



MASSEY UNIVERSITY COUNCIL

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

on

Friday 2 March 2012

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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5.0 INFORMATION/BACKGROUND ITEMS**6.0 MOVING INTO PART II****6.1 Exclusion of the Public****THE CHANCELLOR WILL MOVE THAT, EXCLUDING**

- Mr Stuart Morriss, Assistant Vice-Chancellor and University Registrar
- Ms Rose Anne MacLeod, Assistant Vice-Chancellor – Finance, Strategy and Information Technology
- 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 7.1.1 C12/19 Confirmation of Minutes	These matters were considered in Part II of the meeting held on 2 December 2011
Item 7.1.2 C12/20 Confirmation of Minutes	These matters were considered in Part II of the special meeting held on 14 February 2012
Item 7.2 Matters Arising	These matters were considered in Part II of the meetings held on 2 December 2011
Item 7.3 Follow-up Schedule as at 2 March 2012	These matters were considered in Part II of the meetings held on 2 December 2011 and before
Item 8.1.1 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 8.1.2 C12/21 Council Evaluation 2011	To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 8.2.1 C12/22 Vice-Chancellor's Report	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 8.2.2 C12/23 Financial Report for the twelve months ended 31 December 2011	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 9.1 C12/24 Interim Sciences Building Developments – Albany Campus	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 9.2 withdrawn	
Item 9.3 C12/26 Property Divestment Recommendations	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 9.4 C12/27 Naming of Building being built in Wellington for use by the College of Creative Arts	To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 10.1.1 C12/28 Audit and Risk Committee Report –Meeting held on 2 December 2011	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 10.1.2 Audit and Risk Committee Report –Meeting held on 2 March 2012	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 10.2 C12/29 Honorary Awards Committee Report – meeting held on 9 February 2012	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 10.3 C12/30 Academic Board Report – meeting held on 15 February 2012	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 10.4 C12/31 Massey Ventures Limited Annual Report 2010	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 10.5 C12/32 Tracking Council Decisions and Delegation – Part II	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 10.6 C12/33 Performance Review Committee Report – meeting held on 31 January 2012	To protect the privacy of natural persons Reference: Section 9 2 (a)

AND

Item 11.0

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

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

on

FRIDAY 2 DECEMBER 2011 AT 11.15am

PART I

PRESENT: Dr Russ Ballard (Chancellor), Ms Fiona Coote, Associate Professor Grant Duncan, Mr Chris Kelly, Hon Steve Maharey (Vice-Chancellor), Dr Alison Paterson (Pro Chancellor), Ms Tiri Porter, Mr Alastair Scott, Professor Tony Signal, Mr Ralph Springett, Mr Bruce Ullrich, Mr Ben Vanderkolk, Professor Cynthia White and Ms Lesley Whyte

IN ATTENDANCE: Mr Stuart Morriss, Assistant Vice-Chancellor & University Registrar
Ms Rose Anne MacLeod, Assistant Vice-Chancellor Finance, Strategy and Information Technology (FSI)
Mr James Gardiner, Director Communications
Ms Paddy Nicol, Executive Secretary

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

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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.

1.0 INTRODUCTION

1.1 WELCOME

The Chancellor opened the meeting at 11.15am and welcomed those present.

1.2 APOLOGIES

Apologies were received and noted from Ms Kura Denness and Professor Sir Ngatata Love.

1.3 DECLARATION OF INTEREST

The Chancellor 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.

1.4 MEETING AGENDA REVIEW

There were late items for Part II.

- C11/133 (A&R11/75) Seismic Strengthening Programme for University Buildings: Reason for the proposed exclusion: To prevent the disclosure or use of official information for improper gain or improper advantage (Reference: section 9 2 (k))
- C11/168 (A&R11/105) Audit and Risk Committee Terms of Reference 2012: Reason for the proposed exclusion: To protect the privacy of natural persons Reference: Section 9 2 (a)
- Hokowhitu Campus Update: Reason for the proposed exclusion: To prevent the disclosure or use of official information for improper gain or improper advantage (Reference: section 9 2 (k))

**1.5 C11/133
CONFIRMATION OF PART I MINUTES - MEETING HELD ON 7 OCTOBER
2011**

RESOLVED THAT THE MINUTES OF THE MASSEY UNIVERSITY COUNCIL MEETING HELD ON FRIDAY 7 OCTOBER 2011 (PART I) BE RECEIVED AND CONFIRMED AS A TRUE AND CORRECT RECORD

CHANCELLOR/WHYTE
Carried

1.6 MATTERS ARISING

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

1.7 FOLLOW-UP SCHEDULE AS AT 2 DECEMBER 2011

The Follow-up Schedule as at 2 December 2011 was noted.

1.8 COUNCIL AGENDA PLAN – UPDATE FOR 7 OCTOBER 2011

Newly appointed Pro Vice-Chancellor College of Creative Arts Associate Professor Claire Robinson was to be invited to talk with Council in first half of year and newly appointed Pro Vice-Chancellor College of Business Professor Theodore (Ted) Zorn was to be invited to talk with Council in the second half of 2012.

Action: Chancellor and Vice-Chancellor to determine the timing of the visits.

2.0 KEY REPORTS

2.1 CHANCELLOR'S REPORTS

2.1.1 CHANCELLOR'S REPORT – oral

The Chancellor reported that since the 7 October 2011 Council meeting he had:

- Attended the November graduations in Palmerston North: 30 PhDs graduated and for the first time the ceremony was live-streamed. Very positive comments had been received;
- Attended the College of Creative Arts Hall of Fame dinner;
- Attended the Palmerston North “Blues’ awards;
- Had been informed by the Tertiary Education Commission (TEC) that it was planning to restart governance training. This would have a strong emphasis on councils’ relationships with the TEC, Ministry of Education and the Minister of Education; and
- Received confirmation that Ms Tiri Porter had been re-appointed to Council for a third one-year term as the general student (Maori) and the appointment for a one-year term of Mr Ben Thorpe, MAWSA President as the Association president.

2.2 VICE-CHANCELLOR'S REPORTS

2.2.1 C11/134 VICE-CHANCELLOR'S REPORT – PART I

1.0 Topical Issues

1.1 Rugby World Cup 2011

1.2 College of Creative Arts 125 Celebrations

1.3 Rena Tauranga oil spill

2.0 Key Strategic Issues and Positioning

2.2 Massey receives QS four-Star rating: The Vice-Chancellor noted that the University was looking to use these rankings for promoting its specialties while aiming for five star rankings in these areas.

2.6 2012 Enrolments

2.7 Internationalisation Update

2.8 Agri-food theme update

3.0 Academic

3.1 Professor Paul Spoonley elected a Fellow of the Royal Society of New Zealand.

3.2 Professor Harjinder Singh awarded the New Zealand Association of Scientists Shortland Medal and Professor Geoff Jameson awarded the Marsden Medal.

4.0 Connections and Responsibility

5.0 Financial

6.0 Enabling Excellence

Following a discussion on the proposed accommodation building on the Albany campus the Assistant Vice-Chancellor & University Registrar Mr Morriss noted that he would report to Council at the 2 March 2011 Council meeting.

Action: Assistant Vice-Chancellor & University Registrar to report to Council on the Albany campus accommodation development at the 2 March 2011 Council meeting.

RESOLVED THAT COUNCIL RECEIVE THE VICE-CHANCELLOR'S REPORT -
PART I

CHANCELLOR
Carried

2.2.2 C11/135 FINANCIAL REPORT FOR THE TEN MONTHS ENDED 31 OCTOBER 2011 – PART I

RESOLVED THAT COUNCIL RECEIVE THE FINANCIAL REPORT FOR THE TEN MONTHS ENDED 31 OCTOBER 2011

CHANCELLOR
Carried

2.2.3 C11/136 CHANGES TO ENROLMENT REGULATIONS: DELEGATION TO THE VICE- CHANCELLOR: REPORTING AND CANCELLATION OF DELEGATION

RESOLVED THAT COUNCIL

1. NOTE THAT THE ENROLMENT REGULATIONS DELEGATION IN C11/136 (APPENDIX 1) HAS BEEN EXERCISED; AND
2. CANCEL THE ENROLMENT REGULATIONS DELEGATION IN C11/136 (APPENDIX 1) AS AT 2 DECEMBER 2011

COOTE/KELLY
Carried

3.0 DECISION ITEMS

3.1 UNIVERSITY POLICIES APPROVAL

**3.1.1 C11/147
INTELLECTUAL PROPERTY POLICY**

It was noted that there had been a noticeable lift in the concept and importance of turning ideas into commercial propositions.

RESOLVED THAT COUNCIL APPROVE THE INTELLECTUAL PROPERTY POLICY
(APPENDIX 1)

PATERSON/WHYTE
Carried

**3.1.2 C11/137
NAMING OF BUILDINGS POLICY**

RESOLVED THAT COUNCIL APPROVE THE NAMING OF BUILDINGS POLICY
(APPENDIX 2)

PATERSON/SPRINGETT
Carried

**3.1.2 C11/138
PROTECTED DISCLOSURE POLICY AND ASSOCIATED PROCEDURE FOR
DISCLOSURE OF SERIOUS WRONGDOING**

It was noted that the Audit and Risk Committee has recommended that Council approve of the Protected Disclosure Policy and Associated Procedure for Disclosure of Serious Wrongdoing.

