

# definingnz

SEPTEMBER 2010

## CONNECTING TO AMERICA

Massey launches in the USA



Te Kunenga  
ki Pūrehuroa



MASSEY UNIVERSITY





# CONNECTING AMERICA

**Steve Maharey** talks about why Massey is reaching-out to its American alumni

For more than 80 years Massey University has played a defining role in the development of New Zealand through its contribution to land-based industries, distinctive mix of internal, distance and international teaching, commitment to innovation and close links with the business community.

In 2010 Massey continues to define New Zealand and is focusing its efforts on developing three areas of strategic importance to the nation: agri-food; innovation and creativity.

In support of this strategy Massey has launched its first major fundraising initiative – Advancing New Zealand, a campaign to raise \$100 million for these three priorities. This transformational project will see investment in research, teaching, student scholarships and facilities that would otherwise remain unfunded. Investment in Massey will bear fruit, not just for Massey, but for New Zealand as a whole. It is from these areas that innovative and creative solutions to global issues will be found.

The research and discoveries made at Massey have the ability to create a step-change in New Zealand's economy and that is why we are asking our alumni, friends, business partners and funding institutions to invest in us.

We do this in a backdrop of changing priorities for Governments' worldwide. Recent tough economic times have signalled a new era in institutional funding. It is clear that successful universities will have to increase their external revenue sources through commercial partnerships, research collaborations and fundraising. The means ensuring that we are not only connected but relevant to the needs of those partners.

Massey has more than 100,000 graduates in 132 countries around the world. Many have been extremely successful in business; some have distinguished careers in the public service, in politics, as national and international leaders and as noted academics, teachers and world-class researchers.

## In the United States, some of Massey's most noted alumni have forged impressive careers and are contributing to New Zealand and to the world economy in many ways.

Massey is immensely proud of the achievements of these alumni and we have profiled three of our notable United States alumni on the pages of this publication. Laurel Colless, Linda Jenkinson and Wayne McIlwraith are three outstanding graduates who, working with Massey, have formed Friends of Massey USA, a tax-exempt organisation owned by the University. We are extremely grateful for their support of us and their generous donation of time.

Friends of Massey USA will work to develop stronger links between American alumni and Massey and will seek investment from America for Massey's strategic imperatives.

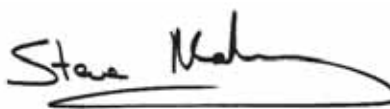
We want to be engaged in your activities and what is important to you and we want you to be involved in Massey because you are leaders, innovators and achievers. We ask that you pledge your support and we, in turn, will pledge to be outstanding partners; to deliver in ways that matter to you and make a difference.

Over the next year several global fundraising initiatives will be launched around Massey's vet school, the Institute of Veterinary, Animal and Biomedical Sciences (IVABS), the only vet school in New Zealand and arguably the best in the Southern Hemisphere. Fundraising for IVABS will support New Zealand's agricultural industry with research and development in animal husbandry, welfare and production. The vet school will celebrate its 50th anniversary in 2013 and several projects will be launched in the next 12 months and completed in time for this occasion.

Other fundraising initiatives will support creative new industry partnerships in the business school, support for the New Zealand Institute for Advanced Studies – Massey's own innovative centre for theoretical research and intellectual inquiry – and a project to preserve two of the University's oldest buildings (Refectory and the Sir Geoffrey Peren Building – formerly known as Old Main) by undertaking some essential work to make the buildings compliant with the updated earthquake code.

Through Friends of Massey USA we will be seeking the support of our American Alumni for these projects so we can ensure that Massey continues to contribute to the world and generate wealth and well-being for New Zealand.

We are confident that with the support of our alumni and friends, Massey will achieve its goals and will continue to define New Zealand into the next century and beyond. We ask you all to show your support for Massey by participating in alumni functions and backing our initiatives.



Hon Steve Maharey

Vice-Chancellor

# horsePOWER

Wayne McIlwraith left New Zealand to climb mountains and ended up scaling the heights of equine orthopedics.

In one week last month Professor Wayne McIlwraith gave keynote lectures at an international equestrian symposium in Switzerland, went on to examine foals and horses in training for two different racing industry clients in France, then flew back to the United States to spend the weekend operating on horses in California.

By Monday, he was back at his desk at Colorado State University (CSU) in Fort Collins, where he is the professor of surgery and directs an internationally renowned research programme.

