussion to an Academic Board meeting later in the year followed by approval by the Senior Leadership Team. It was noted that, as a self-review, it was up to the University to engage in the process and address the actions in a way that best suited the University.

2. Information to Council with Respect to Major Academic Directions

College of Business Academic and Strategic Plans

College of Business Pro Vice-Chancellor Professor Zorn noted the College's history and changes in the business world. He signaled that the areas in which the College wanted to be noted for were agri-business, innovation and entrepreneurship, financial services and responsibility and citizenship. He highlighted the five strategic priorities and posed the question: Is the suite of new initiatives appropriate for the changes happening in New Zealand business and in business education? Discussion included but was not limited to the following:

- On the Wellington campus programmes needed to align with the creative campus. Professor Zorn noted that a programme on design and business was being developed for 2015/2016;
- It was suggested that there was an absence of qualification in Business Sustainably. Professor Zorn noted this was in the areas of citizenship and Massey University was hosting two conferences on sustainability. He also signalled that the College was talking with the College of Sciences about sharing delivery in such a qualification;
- Business Continuity was considered to be an area of increasing demand;
- The potential world-wide opportunities that would enhance the Masters of Business Administration were noted.

3. Report of Academic Approvals Taken Under Delegation

The Academic Outputs Policy was approved under the delegated authority of Council.

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**

Incorporating Māori Protocols in the Governance Setting of the Academic Board

I am to have further discussions regarding written te reo and the use of marae for Board meetings and will report to the Board at the 17 July 2014 meeting.

Reform of University Governance Proposal: Advice to Council

The Chancellor had requested the advice of the Academic Board on the legislative changes to the constitutions of university councils proposed by the Minister of Tertiary Education.

Discussion followed and included, but was not limited to, the following:

- Were smaller councils as effective as bigger ones?
- The size and reach of an institution needed to be taken into account when considering the size of Council, including the multi-campus nature, the college voice, student voice and Māori representation;
- There was a need to get all voices heard on Council;
- Should there be a limit in the legislation to the number of councils any one member could serve on?
- Universities were already seeking additional funding through business and enterprise so proposals to make the universities more efficient through having councils more focused on expertise and less on representation had no basis in evidence or achievement of outcome;
- The suggestion was made that of the 12 proposed members four should be academics to represent the University voice. These could be appointed by the Academic Board;
- Concern was expressed about a reduction in the academic voice on councils taking away academic freedom and in turn disempowering academics;
- The reduction in representation was considered the biggest threat to the academy. IT was considered that the direction the Minister was heading in was about control, and over time councils would become boards and, without representation, could lead to professional boards;
- What was wanted were autonomous free thinking universities in a democratic society.

The Board considered advice should be strident in opposition and individual Board members were encouraged to get submissions into the Education and Science Select Committee. The Board approved the formation of a subcommittee to prepare and write a submission on behalf of the Academic Board and consent to its submission to the Education and Science Select Committee and appear at the subsequent Select Committee hearing.

Conferring of Degrees and awarding of Diplomas and Certificates

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



MASSEY UNIVERSITY

TE KUNENGA KI PUUREHUROA

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

4 July 2014

Purpose

The purpose of this paper is to review the Incorporating Māori Protocols within the Governance Setting of the University recommendations approved by Council at the 4 May 2012 Council meeting and first reviewed on 5 July 2013. These had been put forward by Council member Ms Tiri Porter following the Māori Protocols session held for Council members by Professor Sir Mason Durie, Lady Arohia Durie, Te Tumatakuru O'Connell (Te Kaiwawao, Massey Wellington) and Jacob Tapiata (Senior Māori Advisor, Massey Manawatu) held on Thursday 1 March 2012.

Background

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

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

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

How can this be applicable to the University Council?		Steps to take to incorporate Māori protocols in Council
Use of written and spoken Māori language	<p>Respect for any Council members wish to open and close the meeting with a secular-karakia.</p> <p>Respect for guests to offer a</p>	Seek guidance from Senior Māori Advisors on each campus

How can this be applicable to the University Council?		Steps to take to incorporate Māori protocols in Council
	<p>karakia before eating (especially after powhiri or mihi whakatau).</p> <p>Consistent use of Te Kunenga Ki Puurehuroa as a header on all Council and University documents.</p>	<p>Ensure all documents in particular reports to Council, to include the dual header.</p>
<p>Review:</p> <p>2013: Any Council member/Chair may open and close the meeting with a secular-karakia. A karakia may be offered before eating (especially after powhiri or mihi whakatau). Use of the Te Kunenga Ki Puurehuroa as a header on Council commencing as of 5 July 2013. Use on University documents is outside the mandate of Council.</p> <p>2014: Karakia offered before meetings on occasions.</p>		

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

How can this be applicable to the University Council?		Steps to take to incorporate Māori protocols in Council
Council Membership	<p>Exercise Māori leadership by including recruitment of Council members who can provide a distinct Māori perspective.</p>	<p>Governance Committee</p>
<p>Review:</p> <p>2013: The Governance Committee considers Māori leadership as one of the key competencies each time it considers the requirements of membership for Council. Since the approval of this recommendation Mr Michael Ahie has been appointed to Council as a Ministerial Appointee and a new Māori student position has been designated in the Massey University Notice 2013.</p> <p>2014: Māori student position on Council filled in 2013 and 2014.</p>		

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

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

How can this be applicable to the University Council?		Steps to take to incorporate Māori protocols in Council
Mana Whenua	Varies according to location of each of the 4 campus and associated activity of the University. Role with the University has been confirmed as operational rather than ceremonial.	Office of Māori and Pasifika to provide leadership in establishing and maintaining relationships for the University to relevant mana whenua.
<p>Review: The Council have not action to take on this recommendation as it is management matter.</p>		

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

Chris Kelly
Chancellor
25 June 2014