RESOLVED THAT COUNCIL APPROVE THE PROTECTED DISCLOSURE POLICY
AND ASSOCIATED PROCEDURE FOR DISCLOSURE OF SERIOUS WRONGDOING
(APPENDIX 3)

WHYTE/SIGNAL
Carried

**3.2 C11/139
CONFIRMATION OF GUIDELINES FOR THE CONDUCT OF COUNCIL AND
COUNCIL COMMITTEE**

RESOLVED THAT COUNCIL APPROVE CONFIRMATION OF GUIDELINES FOR
THE CONDUCT OF COUNCIL AND COUNCIL COMMITTEES (APPENDIX 4)

PATERSON/COOTE
Carried

It was noted that these Guidelines address matters related to the conduct of meetings and not the conduct of individuals in their role as Council members. It was agreed that a charter addressing this matter would be prepared.

Action: Chancellor and Executive Secretary to prepare a charter that embodies these guidelines and personal conduct of Council members and table at the 2 March 2012 Council meeting.

4.0 COMMITTEE, ASSOCIATED ENTITIES AND OTHER REPORTS

4.1 ACADEMIC BOARD REPORTS

4.1.1 C11/140 ACADEMIC BOARD MEETING HELD ON 19 OCTOBER 2011

&

4.1.2 C11/141 ACADEMIC BOARD MEETING HELD ON 16 NOVEMBER 2011

Items 4.1.1 and 4.1.2 were taken together.

In the 19 October 2011 report the eight year time-frame for qualification completion, with the ability to apply for an extension was noted, as was the clear communications that had been given to students.

The retirement of the Academic Board Chair Professor Margaret Tennant was noted. Council acknowledged her contribution to the Academic Board and the upgrading of the relationship with Council and asked that their thanks be conveyed to her.

Action: Executive Secretary to convey Council's thanks to retiring Chair of Academic Board Professor Margaret Tennant.

RESOLVED THAT COUNCIL RECEIVE THE ACADEMIC BOARD REPORTS OF
THE MEETINGS HELD ON 19 OCTOBER 2011 AND 16 NOVEMBER 2011

CHANCELLOR
Carried

5.0 INFORMATION/BACKGROUND ITEMS/LATE ITEMS

5.1 NOTIFICATION OF OUTCOME OF CHANCELLOR AND PRO CHANCELLOR ELECTIONS

Assistant Vice-Chancellor & University Registrar Mr Morriss, in his role as Returning Officer, announced the outcome of the Chancellor and Pro Chancellor elections as follows:

Chancellor Election:

One candidate, Dr Russ Ballard, stood for the Office of Chancellor, and as such, in accord with the Council Statute: Chancellor and Pro Chancellor Elections, Dr Ballard was declared Chancellor for a one-year term commencing 3 December 2011.

Pro Chancellor Election:

One candidate, Dr Alison Paterson stood for the Office of Pro Chancellor, and as such, in accord with the Council Statute: Chancellor and Pro Chancellor Elections, Dr Paterson was declared Pro Chancellor for a one-year term commencing 3 December 2011.

**5.2 C11/142
GRADUATION SCHEDULE 2012**

The Chancellor asked Council members to signal their availability to attend the 2012 graduations to enable the Graduation Schedule to be drawn up for 2012.

**5.3 C11/143
COUNCIL EVALUATION 2011**

The Chancellor asked Council members to complete the 2011 Council Evaluation and send it to the Executive Secretary by the required date, after which the results would be compiled and reported on at the 2 March 2012 Council meeting.

6.0 MOVING INTO PART II

EXCLUSION OF THE PUBLIC

THE CHANCELLOR MOVED THAT, EXCLUDING

- Mr Stuart Morriss, Assistant Vice-Chancellor & University Registrar
- Ms Rose Anne MacLeod, Assistant Vice-Chancellor Finance , Strategy and Information Technology
- Mr James Gardner, Director Communications
- Ms Paddy Nicol, Executive Secretary

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

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 7.1 C11/145 Confirmation of Minutes	These matters were considered in Part II of the meeting held on 7 October 2011
Item 7.2 Matters Arising	These matters were considered in Part II of the meetings held on 7 October 2011
Item 7.3 Follow-up Schedule as at 2 December 2011	These matters were considered in Part II of the meetings held on 7 October 2011 and before

Item	Reason for Proposed Public Exclusion
Item 8.1.1 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 8.1.2 C11/146 Council Committee membership - 2012	To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 8.2.1 C11/148 Financial Report for the ten months ended 31 October 2011	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 8.2.2 C11/149 2012 Insurance Renewal Update	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 8.2.3 C11/150 Consolidated Performance Reports	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 8.2.4.1 C11/151 Road to 2020	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 8.2.4.2 C11/152 Academic Reform Report	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 9.1.1 C11/153 Operational Budget 2012	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 9.1.2 C11/154 2012 Rolling Capital Plan Amendments	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 9.1.3 C11/155 Annual Plan 2012	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 9.2 C11/156 Business Case: Stream Upgrade and Migration	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 9.3 C11/157 Bad Debts Write Off for Students Enrolled in the 2009 and Prior Academic Years	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 9.4 C11/158 Appointments to Genetic Technology Committee and Delegation for Future Appointments	To protect the privacy of natural persons Reference: Section 9 2 (a)

AND

Item 11.0

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

CHANCELLOR
Carried

12.0 ITEMS MOVED FROM PART II TO PART I

The following decisions were moved from Part II into Part I:

11.1 AUDIT AND RISK COMMITTEE TERMS OF REFERENCE 2012

RESOLVED THAT THE AUDIT AND RISK COMMITTEE TERMS OF REFERENCE 2012 BE APPROVED (APPENDIX 5)

8.1.2 COUNCIL COMMITTEE MEMBERSHIP 2012

RESOLVED THAT COUNCIL APPROVE THE FOLLOWING APPOINTMENTS TO COUNCIL COMMITTEES:

1. AUDIT AND RISK COMMITTEE FOR A TERM OF ONE YEAR: MS KURA DENNESS (NEW CHAIR); MR ALISTAIR SCOTT; MR RALPH SPRINGETT; PROFESSOR TONY SIGNAL AND MS LESLEY WHYTE
2. PERFORMANCE REVIEW COMMITTEE FOR A TERM OF ONE YEAR: MR CHRIS KELLY (CHAIR); MR BRUCE ULLRICH AND MR BEN VANDERKOLK
3. GOVERNANCE COMMITTEE FOR A TERM OF ONE YEAR: MS TIRI PORTER; AND
4. REAFFIRM THE FOLLOWING COUNCIL APPOINTEES ON THE HONORARY AWARDS COMMITTEE: PROFESSOR SIR NGATATA LOVE AND MS FIONA COOTE

9.4 APPOINTMENTS TO THE GENETIC TECHNOLOGY COMMITTEE AND DELEGATION FOR FUTURE APPOINTMENTS

RESOLVED THAT COUNCIL:

1. APPOINT DR ADRIAN WALCROFT AS A COMMUNITY MEMBER TO THE MASSEY UNIVERSITY GENETIC TECHNOLOGY

COMMITTEE FOR THE PERIOD OF THREE YEARS COMMENCING
ON 1 JANUARY 2012;

2. APPOINT DR JONATHON PROCTER AS THE MAORI MEMBER TO
THE MASSEY UNIVERSITY GENETIC TECHNOLOGY COMMITTEE
FOR THE PERIOD OF THREE YEARS COMMENCING ON 2
DECEMBER 2011;
3. DELEGATE THE AUTHORITY TO APPOINT COMMUNITY (LAY)
MEMBERS AND MAORI MEMBERS TO THE MASSEY UNIVERSITY
GENETIC TECHNOLOGY COMMITTEE TO THE VICE-
CHANCELLOR; AND
4. NOTE THAT THE VICE-CHANCELLOR WILL REPORT TO COUNCIL
WHEN THE DELEGATION IS EXERCISED

9.5 CONFERMENT OF DEGREES

RESOLVED THAT COUNCIL CONFER THE DEGREES TO THOSE
LISTED IN DOCUMENT C11/161 AND THE SEAL AFFIXED TO THE
PARCHMENTS

Signature: _____

Date: _____



MINUTES OF MASSEY UNIVERSITY COUNCIL

A MEETING OF MASSEY UNIVERSITY COUNCIL HELD BY WAY OF TELECONFERENCE

**on
MONDAY 21 MARCH AT 8.30am**

PART I

PRESENT: Dr Russ Ballard (Chancellor), Ms Kura Denness, Associate Professor Grant Duncan, Mr Kent Gearry, Mr Stephen Kós (Pro Chancellor), Professor Sir Ngatata Love, Dr Alison Paterson, Mr Ralph Springett, Mr Bruce Ullrich and Ms Lesley Whyte

IN ATTENDANCE: Ms Paddy Nicol, Executive Secretary

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Interest: Declaration and Disqualification

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- (a) Must disclose the nature of the interest at a meeting of the Council (or Committee);
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1.0 INTRODUCTION

1.1 WELCOME

The Chancellor opened the meeting at 8.32am welcoming those present to this teleconference meeting.