The packed schedule turns out to be pretty much business-as-usual. "That was my ninth trip to Europe this year," he remarks in a relaxed drawl that owes more to his long career in America than to his youth in North Otago, "and I've got to go again in 10 days. I guess I can't say it's non-typical."

Within just the previous month McIlwraith had already flown the Atlantic twice – to receive an honorary doctorate from the University of London and then to give expert evidence in a court case involving a prominent Irish trainer.

As a top-flight surgeon and researcher, McIlwraith's skills and knowledge are in hot demand. He estimates that he has operated on between 13,000 and 14,000 horses since the early 1980s and he teaches the techniques involved in both America and Europe.

Leaving Massey with his Bachelor of Veterinary Science 40 years ago, he had no inkling the trajectory his career would take, or even that he would specialise in horses. He spent two years in a practice in Darfield, Canterbury, where 30 per cent of his work was on sheep dogs. As a keen climber, he chose Darfield to be close to the mountains where he could prepare for a New Zealand expedition he led to the Andes in 1973.

He planned to return to New Zealand but while practising in the United Kingdom – between climbing trips to Europe – the young vet decided that equine surgery was "the ultimate challenge" in his field. That took him to Canada, where he trained in surgery, and then on to a residency and advanced training at Purdue University, Indiana. While doing a research project on arthritis he read about advances in arthroscopic surgery and landed a place on one of the first courses on performing the operation on the human knee. "There were 120 human orthopedic surgeons and me," he recalls.

He became a pioneer of using the arthroscope on horses and in 1983 started teaching the technique at CSU – another

location with the advantage of mountains nearby. The link with human physicians continues for him today. One of just four veterinary surgeons who are associate members of the American Academy of Orthopedic Surgeons, he wins funding for research on horses that can lead to benefits for human surgery. An example is a new technique developed by McIlwraith's team for repairing horses' knee cartilage that is now being trialled for use on people.

For many years McIlwraith performed 500 operations a year, though that has decreased with the downturn in the American economy. A high proportion is on race horses, ranging from a relatively simple 10-minute removal of a bone chip fragment or inserting screws to a fracture repair that can take more than an hour.

Working so closely with large highly-strung animals sounds like it could be dangerous, but McIlwraith has never been injured by a horse. His only mishap was with another large animal in Darfield. "I got a knee ligament ruptured by a cow kicking me." The horses he works with are well-handled. "I'm not at a lot of risk compared to the poor guy out in the field with some backyard horse with a little girl holding it. That's dangerous."

McIlwraith and his wife, Dr Nancy Goodman McIlwraith, a former racetrack vet of 20 years, have bred and raced horses but these days breed show jumpers. They are still racing fans, however, and McIlwraith enjoys the colour of the racing scene whether in America or Europe. "You meet a lot of characters. It's still exciting to me. I get to operate on a lot of good race horses but it's even more pleasant to see them run."

Back in the pioneering days of arthroscopic surgery he fixed two knees on a horse that went on to win the Kentucky Derby and he tells of a two-year-old filly that fractured her knee in a race last November then, after surgery by McIlwraith, won a prestigious race at Royal Ascot in June.

Along with the pleasure of performing well-tested surgical techniques, he can explore solutions for the "things we can't fix yet" through the university research work he leads.

The racing industry in America and elsewhere is under increasing pressure over horse welfare issues, including the number of horses that suffer fatal injuries on the track. "There's nothing worse than a race horse having to be euthanised in front of national television, which happens from time to time." McIlwraith leads research aimed at learning how to identify the horses that are predisposed to injury and improving track surfaces. "One of our major aims and functions has been to reduce that [fatality] figure. And we have."

Given the number of operations he has performed to repair joints and fractures, it's not so surprising McIlwraith keeps a mounted femoral head on his desk as a memento. The twist is that it is his own – part of a hip joint damaged in a climbing accident in Peru 37 years ago and finally replaced in a 2005 operation, which was clearly a success: In his early sixties, he is still climbing. "I'm still doing technical rock climbing at a reasonable level for an old man."

He has also maintained New Zealand links, with old flatmates from his Massey student days and with the veterinarian and horse racing worlds. He is an adjunct professor at Massey, which awarded him an honorary doctorate in 2003, and he has been closely involved in the University's Equine Partnership for Excellence, which was backed by government and racing industry funding. He was a consultant to the New Zealand equestrian team for four years, attending the 2000 Sydney Olympics.

He and his wife have built a house near Kaiteriteri, Nelson, and plan to spend more time in New Zealand as he starts a "transitional retirement".

Forty years after graduating from Massey, he reflects that he actually "never had a long term plan of leaving New Zealand". Back in 1973, he was really only going on his OE. "The opportunities came up, and I took them."

“It’s still exciting to me. I get to operate on a lot of good race horses but it’s even more pleasant to see them run...”

WAYNE MCILWRAITH





# going GLOBAL

Never mind the global downturn, irrepressible expat entrepreneur **Linda Jenkinson** reckons she's still on track to conquer the world.

"I actually love recessions," confesses San Francisco-based New Zealander Linda Jenkinson. "I think there's so much opportunity right now, it's just a matter of defining what it looks like."

On her reading, recessions are when the business competition thins out, weak players disappear and those remaining can take advantage. "By the time it's a boom, it's so crowded because everybody's in it."

Jenkinson's positive thinking would appear to have paid off so far. Raised and educated in Palmerston North, she has in the past 12 years notched up some striking business successes in the United States and – in the midst of a global economic downturn – declares that one of her ventures, a luxury corporate concierge company called Les Concierges, is on the verge of major international expansion.

It may seem counter-intuitive that a luxury-end company would thrive in tough times but Jenkinson says the high-end demographic has actually grown in the past two years. "All of the wealthiest got wealthier."

Les Concierges is also profiting from client companies concerned with looking after their existing customers, rather than spending big marketing budgets trying to find new business. "There has been a sort of tide change with the downturn – people have realised they need to keep their customers."

Firms can reward staff as well as customers with access to Les Concierges' on-call service, which offers round-the-clock assistance with everything from travel arrangements and restaurant reservations to running errands and organising special events.

Globally, of course, the rise of India and China has created a new affluent group – and a new global market for luxury-end companies. Jenkinson says Les Concierges will in the next year open operations in Sydney, Tokyo, Seoul, Beijing, Shanghai, Hong Kong, Taiwan and Singapore, helping give the firm access to 65 million members worldwide. She predicts revenue will next year hit US\$50 million.

"We've just hit the 10 years with Les Concierges and, really, it's just in the last two to three years that it's taking off and we've got the business model right."

Seven years ago she told an interviewer she wanted to "build a billion dollar company and conquer the world". Today, that is still the plan. "If you had asked me two years ago I would have said 'no', I wouldn't do it with Les Concierges. Now, I'm saying I think we're on that path." The company has built relationships of trust with the clients. "So we just get allocated more and more budget to go and solve problems for these big companies."

The scale of her ambition is entirely in keeping with her trajectory since, as the first in her family to pass even School Certificate, she graduated from Massey University with a business degree and won a place on a Price Waterhouse management trainee programme in Wellington. She went on to do an MBA at the University of Pennsylvania's Wharton school and then work in the United States for the

management consulting firm AT Kearney. At the same time, she and a partner turned a stake in a small New Zealand courier firm into an international on-demand courier and black car business Dispatch Management

Services (DMS). In 1997, just as she was promoted to partner at AT Kearney, she left to run DMS and, the following year, list it on the Nasdaq exchange. Her next project was an online personal assistance start-up that subsequently merged with Les Concierges.

Eighteen months ago she made the switch from being chief executive of the concierge business to chair its board. "Now I'm not running the day-to-day operations, I'm doing the big deals, the strategy, the people development and working on the growth side of the business."

Among the other ventures in a wide portfolio of interests is an online wine business, Porthos, which she says is now one of the largest sellers of high-end Californian wine.

But in recent years her attention has also turned to social projects. She has been closely involved in an organisation that helps grow small and medium-sized enterprises in West Africa, many of them owned or led by women, and is active working on fundraising with her local Red Cross organisation.

Based with a young family in San Francisco, Jenkinson also makes time to take a leading role in a variety of New Zealand business and networking organisations and as a director of the Massey University Foundation.

**"We're on a huge growth path," she says.**

**"I've got a few businesses and we focus on the high-end consumers. We've tripled in size since the global downturn."**

A pride in her homeland is tempered, however, with frustration at some of the attitudes she detects in the New Zealand business scene – an unnecessary cynicism and reluctance to work collaboratively. She says this mindset means people do not understand “that if we all work together we can make a bigger pie so we don’t have to fight over the pie”.