RESOLVED THAT COUNCIL AGREE THAT THIS MEETING OF COUNCIL, HELD BY WAY OF TELECONFERENCE, BE CONDUCTED IN ACCORDANCE WITH THE “GUIDELINES FOR THE CONDUCT OF COUNCIL AND COUNCIL SUB-COMMITTEES”, SUBJECT TO THE FOLLOWING SPECIFIC REQUIREMENTS:

- (a) A MEMBER MAY NOT LEAVE THE MEETING BY DISCONNECTING UNLESS HE OR SHE HAS PREVIOUSLY OBTAINED THE EXPRESS CONSENT OF THE CHAIRPERSON OF THE MEETING;
- (b) IMMEDIATELY PRIOR TO VOTING, MEMBERS WILL BE ASKED TO CONFIRM THAT THEY WERE PRESENT FOR THE ENTIRE DISCUSSION ON THE MATTER PUT TO THE VOTE. IN THE EVENT THAT A MEMBER ADVISES HE OR SHE WAS NOT SO PRESENT, THE CHANCELLOR WILL SUMMARISE THE DISCUSSION, AND WILL DETERMINE WHETHER FURTHER DISCUSSION IS NECESSARY AND, IF SO, TO WHAT EXTENT; AND
- (c) THE CHANCELLOR WILL INVITE MEMBERS INDIVIDUALLY TO VOTE BY VOICE “AYE” OR “NO”. AS SUCH, NO SHOW OF HANDS WILL BE NECESSARY IN THE EVENT OF A DIVISION

CHANCELLOR
Carried

1.2 APOLOGIES

Apologies were received and noted from Ms Fiona Coote, Mr Chris Kelly, Steve Maharey (Vice-Chancellor), Ms Tiri Porter, Professor Tony Signal and Professor Cynthia White.

1.3 DECLARATION OF INTEREST

There were no further declarations of interest.

1.4 MEETING AGENDA REVIEW

There were no late items.

2.0 MOVING INTO PART II

EXCLUSION OF THE PUBLIC

THE CHANCELLOR MOVED THAT, EXCLUDING

- Ms Paddy Nicol, Executive Secretary

WHO HAS, 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 3.1 C11/35 Honorary Awards Committee Recommendations - Special meeting held on 15 March 2011	To protect the privacy of natural persons Reference: Section 9 2 (a)

AND

Item 4.0

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

CHANCELLOR
Carried

Signature: _____

Date: _____

Council Follow-up Schedule Part I – 2 March 2012
From last meeting

Note: *bracketed italics are completed actions*

Item	Outcome	Action	Milestone dates
1. Council Agenda Plan – visits by new Pro Vice-Chancellor's	<ul style="list-style-type: none"> Newly appointed Pro Vice-Chancellor College of Creative Arts Associate Professor Claire Robinson was to be invited to talk with Council in first half of year and newly appointed Pro Vice-Chancellor College of Business Professor Theodore (Ted) Zorn was to be invited to talk with Council in the second half of 2012. 	<ul style="list-style-type: none"> <i>Chancellor and Vice-Chancellor to determine the timing of the visits.</i> Executive Secretary has included on the Agenda Plan 	<ul style="list-style-type: none"> 2 March 2012 Council meeting
2. Albany campus accommodation development	<ul style="list-style-type: none"> To provide the Council with an update on the proposed accommodation building on the Albany campus. 	<ul style="list-style-type: none"> Assistant Vice-Chancellor & University Registrar to report to Council on the Albany campus accommodation development. This item will be taken in Part II of the meeting. 	<ul style="list-style-type: none"> 2 March 2011 Council meeting.
3. Guidelines for the Conduct of Council and Council Committees	<ul style="list-style-type: none"> It was noted that these Guidelines address matters related to the conduct of meetings and not the conduct of individuals in their role as Council members. It was agreed that a charter addressing this matter would be prepared. 	<ul style="list-style-type: none"> Chancellor and Executive Secretary to prepare a charter that embodies these guidelines and personal conduct of Council members and table at the Charter Work progressing on the Charter. Chancellor to take to early May Governance committee. 	<ul style="list-style-type: none"> 2 March 2012 Council meeting. Early May Governance Committee
4. Retirement of Chair of Academic Board	<ul style="list-style-type: none"> The retirement of the Academic Board Chair Professor Margaret Tennant was noted. Council acknowledged her contribution to the Academic Board and the upgrading of the relationship with Council and asked that their thanks be conveyed to her. 	<ul style="list-style-type: none"> <i>Executive Secretary to convey Council's thanks to retiring Chair of Academic Board Professor Margaret Tennant.</i> Council thanks conveyed 14 December 2011 	<ul style="list-style-type: none"> Completed

Council Follow-up Schedule Part I – 2 March 2012

Ongoing Issues

Note: bracketed italics are completed actions

Item	Outcome	Action	Milestone dates
1. Council Agenda Plan – Site visits	<ul style="list-style-type: none"> Site visits had yet to be established and the Chancellor called on Council members to provide the Executive Secretary with suggestions. 	<ul style="list-style-type: none"> <i>Executive Secretary to seek suggestions from Council members for site visits.</i> <i>To date feedback has been received from three Council members</i> <i>Feedback was received from one further Council member.</i> Site visits included in Agenda Plan updated as at 2 March 2012 	<ul style="list-style-type: none"> 2 December 2011 Council meeting Completed
2. Consistencies in Policies of the University and Wholly Owned Subsidiaries	<ul style="list-style-type: none"> It was noted that wholly owned subsidiaries have their own policies and that this could result in risks resulting from inconsistencies with Massey University's policies e.g. Health and Safety Policy. 	<ul style="list-style-type: none"> Vice-Chancellor and Assistant Vice-Chancellor & University Registrar were to take the matter of risks related to inconsistencies between wholly owned subsidiary policies and Massey policies to the Boards of Massey's wholly owned subsidiaries. Assistant Vice-Chancellor & University Registrar Mr Morriss noted that he would report on this issue at the 2 December 2011 Council meeting. This was deferred to the 2 March 2012 meeting 	<ul style="list-style-type: none"> 2 March 2012 Council meeting

COUNCIL AGENDA PLAN – MARCH - DECEMBER – 2012

	Friday 2 March (Manawatu) Function: <u>Close off of previous year; Establishing parameters for new year; Strategy approval for the current year</u> <ul style="list-style-type: none"> • Induction of new members • VC scene setting • Approve Road to 2020 (Feb) • Preparation for graduations and Honorary Awards • Annual Accounts for previous year (delegation) • Review of Council performance 	Friday 4 May (Albany) Function: <u>Consolidation of business for current year</u> <ul style="list-style-type: none"> • Monitoring progress re enrolments 	Friday 6 July (Manawatu) Function: <u>Strategy planning for the following year; Approval of International Fees</u> <ul style="list-style-type: none"> • Approve International Student Fees
Strategic Discussions	Presentation on Branding and Marketing 2012: <i>Cas Carter, Assistant Vice-Chancellor External Relations</i>	Student Forum	Commercialisation Strategy- <i>AVC Finance, Strategy and IT and AVC Research and Enterprise</i> Sustainability Strategy – <i>AVC Research and Enterprise</i>
Site visits	No visit – Maori Protocols Training and Hangi	Albany Campus, including student facilities and Student Association representatives	Milson Flight Centre
Key Reports	<ul style="list-style-type: none"> • Chancellor's Report • VC Reports - to include <ul style="list-style-type: none"> • VC Report • VC scene setting 2012 • Financial Reports 	<ul style="list-style-type: none"> • Chancellor's Report <ul style="list-style-type: none"> • Council Charter • VC Reports - to include <ul style="list-style-type: none"> • VC Report including CoRE reporting to Council • Financial Report • Quarterly Performance Reports • Aged Debtors Report 	<ul style="list-style-type: none"> • Chancellor's Report • VC Reports - to include <ul style="list-style-type: none"> • VC Report • Financial Reports
Decision Items	<ul style="list-style-type: none"> • 2011 Annual Accounts delegation to A&R Committee • Conferring of Degrees & Awarding of Diplomas and Certificates at graduation ceremonies delegation • Terms of Reference- Council Committees • Policies as per schedule 	<ul style="list-style-type: none"> • NZSM Annual Report 2011 • Student Fee Setting Process and Principles (Domestic and International) • Research Strategy • Policies as per schedule 	<ul style="list-style-type: none"> • International Student Fees 2013 • Massey Ventures Ltd Annual Report 2011 • Massey University Foundation Annual Report 2011 including Report from Massey University Foundation Chair's (in person) • Policies as per schedule
Committee, Associated Entities and Other	<ul style="list-style-type: none"> • Audit & Risk Report – including high level risks • Academic Board Reports • Performance Review Committee Report • Honorary Awards Committee Report • Review of Council Evaluation 2011 • Tracking Council Decisions and Delegations • MVL Annual Report 2010 	<ul style="list-style-type: none"> • Audit & Risk Report – including high level risks • Academic Board Reports • MVL Statement of Corporate Intent 2012 • Report from PVC College of Creative Arts (in person) 	<ul style="list-style-type: none"> • Audit & Risk Report –including High level risks • Academic Board Reports including Chair Academic Board Report (in person) • Report from PVC College of Business (in person)