Discussing New Zealand’s concerns about “brain drain”, she says it is not obvious that expats are embraced and enough done to capitalise on their experience. “I see the Australians doing it and the Kiwis not doing it.” She gives the example of an Australian and New Zealand technology network established in the United States a decade or so ago with support from governments on both sides of the Tasman. “The Kiwis lasted one year, they didn’t see any results, pulled the plug on funding, no other Kiwi company ever came through.” Ten years later, the Australians are still backing it and their companies and entrepreneurs are succeeding as a result.

Another issue is that many of our proudly self-reliant company leaders are what Jenkinson calls “unmentorable”. It is great that New Zealanders are hard-headed and have can-do attitudes, she says. “The downside is they don’t ask for help and they don’t integrate and learn at the same rate as others.”

Personally, Jenkinson sees herself as a “global citizen” and, while she returns home frequently – she will be in Palmerston North with family for Christmas this year and then enjoying a break at a house she has in Taupo – it seems unlikely she will return permanently.

That said, she still identifies strongly as a New Zealander and, with Les Concierges opening in Sydney, expects to be back here more often. “New Zealand certainly is an important part of my life and what I do.” Her husband is English but she proudly reports that her American-born children, aged six and nine, call themselves Kiwis. “I’ve got them very well trained.”



# career OPPORTUNITIES

What use is an arts degree? Plenty, judging by the career of **Laurel Colless** who these days mixes life on the diplomatic circuit in Washington DC with convincing landlords there to “green” their buildings.

Laurel Colless is a great advertisement for studying the humanities. Equipped with a liberal arts degree from Massey University, she’s had an international career working variously for a major investment bank in Japan, phone giant Nokia in Finland and now directing an energy efficiency partnership for an American university in Washington DC.

None of which was planned, needless to say, when she was studying religion, anthropology and medieval poetry in the Manawatu back in the early 1980s.

**“I did a humanities degree and then I pursued a career in business and I’ve always felt that it was a very good thing for me.”**

Her faith in a liberal arts education was particularly reinforced when she worked for a merchant bank in Tokyo and discovered the highly successful head of equity sales had majored in Old Norse. “We both said to each other that there’s a lot to be said for doing a humanities degree. It really does prepare you for everything you’re likely to encounter.”

The day Colless graduated from Massey, she left for Italy, where she had her first brush with the commercial world. Having taken an extramural course in teaching English, she put it to use taking classes for Italian corporates, which “was how I started learning what business was all about”.

Touching ground briefly in New Zealand after three years, she did a little teaching at her old school Palmerston North Girls’ High, then headed for Japan, which had risen to prominence as a New Zealand trading partner. “There was a lot of buzz around about Japan.”

There, Colless again taught English to corporates until a firm picked her up to work in a communications department. From there she landed another job with Mitsubishi and then made the shift across to the investment banking world. “I really went through the side door.”

She joined ING Barings Tokyo in the wake of rogue trader Nick Leeson’s US\$1.3 billion losses that led to the 1995 collapse of Barings Bank. “There were a lot of empty seats,” she recalls. “I didn’t have a numbers background but I could speak Japanese

and I’d been working in big corporations.” She says she would never have been hired by a merchant bank in New Zealand. “I was in the right place at the right time.”

She had five years at the firm but it was a sideline from her day-to-day business career that led to another step that would have been hard to predict.

Determined to maintain her creative inclinations, she did freelance journalism on the side, taking on a column in the English language-version of a leading newspaper, interviewing Tokyo’s foreign diplomats. It led her to interview the Finnish ambassador to Japan, Pekka Lintu. The pair became friends and eventually married.

Returning to Finland with Lintu, Colless landed a job at the head office of Nokia, just as the company was riding a global boom in cell phone use. “It was just a very exciting industry,” she says.

She started in financial communications then began looking at the company’s global environmental impact and ways it could be measured.

Nokia has been massively important to Finland’s economy and image. Colless says, “Sometimes people instead of saying Finland they say Nokia to me.”

Another move came when Lintu was appointed Finland’s Ambassador to Washington four years ago. There, Colless was offered a job with Virginia Tech, a university that, like Massey, had its beginnings as an agricultural college but which has successfully reinvented itself as a technology leader. It wanted to do more on sustainability and, as part of her role, she is the executive director of an energy efficiency partnership that aims to help Washington building owners reduce emissions.

She put together a circle of people and businesses who believe plenty of technologies already exist to make a big impact on building emissions. Together they have been pushing the concept of performance contracting that can allow a building to be environmentally upgraded, with a loan covering the cost repaid by reduced energy bills.