Business Cases will brought to Council for approval as appropriate

COUNCIL AGENDA PLAN – MARCH - DECEMBER – 2011

	Friday 7 September (Manawatu) Function: <u>Approval of Investment Plan and Domestic Fees</u> <ul style="list-style-type: none"> • Approve Investment Plan • Approve Domestic Student Fees • Establish Council agenda plan and schedule for following year 	Friday 5 October (Wellington) Function: <u>Budget 2013 review</u> <ul style="list-style-type: none"> • Review Operating and Capital Budget for following year • Insurance Renewal – delegate authority to approve 	Friday 7 December (Manawatu) Function: <u>Budget approval and Final Decisions for the current year and preparation for following year</u> <ul style="list-style-type: none"> • Approve Operating and Capital Budget for following year • Election of Chancellor and Pro-Chancellor • Committees established • Farewell to leaving Council members
Strategic Discussions	Asset Management Strategy – <i>AVC Finance, Strategy and IT</i>	Maori and Pasifika Strategy – <i>AVC Maori and Pasifika</i>	Road to 2020 including Academic Reform – <i>AVC & University Registrar and AVC Academic and International</i>
Site Visits	Turitea Campus, including student facilities and Student Association representatives	Wellington Campus, including student facilities and Student Association representatives	Farms (adjacent to Turitea Campus)
Key Reports	<ul style="list-style-type: none"> • Chancellor’s Report • VC Reports - to include <ul style="list-style-type: none"> • VC Report • Financial Report • Quarterly Performance Reports 	<ul style="list-style-type: none"> • Chancellor’s Report • VC Reports - to include <ul style="list-style-type: none"> • VC Report • Financial Report 	<ul style="list-style-type: none"> • Chancellor’s Report • VC Reports - to include <ul style="list-style-type: none"> • VC Report • Financial Report • Quarterly Performance Reports • Aged Debtors Report • Road to 2020
Decision Items	<ul style="list-style-type: none"> • Investment Plan 2013-2015 • Domestic Student Fees 2013 • Draft Agenda Plan 2013 • Draft Meeting Schedule 2013 • Policies as per schedule 	<ul style="list-style-type: none"> • 2013 University Operating and Capital Budget • NZ School Music Statement of Corporate Intent 2013 • MVL Statement of Corporate Intent 2013 • Policies as per schedule 	<ul style="list-style-type: none"> • Renewal of Insurance 2013 • Student Bad Debts • Council Committee membership • Revised Guidelines for Conduct of Council and Council Committees meetings • Election of Chancellor and Pro Chancellor (<i>as required</i>) • Policies as per schedule
Committee, Associated Entities and Other	<ul style="list-style-type: none"> • Audit & Risk Report—including high level risks • Academic Board Reports • Honorary Awards Committee Report • Tracking Council Decisions and Delegations 	<ul style="list-style-type: none"> • Audit & Risk Report – including high level risks • Honorary Awards Committee Report • Notice of Intention for Chancellor and Pro Chancellor • Graduation Schedule 2013 	<ul style="list-style-type: none"> • Audit & Risk Report – including high level risks • Academic Board Reports including Chair Academic Board Report (in person) • Honorary Awards Committee Report • Council Evaluation 2012

Business Cases will brought to Council for approval as appropriate



MASSEY UNIVERSITY

VICE-CHANCELLOR'S OFFICE

To: Members of Council
From: Vice-Chancellor
Date: 20 February 2012
Subject: **Vice-Chancellor's Part I Report to Council**
Period: mid November 2011 – late February 2012

Purpose:

This report is presented to update Council on key achievements, highlights and major issues arising over the period mid November 2011 – late February 2012 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 attached to the appendices to this report.

1.0 Topical Issues

1.1 Rena Tauranga oil spill

The Massey University-led National Oiled Wildlife Response Team (WildVets) at Tauranga have continued their vital work in the Bay of Plenty since the foundering of the Rena off the coast in October 2011. The Rena may have faded from the headlines but the work continues. I have thanked all the team for making us proud and demonstrating what Massey is all about.

Maritime New Zealand director Catherine Taylor has thanked the National Oiled Wildlife Response Team for its contribution to the overall oil spill response, "*Their work has seen hundreds of birds rescued and nursed back to health, when otherwise they would not have survived.*"

The team is trained, managed and coordinated by specialists at Massey University. It was also supported by communications staff from Massey External Relations. In addition to Massey staff, the team consists of other wildlife specialists and coordinators from the regions. This team is under contract to Maritime New Zealand to provide an oiled wildlife response in the event of a marine oil spill.

The team has also been supported by local knowledge and expertise provided by personnel in the Department of Conservation and wildlife specialists from around New Zealand and Australia, as well as US-based specialists from the conservation group International Bird Rescue and Oiled Wildlife Care Network.

The rescued birds have all been micro-chipped and will be monitored to see whether the spill affects their long-term health.

- 1.2 You may have seen some news about a proposed emergency management hub at Wellington. At this stage it is just a proposal that is entirely reliant on a range of various services deciding they wish to be part of the hub. It is a very exciting proposal that grows out

of the success of our staff from the Joint Centre for Disaster Research, so hopefully something will happen. I will keep you informed of progress.

2.0 Key Strategic Issues and Positioning

2.1 The Road to 2020 strategic plan

The Senior Leadership Team undertook planning days in December 2011 and January 2012 to refresh the Road to 2020 strategy and to discuss and align sub-strategies, implementation and action plans for 2012.

Massey University is positioning itself as New Zealand's defining university—as *the engine of the new New Zealand*. The new New Zealand is one in which innovation will drive economic growth, in which the creative sector will generate the new industrial revolution, in which new businesses will emerge from ideas more than things, in which an educated society will underpin both prosperity and social wellbeing and cohesion, and in which working together and connecting across institutional boundaries and real and meaningful partnerships will be fundamental to the way in which universities operate. Massey University, of all New Zealand's universities, is poised to make a unique contribution to the future of the new New Zealand, and to the economic, social and cultural outcomes for New Zealand.

Our revised strategic plan includes many exciting new developments. I want to ensure that everyone is fully informed at all times about the changes that are taking place. The strategic plan goes to Council on February 14th for their sign off and should be available soon after. I will be doing my usual briefings to all staff where I will outline the key developments, purpose and performance for the year, meeting dates, times and venues are listed below:

Vice-Chancellor's all staff meetings:

Manawatu: 12pm-1pm, Tuesday, February 21, SSLB1

Wellington: 11.30am-12.30pm, Wednesday, February 22, 4B06

Albany: 12pm-1pm, Friday, February 24, Atrium Auditorium (AT2)

2.2 Teaching and Learning

- 2.2.1 I am please to advise that Professor Mark Brown has been appointed Director, National Centre for Teaching and Learning, including Director, Distance Education and Learning Futures Alliance.

2.2.2 Academic Reform update

Council considered the Academic Reform final report which included the College of Health and the Institute of Education proposals, at its February 14 meeting. Further announcements will be made to staff shortly.

- 2.2.3 Substantive work has been undertaken to progress the agreed actions arising from the Academic Reform Special Interest Panels. This includes significant changes to the existing Assessment Policy and Procedures, and a new Policy on Delivery Modes and Study Resources. Both documents were considered by the Teaching and Learning Committee at their February meeting.
- 2.2.4 A final draft of the Teaching and Learning Development Framework has been completed and submitted to the Teaching and Learning Committee for noting. The Framework has informed the Priority Initiatives Plan for Massey's National Centre for Teaching and Learning and sub-units.
- 2.2.5 Progress has also been made on draft plans for the expanded use of Graduate Profiles and the requirements for a curriculum mapping tool. These two initiatives will be progressed in 2012 as elements of the Teaching and Learning Framework aimed to support programme-level design and development.
- 2.2.6 The Academic Policy and Regulations unit has launched an initiative to work with colleges to recast all University qualifications into the format approved by Academic Board as part of the Qualification Framework. This is an opportunity to adopt a consistent presentation style and

language across the University while preserving the integrity of individual qualifications. This work will support the further development of a fully online calendar, which will be more usable and user-friendly than previous and create better links between the statutes and regulations that apply across the University and the individual qualification regulations.

- 2.2.7 Numerous submissions were received in response to a revision of the Equivalence Policy circulated to College Boards for feedback in October 2011. The submissions have informed a further revision to the Policy which was considered by the Teaching and Learning Committee at their February meeting. A question on equivalence was raised at my all staff meeting in Albany on November 29 (refer to item 9.1 below for further details). Following the discussion in Albany I asked Assistant Vice-Chancellor (Academic and International) Professor Ingrid Day to outline the thinking behind the paper. Her answer follows: *"Our key aim is to ensure equivalent learning outcomes through careful curriculum design that balances the need for core curriculum equivalence with the flexibility to apply localised approaches that serve a range of student profiles."*
- 2.2.8 Pending approval by the Teaching and Learning Committee, a Student Administration Subcommittee (SAS) will be established during the next month to provide a formal pathway for the consideration and approval of all student administration policies and procedures, and to ensure effective engagement in the development and implementation of student administrative policy and strategy.

2.3 Research Update

- 2.3.1 Institutional Review of Research (IRoR) 2011 – Performance-Based Research Fund (PBRF) preparation
Portfolios for the *Institutional Review of Research 2011* were completed at the end of September 2011 as part of our PBRF preparations. At the end of January all staff who submitted portfolios were provided with feedback from the various reviewers who supported the review, to assist with the improvement of the quality of the evidence portfolios. Staff have been encouraged to discuss their feedback with relevant line managers, research directors and/or subject area facilitators. Some Colleges and units are organising special sessions for this purpose.

At an institutional level, further support sessions are being scheduled in February and March to assist staff with completing the work needed to ensure our full engagement with the 2012 Tertiary Education Commission PBRF process. Electronic copies of all nominated research outputs are being collected as these need to be provided to TEC along with the portfolios by end of June 2012.

I know this has caused considerable work for all involved across the University – a genuine One-University effort – thank you. The real thing happens this year so it is vital that we are well prepared. The PBRF results impact on our reputation and revenue for a six year period so there is no doubting how important the audit is. I know that we have excellent staff and the purpose of this preparation is to ensure that this performance is appropriately reflected and acknowledged.

- 2.3.2 Marsden Peer Review Workshops were held on all three campuses at the end of 2011 and a third series was held in January. Marsden applications were due in February.

2.4 2012 Enrolments

Enrolments are following the same pattern as last year and the overall number of students is similar to the same time in 2011. Students are enrolling for more papers than previously and there are more school leavers choosing Massey this year, particularly at our Wellington campus. The due dates for enrolment have passed however the University will consider late applications and will offer places to domestic students wherever possible. International students will continue to enrol up to the start of semester.

Our continuing strategy is to have as many students as possible applying to enrol, and selecting the best applicants.

2.5 Internationalisation Update

- 2.5.1 Internationalisation is a key plank in the University's strategy. The culmination of two major pieces of work in 2011 – the *Internationalisation Strategy* and the *International Distance Education Prospectus* – were launched at the Manawatu campus (streamed to Albany and Wellington) on November 23 during the Vice-Chancellor's Symposium. Operational plans at both the University and college level have now been drafted. Copies of both the strategy and the prospectus are available from Jackie Koenders (J.M.Koenders@massey.ac.nz).
- 2.5.2 A very successful Vice-Chancellor's Symposium: 2011 was held on November 22, in the Study Centre Auditorium, Albany campus, on the theme *Internationalising the Curriculum*. The plenary sessions, including the presentations by the visiting keynote speakers internationally renowned experts in the field of internationalising the curriculum – Professor John Hudzik and Cynthia Banks, were streamed to desktops via mediasite, to 23 online viewers (which included groups at both Wellington and Manawatu watching the event on a big screen) and more than 80 participants. Videos are available via the following link: <http://vcsymposium.massey.ac.nz>.

This year's symposium afforded us a significant opportunity to explore our understanding of, and to contribute to, the cultural, academic and pastoral dimensions of Internationalisation at Massey University. It also provided an opportunity to reflect on the need for the University to engage to ensure that its academic programme meets the needs of both domestic and international learners. This will become increasingly important as we seek to expand our international activities.

- 2.5.3 Engagement with college representatives continues on the International Marketing, Recruitment, and Admissions strand of the Internationalisation Strategy. Colleges have developed and are now in the midst of implementing their respective operational plans with market intelligence and information gathered and distributed by the International Marketing and Recruitment team. Two planning meetings have been held with the stakeholders of the International Student Support, Engagement, and Retention strand.
- 2.5.4 **World Bank funds health project into second phase**
The World Bank has granted Massey University \$5 million in funding to extend the education programme strengthening Asian public health and veterinary capacity to combat zoonotic disease. Please refer to Appendix I for further details.
- 2.5.5 The Ministry of National Education, Office of Basic Education, Jakarta, Indonesia, supported 47 people (in two groups), who attended a one-week short course in the College of Education.
- 2.5.6 1+1 agreements for articulation into the Master of Management (Communication Management) are in place with: Hubei University of Technology (Wuhan, Hubei province); Communication University of China (Beijing campus); and, Communication University of China (Nanjing campus).
- 2.5.7 Fifty English language teachers from Kunming University of Science and Technology attended a four-week professional development programme in the College of Education.
- 2.5.8 Professor Tony Norris, Institute of Information and Mathematical Sciences, visited Vellore Institute of Technology University (VIT) in India to establish teaching and research collaboration in the science and engineering areas. VIT is a well-endowed private university with more than 20,000 students, 6000 of whom are in the computer science and IT areas. International and industrial collaboration is central to VIT's mission and there are promising prospects for partnership with Massey University.
- 2.5.9 Professor Tony Norris also led a delegation including Professor Ingrid Day, Professor Richard Archer, and senior staff from other colleges to Sri Lanka to further developments with the Sri Lankan Graduate Institute of Science and Management (GISM), and to advance other initiatives with the Ministry of Higher Education, the University of Colombo and Fonterra. The visit will lead to memoranda of understanding with these organisations and the strong prospect of a PhD supervision arrangement analogous to the HEC Pakistan scheme. The delegates also represented Massey at GISM's first student award ceremony

3.0 Academic

3.1 Massey University Research Medals and College Research Awards – 2011

Each year Massey University staff can apply for the Massey University Research Medals and College Research Awards. The medals are awarded in the categories of individual, early career, supervisor and team to leading research scholars across the University. The research medals are an opportunity for Massey University to identify and celebrate excellence in research and scholarship. The 2011 research medals will be presented at the *Defining Excellence Awards Dinner* in Wellington on March 21.

The Massey University Research Medals for 2011 go to:

Individual:	Professor Paul Moughan
Early Career:	Dr Lara Shepherd
Supervisor:	Professor Michael McManus
Team:	Sleep/Wake Research Centre
	- Professor Philippa Gander (Team Leader)
	- Dr Leigh Signal
	- Dr Sarah-Jane Paine
	- Ms Karyn O'Keefe
	- Ms Margo van den Berg
	- Ms Diane Muller
	- Ms Hannah Mulrine
	- Ms Kanchana Pathirana
	- Ms Monique Priston
	- Ms Rosemary Gibson
	- Ms Bronwyn Sweeney

College Research Awards are awarded in the categories of individual, early career and supervisor to leading research scholars within colleges.

The Massey University College Research Awards for 2011 go to:

Individual:	Professor Paul Moughan – College of Sciences Professor Philippa Gander – College of Humanities and Sciences Professor Tim Bentley – College of Business
Early Career:	Dr Lara Shepherd – College of Sciences Dr Ingrid Horrocks – College of Humanities and Sciences Dr Kate Lewis – College of Business Ms Amanda Yates – College of Creative Arts
Supervisor:	Professor Michael McManus – College of Sciences

- 3.2 Associate Professor Nick Zepke and Dr Linda Leach were awarded the TERNZ Medal at the annual TERNZ conference. TERNZ is Tertiary Education Researchers of New Zealand, sponsored by HERDSA (Higher Education Research and Development Society of Australasia) and the medal is the foremost tertiary education research award in New Zealand.
- 3.3 Liz Norman, Daan Vink and Linda Laven from the Veterinary, Animal and Biomedical Sciences (IVABS), have been awarded \$91,500 from the Export Education Innovation Programme (EEIP) of Education New Zealand for a new project to expand quality professional development opportunities for veterinarians in Asia and the Gulf States through online courses. This project involves a collaboration between IVABS, PACE (Professional and Continuing Education), and the National Centre for Teaching and Learning. The funding will be very helpful in seeding the development of what we hope would grow into a suite of professional short courses offered to international veterinarians.
- 3.4 Dr Elizabeth Gray of the School of Communication, Journalism and Marketing has been awarded the Richard Buchanan College of Business Teaching Excellence Award 2011 for sustained commitment to teaching excellence. The award is for \$5000.

- 3.5 School of Management staff Dr Darryl Forsyth, Dr Margot Edwards and PhD student Jo Edwards won Best Research Paper award for their paper *Understanding the variables associated with participation in workplace health promotion programmes* at the *Human Resource Management and Professional Development for the Digital Age* conference held in Singapore. The award recognises both the quality of the written paper and the presentation itself.
- 3.6 Over December 4-6, the School of Accountancy hosted a visit from Professor Larry Walther from Utah State University, the school's adviser on preparation for AACSB accreditation for Accountancy programmes. This is the next step in the College of Business' ongoing accreditation strategy.
- 3.7 Professor Philippa Gander, Sleep/Wake Research Centre was awarded \$180,723 funding from Delta Air Lines Inc for project titled *Evaluation of Flight Crew Sleep and Performance on Delta Air Lines Routes: Study 3*.
- 3.8 Two students enrolled in the inaugural year of the Master of Creative Writing degree in the School of English and Media Studies have won prizes. Jillian Sullivan was awarded the Kathleen Grattan Prize of \$2500 for a selection of poems from her honours project last year. There are two Kathleen Grattan Prizes; this one is from the International Writers' Workshop NZ (Inc). Comments received included the poems were "well constructed, with an honest voice".
- Carol Markwell's new play *Smoke and Mirrors*, being developed as part of her Master of Creative Writing thesis within the School of English and Media Studies, has just received second prize in the Playwrights' Association of New Zealand's national full-length playwriting competition
- 3.9 Master of Arts student Amy Thomson, School of People, Environment and Planning, has been awarded the New Zealand Political Studies Association Postgraduate Prize for Best Paper in a Field other than New Zealand Domestic Politics. The essay was originally prepared for her honours project in politics. It is entitled *The 'Dynamics of Contention' in the Islamic Republic of Iran: The Origins and Failure of the 2009 Post-Election Protests*. Besides a certificate, Amy receives \$500 from NZPSA.
- 3.10 Associate Professor Wayne Barrar, School of Fine Arts, has won a major Australian publishing award for his book *An Expanding Subterra*.
- 3.11 Roy Speed, School of Engineering and Advanced Technology, has been made a *life member* of the (Illuminating Engineering Society of Australia and New Zealand).
- 3.12 Professor Boyd Jones, Institute of Veterinary, Animal and Biomedical Sciences, was been awarded the World Small Animal Veterinary Association's Award for Service to the Profession. This award is made "to a vet judged to have made an outstanding contribution to the fostering and exchange of scientific and professional ideas throughout the world".
- 3.13 Megan Young, Biology Masters student, Institute of Natural Resources, won a \$2500 scholarship for her research on the breeding biology of northern New Zealand white-faced storm petrels, from the New Zealand Coastal Society.
- 3.14 Rebekah Harman, textiles student, had her quilt design selected to represent New Zealand at Talente Munich 2012 (this event is supported by CreativeNZ).
- 3.15 Elizabeth Wilson, fashion design graduate, won the top award of \$10,000 at the New Zealand Fashion Quarterly Awards.
- 3.16 Alexandra Walker, Bachelor of Design graduate, received runner up at the *New Zealand Fashion Quarterly Awards*.
- 3.17 Andie Ye Ji, Fashion Design student, is a New Zealand finalist in the iD Dunedin Fashion Show, where 28 designers from more than seven countries will vie for prizes at the eighth annual event on March 29.