(New York’s Empire State Building was environmentally retrofitted last year under just such an arrangement.)

When a 10-storey building is modified to produce energy savings of 50 per cent, the loan can be paid off in seven to eight years, Colless says. “So a building owner can basically sign



a contract to get a full retrofit at no upfront capital cost. That's what I've been pushing for four years because to me it's such a no brainer."

She wants to see the approach put into practice on a hundred Washington buildings but admits to being frustrated by slow progress. "The real estate industry here is just very slow to come on board and it's heartbreaking."

Still, she and her husband have worked some valuable cross-pollination with her sustainability work: the Finnish Embassy has been "greened" to reduce its net emissions to zero, using the kind of technology and philosophy Colless promotes for Virginia Tech.

It's a perfect match with Finland's desire to promote itself as a leading creator of environmental technology.

In addition to her diplomatic role and university post, Colless has her hands full, with daughters aged six and four, and, in the spirit of maintaining her creative side, she has also been developing a green-themed children's cartoon that is being considered by a New York television production company. She would like the chance to get it produced in America in the next year, before her husband's posting comes to an end in mid-2011.

**"We're not sure where we're going next," she says, "so life will be an adventure."**

Reflecting these days on her years at Massey, her recollections include playing women's rugby and drinking at the Fitz on Friday nights. "I have nothing but good memories. In a way I thought 'I wonder what I'm going to do when I grow up?'"

But in addition to equipping her for a career, her studies gave her a lifelong legacy. She still can quote poetry she learned for her degree. "I love the fact that I've got that colour and the beauty and the humanity of what I studied."



# contactUS

For more information about Massey's fundraising priorities or to gift to Massey contact:



## IN NEW ZEALAND

### **Mitch Murdoch**

Massey University Foundation  
Tiritea House  
Private Bag 11222  
Palmerston North  
New Zealand  
T + 64 6 350 5159  
F + 64 6 350 5786  
E [m.a.murdoch@massey.ac.nz](mailto:m.a.murdoch@massey.ac.nz)



## IN THE UNITED STATES

### **Ben Phillips**

1209 G Street NE  
Washington DC 20002  
T + 1 202 396 8151  
F + 1 202 396 8171  
E [bphillips@unlimitedphilanthropy.com](mailto:bphillips@unlimitedphilanthropy.com)

## TO CONTACT MASSEY'S ALUMNI ORGANISATION

### **Jasmine Groves**

Tiritea House  
Private Bag 11222  
Palmerston North  
New Zealand  
T + 64 6 350 5875  
F + 64 6 350 5790  
E [j.groves@massey.ac.nz](mailto:j.groves@massey.ac.nz)



## TO GIFT ONLINE VISIT

<http://foundation.massey.ac.nz>

# Massey Apparel

Our expanding range of memorabilia and apparel now includes casual clothing with a contemporary campus feel, and heritage-inspired Heartland apparel – a tribute to Massey's spirit and unique place in the world.

Our graduates are our greatest ambassadors – pioneers and visionaries who have defined New Zealand for generations. Be a part of that legacy, stay connected, and carry your university with pride.

As the range grows, we're sure you'll find the perfect souvenir. Visit our new online store at:  
<https://alumnishop.massey.ac.nz>

or contact us to learn more, we'd love to hear from you.

Alumni Relations  
Old Registry Building  
Turitea Campus  
Private Bag 11 222  
Palmerston North

T + 64 6 350 5865  
F + 64 6 350 5790  
E [alumni@massey.ac.nz](mailto:alumni@massey.ac.nz)



<https://alumnishop.massey.ac.nz>



Te Kunenga  
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MASSEY UNIVERSITY



# Our future is looking bright

Massey University has played a defining role in the development of New Zealand through its contribution to land-based industries, commitment to innovation and close links with business and the community.

The Massey University Foundation raises money to fund research, facilities and scholarships at Massey.

This year is a landmark year for the Foundation with the launch of its first major fundraising campaign, *Advancing New Zealand*. Fundraising priorities for this campaign are agri-food, creativity, and innovation. It is from these areas that, in the next decade, some of the most innovative and creative solutions to global issues will be discovered – and Massey scholars will make them.

For more information or to give to Massey, visit <http://foundation.massey.ac.nz>, or telephone +64 6 350 5276.

Advancing NZ

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