- 3.18 Tahlia Fisher, Doctoral student and former flight instructor at the School of Aviation, was awarded the inaugural Royal Aeronautical Society Inaugural Ian Diamond Award, worth \$3000 to support her contribution to aviation safety in New Zealand.
- 3.19 Lieutenant Colonel Oiroa Kaihau, who is now part of the territorial force and is a lecturer in the Centre for Defence and Security Studies, was awarded the US Meritorious Service Medal for his work in Afghanistan from April to October 2009.
- 3.20 Associate Professor David Cross, School of Fine Arts, was commissioned by the City of Sydney, Australia, for *Drift*, a temporary art work in public space November 17 - December 18 2011.
- 3.21 Associate Professor Wayne Barrar, School of Fine Arts, had his new book *Torbay ti Kouka: A New Zealand Tree in the English Riviera*, published by University of Plymouth Press. This is the latest result of a strong research relationship between the School of Fine Arts Massey University and the Land/Water and the Visual Arts research group, University of Plymouth, UK.
- 3.22 Associate Professor Wayne Barrar, School of Fine Arts, co-organised (with Professor David Pike, American University Washington DC) *The Ground beneath Our Feet: Building, Living, and Thinking Underground*, a one-day conference with presentations and panels on space, history, and infrastructure in Africa, England, and North America, at the College of Arts and Sciences, American University, Washington, held on November 11. The accompanying exhibition of works from Associate Professor Barrar's *An Expanding Subterra* series was named in the *Washington City Paper* as one of ten Best Photography Exhibits of 2011 in the DC area.
- 3.23 Maddie Leach, School of Fine Arts, was commissioned by the National Sculpture Factory, Cork, Ireland, for *Evening Echo* a temporary public art work, with the accompanying publication launched on December 27.
- 3.24 Associate Professor Lynne Ciochetto, Institute of Communication Design, had her new book *Globalisation and Advertising in Emerging Economies*, published by Routledge in December.
- 3.25 Professor Stuart Carr, School of Psychology, has been awarded a European Union Erasmus Mundus Scholarship to contribute to the European Masters on Work, Organisational and Personnel Psychology, to be undertaken in 2012.
- 3.26 Liz Yan and Ms Collete Nixon, School of Psychology Clinic, received \$30,000 funding from MidCentral District Health Board for a post-internship scholarship in psycho-oncology.
- 3.27 Verne McManus, the Centre for Social and Health Outcomes Research and Evaluation (SHORE) and Te Ropu Whariki Research Centre, received \$10,000 funding from ProCare Health Ltd for her project titled *Evaluation of the Franklin Marae Hauora Programme*.
- 3.28 Suzanne Mavoa, SHORE and Te Ropu Whariki Research Centre, received \$3500 funding from the National Heart Foundation for a travel grant.
- 3.29 Professor Sally Casswell and Dr Martin Wall, SHORE and Te Ropu Whariki Research Centre, received \$11,336 funding from the World Health Organisation to review, update and re-write existing alcohol taxation resource documents.
- 3.30 Ms Sally Liggins, SHORE and Te Ropu Whariki Research Centre, received \$13,400 funding from the Auckland Council for programme development, evaluation and mentoring for the Community Development Team.
- 3.31 Professor Sally Casswell, Dr Martin Wall, Ms Taisia Huckle, SHORE and Te Ropu Whariki Research Centre, received \$49,242 funding from the Ministry of Justice for *Elasticity analysis for minimum alcohol price investigation*.

- 3.32 Dr Lanuola Asiasiga, SHORE and Te Ropu Whariki Research Centre, received \$25,000 funding from Te Pou for *Development Evaluation Plan for Le Va Work Programme*.
- 3.33 Dr Helen Moewaka Barnes, Mr Hector Kaiwai, Dr Angela Moewaka Barnes, SHORE and Te Ropu Whariki Research Centre, received \$20,000 funding from the Auckland Council to review documentation and provide advice to Auckland libraries to identify themes important to library services to Māori within the Treaty context.
- 3.34 Three students in the Bachelor of Arts in Spanish (School of Linguistics and International Languages) were awarded scholarships by the Spanish Ministry of Education, through the Spanish Embassy in Wellington, to spend from 1-3 years in Spain as English language assistants while immersing themselves in the Spanish culture.
- 3.35 Dr Farzana Gounder, School of Linguistics and International Languages, graduated in November 2011 and celebrated the launch of her book in a prestigious John Benjamin series. Dr Gounder was offered a book contract by her international examiner on the day of her defence.
- 3.36 Professor Paul Spoonley, Research Director for the College of Humanities and Social Sciences, was presented with the 2011 SAANZ Scholarship Award for Exceptional Service to New Zealand Sociology at the annual Sociological Association of Aotearoa (NZ) conference dinner held December 2011. Professor Spoonley is only the fourth person to receive this award.
- 3.37 Margaret Nyarango, School of People, Environment and Planning, has been awarded a New Zealand International Doctoral Research Scholarship to undertake a thesis in social anthropology.
- 3.38 Aleksandra Lane, School of English and Media Studies, has produced a book of poems titled *Birds of Clay* (Victoria University Press, Wellington, 2012).
- 3.39 Professor Tim Bentley, Dr Bevan Catley, and Dr Darryl Forsyth all from the College of Business and three academics from other universities were joint winners of the Best Paper Award at the 2011 Australia and New Zealand Academy of Management Conference in December, for their paper *Managing Workplace Bullying in New Zealand: Perspectives from Occupational Health and Safety Practitioners*.
- 3.40 The Institute of Food, Nutrition and Human Health has won funding of \$700,000 as a result of a successful Primary Growth Partnership bid. Our partners are Fonterra, the Riddet Centre of Research Excellence and Zespri. The project is within the postharvest area, and already two postdoctoral positions have been put up. A third will follow in 12 months.
- 3.41 Associate Professor Matt Golding, Institute of Food, Nutrition and Human Health, has secured funding for work through Fonterra to a value of \$177,000.
- 3.42 Work continues on finalising quotes and availability of equipment for the Food Pilot Plant through the Ministry of Economic Development funding of \$2.9 million.
- 3.43 Professor Simon Hall, Institute of Fundamental Sciences, secured funding of \$520,000 over two years through the MacDiarmid Institute as Principal Investigator working with Associate Professor Richard Tilley (Victoria University of Wellington) and Professor Alison Downard (University of Canterbury).
- 3.44 Associate Professor Martin Williams, Institute of Fundamental Sciences, secured funding of \$520,000 over two years through the MacDiarmid Institute as Principal Investigator working with Professors Juliet Gerrard (University of Canterbury) and Kate McGrath (Victoria University of Wellington).
- 3.45 Professor Robert McLachlan, Institute of Fundamental Sciences, has received funding from the EU Marie Curie FP7 and Royal Society of the New Zealand-EU International Research Staff Exchange Scheme (IRSES) fund of \$240,000 over four years to bring numerous European Union academic visitors to Massey.

- 3.46 Professor Boyd Jones of the Institute of Veterinary Animal and Biomedical Sciences has recently been awarded the World Small Animal Veterinary Association's Award for Service to the Profession. This award is made "to a vet judged to have made an outstanding contribution to the fostering and exchange of scientific and professional ideas throughout the world".
- 3.47 Marcia Clarke, Institute of Veterinary, Animal and Biomedical Sciences, passed the examinations of the Academy of Veterinary Technician Anaesthetists (United States) to become New Zealand's only specialist technician in anaesthesia. This is an outstanding achievement, notable for the fact that such examinations haven't previously been attempted by a veterinary technician in this country.
- 3.48 Professor Danny Donaghy has been appointed to the Chair in Dairy Production Systems that is supported by DairyNZ. He's expected to work closely with the dairy industry to help achieve its goals of improved profitability, sustainability and competitiveness.
- 3.49 Dr Isaac Warbrick has been awarded a Health Research Council postdoctoral fellowship to work at the School of Sport and Exercise.
- 3.50 Professor Robert McKibbin was awarded the ANZIAM medal, the premier award for service to applied mathematics in Australia and New Zealand, at this year's Australia and New Zealand Industrial and Applied Mathematics (ANZIAM) conference in Warrnambool, Australia. The ANZIAM medal is awarded biannually.
- 3.51 Dr Shane Telfer, Institute of Fundamental Sciences, received a Fulbright Senior Scientist Award.
- 3.52 Martin Williams, Institute of Fundamental Sciences, was elected Secretary of the New Zealand Institute of Physics.
- 3.53 Professor Peter Derrick, Institute of Fundamental Sciences, was elected President of the New Zealand Institute of Physics.
- 3.54 Associate Professor Shaun Cooper, Institute of Information and Mathematical Sciences, was awarded the New Zealand Mathematical Society Research Award at the Royal Society Research Honours Dinner in November. The award is given to recognise excellence in mathematical research.
- 3.55 Congratulations to Professor Paul Spoonley, College of Humanities and Social Sciences, who was awarded the 2011 SAANZ Scholarship Award for Exceptional Service to New Zealand Sociology by the Sociological Association of Aotearoa (New Zealand) at its annual conference dinner in December. He is the fourth person to be awarded this medal.
- 3.56 Dr Maggie Hartnett and Dr Alison St George, from the School of Curriculum and Pedagogy, along with Associate Professor Jon Dron, from Athabasca University, Canada, received the Editors' Choice Best Article, 2011 award from the International Review of Research in Open and Distance Learning, for their article: *Examining motivation in online distance learning environments: Complex, multifaceted and situation-dependent*, Vol. 12, Issue 6. A great example of how research can inform how we teach.
- 3.57 Paul Rainey, professor of evolutionary genetics at the New Zealand Institute for Advanced Study and the Institute of Natural Sciences, and theoretical physicist Professor Peter Schwerdtfeger, director of the Centre for Theoretical Chemistry and Physics at the same institute, have been named Massey University Distinguished Professors, the highest recognition the University bestows on professorial staff. Please refer to Appendix II for further details.

Throughout the year I have had the pleasure of working with amazing, talented and committed staff. It is people that make any university great. This is a great University because it has people determined to make a difference.

4.0 Connections and Responsibility

- 4.1 Graduation in Manawatu in November went smoothly. Once again, thanks to all involved. 450 graduands crossed the stage. An event for stakeholders was well attended and the MBA dinner, where Sir Ray Avery spoke, had a real buzz about it.

For the first time (for any New Zealand university) the graduation events were streamed live via the internet and the feedback from graduates who had friends and family overseas was very positive. This looks set to become a feature of graduations in the future. Each ceremony drew close to 500 viewers. The content was recorded and is now available on demand via the University's YouTube channel, which to date has had over 2000 views. Work has now commenced to formalise the process around streaming future graduations.

4.2 New Year's Honours

Alumni, staff and others with ties to the University were recognised in the New Year's Honours list. Special mention goes to current staff member Associated Professor Annette Huntington, School of Health and Social Services, who became a Member of the New Zealand Order of Merit for services to Nursing. A great achievement by all. Please refer to Appendix III for further details.

- 4.3 A very successful meeting of the College of Business Advisory Board was held on the Albany campus on November 22. Rachel Cunningham, head of corporate affairs and legal at Southern Cross Healthcare Group and executive director of Southern Cross Primary Care Limited, has joined the board. The board awarded the Applied Research Award to a small and medium enterprise (SME) team comprising Dr Martina Battisti, Professor David Deakins and Associate Professor Martin Perry for a project on SME Capability to Manage Regulation.

- 4.4 With the purpose of reinforcing strong strategic connections and taking the opportunity to present the University's point of view, I meet with, talk and interface with various people and groups around New Zealand and overseas. The following are by way of example:

- Spoke at the Intrapreneurship Summit in Auckland. This was one of a series of events supported by Massey University as part of Global Entrepreneurship Week (GEW). Massey has been a founding partner of GEW since it began in New Zealand. Professor Claire Massey, Head of School of Management, spoke at the launch event in Wellington and the University's ecentre, based on the Albany campus, hosted a business case challenge. Massey also supported events with the Bio Commerce Centre in Palmerston North and Vision Manawatu.
- Met with the College of Business Advisory Board.
- Spoke at the ecentre stakeholder function at Albany.
- Signed a memorandum of understanding with Asia-e University.
- Attended a meeting between Massey and the New Zealand Defence Force in late November. This partnership is going well and has huge potential.
- Spoke to the 3rd Annual Tertiary Education Summit in Wellington in late November.
- Attended a discussion on a possible partnership project involving the Palmerston North City Council, the Conservation Department, Rotary and Massey University.
- Meet with a delegation from Nanjing University of Finance, China, who were visiting the Manawatu campus.
- Attended an address by Sir Peter Gluckman on "Innovation through Science". Following Sir Peter's address there was a debate and discussion led by the Mayor of Auckland Len Brown. A great deal of work has gone into Massey's relationship with the new Auckland City during the year. I want to thank Professor Emeritus Ian Watson, Distinguished Professor Gaven Martin, Professor Paul Spoonley, Associate Professor Christoph Schumacher and Campus Registrar Andrea Davies for leading this activity. There is no doubt that that innovation will be at the centre of the Auckland plan once it is launched next year. I spoke to many people who saw Massey Albany essential to advancing the plan. Thanks again to those who have ensured our place in the plan.
- Attended a meeting to discuss, debate and agree on the key actions to meet his aspiration for Auckland to become the innovation hub of the Asia Pacific region.
- Phone Interview with Jamie MacKay, Farming Show on Radio Sport re Primary Growth Partnership and research base to innovation.

- Met with a possible additional supporter of the Centenary History Project.
- Attended a Universities New Zealand, Tertiary Education Commission (TEC) and Ministry of Education (MOE) Workshop, discussion the TEC/MOE paper on sustaining quality and access in light of constrained government funding.
- Attended the final Universities New Zealand (UNZ) meeting of the year. UNZ is the body that includes all Vice-Chancellors. Much of its work derives from legislation but it also exists to promote universities. Judging from the complete absence of universities from the recent election campaign (I don't think anyone mentioned us), there is a good deal of promotional work to do.
- Attended an AgriOne Board meeting in Wellington. AgriOne is a joint venture partnership with Lincoln University. The company has been established to provide the primary production sector with "one front door" to complementary services and products including: professional development, Centres of Excellence, research services and specialist consulting. Work is under way on a website design and a joint draft communications plan is being developed.
- Attended a meeting of the New Zealand Universities Academic Audit Committee in December in Wellington.
- Spoke at a START event at Te Manawa, the Palmerston North Museum, where Professor Ionat Zurr was the key note speaker. Professor Zurr is an award winning artist and researcher, Ionat formed, together with Oron Catts, the Tissue Culture and Art Project. She has been an artist in residence in the School of Anatomy and Human Biology since 1996 and was central to the establishment of SymbioticA in 2000. Zurr, who received her PhD titled "Growing Semi-Living Art" from the Faculty of Architecture, Landscape and Visual Arts, is a core researcher and academic co-ordinator at SymbioticA. She is considered a pioneer in the field of biological arts and her work has been exhibited internationally. Zurr specialises in biological and digital imaging as well as video production. Zurr has studied art history, photography and media studies. She was a research fellow at the Tissue Engineering and Organ Fabrication Laboratory, Harvard Medical School from 2000-2001. Her PhD via SymbioticA examined the ethical and epistemological implications of wet biology art practices.
The University supported the event because it reflects our focus on science, arts and creativity. It also provided an opportunity to help lift the profile of Palmerston North as a centre of learning and research.
- Hosted a visit to the Manawatu campus by the chief executive of New Zealand Trade and Enterprise, Peter Chrisp.
- Met with the Director Strategy, Planning and Urban Design Teena Pennington and other staff from Wellington City Council.
- Attended an event to mark the Centennial History Project (WWI) led by Professor Glyn Harper. The project, which involves Massey University, the New Zealand Defence Force, the RSA and the Ministry of Culture and Heritage, was officially launched on December 15 in Wellington. It is intended that some nine books will be produced on different aspects of New Zealand's involvement in the First World War. Contact has been made with potential Māori historians who might contribute to a volume on Māori participation during the war. Fundraising has also commenced for the project.
- Met with Mark Maloney from Audit New Zealand.
- Attended a meeting in Auckland to discuss the possibility of Massey supporting a new primary industries focused publication.
- Spoke at the Airways Transformation team briefing in Wellington.
- Met with Professor Pierre de Wit, Head of Phytopathology at Wageningen University, Netherlands.
- Signed a memorandum of understanding with the New Zealand Police, in Wellington.
- Met with Wellington City Council staff on identifying and evaluating options for a greater local government role in attracting investment and talent to Wellington.
- Attended Garry Goodman's retirement celebration from the Palmerston North Airport.
- Meet with delegation from Nanjing University, China, in early 2012.
- Attended the Territorial Forces March-Out Parade, which was part of the Territorial Forces Employer Support Council Induction Activity, at Waikouru Military Camp.
- Spoke at the New Zealand Mens' Classic Cycling Race, Palmerston North.
- Opened the 4th International Giardia and Cryptosporidium Conference, in Wellington.
- Meet with Secretary of Education Lesley Longstone.
- Guest Speaker at Manawatu Probus Club Meeting.

- Met with Ministry of Fisheries acting chief executive Wayne McNee during a MAF visit to the Manawatu campus.
 - Met with Audit New Zealand and Massey Ventures Limited.
 - Met with Vice-Chancellor of Victoria University of Wellington Pat Walsh.
 - Visited the Chief Executive of the Tertiary Education Commission Belinda Clark and the Minister of Tertiary Education, Skills and Employment Hon Steven Joyce, to talk through Massey's plans.
 - Participated in a panel discussion on "New Directions for New Zealand to Enhance Wellbeing" hosted by the School of Government at Victoria University. This event is associated with a conference on welfare issues.
 - Received a visit from the United States Ambassador David Huebner.
 - Met with Deputy Principal Terrace End School Kris Funnell.
 - Met with Fonterra's Chief Technology Officer Dr Jeremy Hill.
 - Opened the 14th International Mobility Conference.
 - Hosted a visit from the Israeli Ambassador Tzur to the Manawatu campus.
 - Hosted a visit from the Spanish Ambassador Jesus Miguel Sanz Escorihuela to the Manawatu campus.
 - Hosted a visit from a delegation of Indian Vice-Chancellors' to the Manawatu campus.
 - Attended a Federated Farmers Dairy Council function.
 - Hosted a visit by the Mayor of Wellington Celia Wade-Brown to the Wellington campus.
 - Met with the Board of Polytechnics.
 - Attended the Extramural students' support trust annual board meeting.
 - Attended the Wellington Employers' Chamber of Commerce February board meeting via teleconference.
 - Hosted the French Ambassador Francis Etienne. Who visited the Manawatu campus and presented a public lecture on *Immigration Politics in France and Europe*.
- 4.5 Further discussions have occurred with the chief executive of Te Wānanga o Aotearoa. Interest in a strategic alliance with Massey is high and there is agreement in principle to formalise the relationship by signing a memorandum in February. Among other things the memorandum will prepare the way for the Wānanga to buy or lease part of the Hokowhitu site.
- 4.6 Discussions have also progressed with Aotearoa Fisheries Limited. An over-arching document will be signed in February. The first joint project will be an AFL Fellowship. A selection process involving both Massey and AFL will take place early in 2012.
- 4.7 As a result of the Massey Hawke's Bay lectures, the Hastings Intermediate School invited Massey staff to participate in the school's Leadership Academy dinner on December 9. Several other stakeholders were also invited including the Hawke's Bay District Health Board, local secondary schools (Hastings Boys' High School, Hastings Girls' High School, Karamu High), the Heretaunga Tai Whenua (local iwi), the local member of parliament, and representatives from the Ministry of Education. A visit to Massey by the Academy earlier in the year was much appreciated and referred to by several speakers.
- 4.8 The Senior Leadership Team and other key staff were hosted by the Hawke's Bay Regional Council for the signing of a memorandum of understanding between the two parties. This formalises a longstanding relationship that has a focus on agri-food research and teaching. Thanks to the many staff who have been building relationships over the past year. Please refer to Appendix IV for further details.
- 4.9 Advancing our goals of connections and responsibility, Massey University seeks to provide opportunities and platforms to connect our areas of strength with national and international experts and our wider communities of interest. With the added purpose of reinforcing strong strategic connections and taking the opportunity to advance scholarship and contribute our knowledge and expertise, the University promotes and hosts conferences, forums and other forms of participation. The following are by way of example:
- 4.9.1 In line with our position as the Engine of the new New Zealand work has begun on two new events: a symposium of 'thought leaders' which will showcase Massey University's role as

'the engine.' This will be preceded by an event involving school and university students looking at their future.

- 4.9.2 The 2011 Nga Kupu Ora Māori Book Awards took place on November 29. Awards were made for: biography, art, environment, fiction, te reo Māori, with a special award to commemorate the 100th issue of *Mana* magazine. About 80 people attended the event. Please refer to Appendix V for further detail.
- 4.9.3 Massey Pasifika staff hosted the Talanoa Conference for 2011 November 28-30 on the Albany campus. The conference attracted Pacific academics and researchers from Fiji, Samoa, Tonga, Niue, Tokelau, Rarotonga, and Australia. Delegates were impressed by the comprehensive programme, hospitality, organisation and the calibre of speakers. The next Talanoa will be held in Canberra.
- 4.9.4 During the Talanoa Conference six Pacific publications authored by Pasifika staff and postgraduate students were launched. They covered a wide range of topics including secondary education, health, economic development, environmental management, theology, and the Pasifika diaspora.
- 4.9.5 Professor Richard Haverkamp, School of Engineering and Advanced Technology, has been appointed to the User Advisory Committee at the Australian Synchrotron and also the chair of the Powder Diffraction Programme Advisory Committee and a member of the X-ray Absorption Spectroscopy Programme Advisory Committee at the Australian Synchrotron.
- 4.9.6 Associate Professor Heather Galbraith, Head of the School of Fine Arts, has been appointed in the role of Deputy Commissioner for the New Zealand Presentation at the 2013 Venice Biennale.
- 4.9.7 At the invitation of the Parliamentary Artworks Committee, a selection of textile design *Textiles: A New Generation*, from College of Creative Arts graduates and students was exhibited at Bowen House, October 6 – December 4. The exhibition was hosted by the Minister for Arts, Culture and Heritage the Hon Christopher Finlayson and opened by Rahui Katene (Māori Party) with supporting address by Catherine Delahunty (Greens).
- 4.9.8 Textiles Design hosted *The Pacific Fibre Forum*, January 26-28. The sessions for the Pacific Natural Fibre Symposium were based on four main themes all of which relate to one or more aspect of the development of natural fibre industries in the Pacific. The four themes are Culture and Traditions, Our Land and People, Design and Development and Partnerships and Planning for Success.
- 4.9.9 *Contained Memory* Volume 1, Number 1 of *The Memory Connection* online journal was launched on December 9 in Wellington, by The Memory Waka, an international, multi-disciplinary research group housed in the School of Visual and Material Culture, College of Creative Arts.
- 4.9.10 WHAM (War History Heritage Art and Memory) Research Network was launched on December 12. WHAM is an international research network and community developed to facilitate interdisciplinary "dialogue" on war at the intersection of history, heritage, art, and memory. It is anticipated that WHAM will make a significant contribution to the study of war by creating a "meeting place" where those involved in making, writing, display, performance, and other forms of expression can come together.
- 4.9.11 *Open Lab*, an enterprise design studio established in June 2011 by the Institute of Communication Design, continues to grow. Student designers gain experience in a professional environment on a scholarship basis, complementing their undergraduate degree learning. The studio is attracting new clients from within and outside of the University.
- 4.9.12 The College of Education is now supplying a monthly column for the Manawatu Tribune looking at educational issues from a parental perspective. The first column was written by Professor Margaret Walshaw on helping children through the transition from kindy to school; the second column has been written by Dr Alison Arrow on helping to engage your children in reading.

- 4.9.13 At a meeting with the Māori Advisory Committee from the New Zealand Qualifications Authority. Massey was invited to participate in the development of a ten-year Māori Strategy. The role will be to review findings from a working party and to discuss the implications of any recommendations.
- 4.9.14 Discussions have also been held with the Compass Primary Health Organisation group (Manawatu) around research opportunities and a programme to explore whanau participation in the management of chronic illness among Māori.
- 4.9.15 Similarly, Te Puni Kokiri policy analysts have held discussions with the Office of the Assistant Vice-Chancellor (Māori and Pasifika) around the development of a set of outcome measures that will reflect Māori progress in education, health, economic development and employment.
- 4.9.16 Plans for a short course aimed at Māori health and social service providers and Māori participation in sport and exercise have been finalised. The course will be held at Palmerston North on June 13-14 and will be hosted by the School of Sport and Exercise.
- 4.9.17 The Lead Associate Teacher Project was launched for 2012, with strong participation and interest from schools in the Manawatu. This project represents collaboration between academics in the College of Education and the Centre for Educational Development (CED) for professional preparation and accreditation of associate teachers.
- 4.9.18 The Te Aho Tatairangi programme launched at Te Kupenga o te Matauranga marae.
- 4.9.19 The Centre for Social and Health Outcomes Research and Evaluation (SHORE) and Te Ropu Whariki Research Centre hosted the International Alcohol Control (IAC) Project meeting over November 29-30. Participants from New Zealand, Korea, Thailand and Mongolia were in attendance. The objectives of the meeting was the adaption of the IAC survey for use at country level; developing a protocol to enable comparable documentation of policy implementation at the national level; and making cross country comparison of the alcohol policy environments and survey results.
- 4.9.20 Associate Professor Mark Henrickson and Dr Kieran O'Donoghue, School of Health and Social Services, have been appointed to the Steering Committee for Programme Standards Review by the Social Work Review Board. Associate Professor Henrickson has been appointed as a representative of the Asia Pacific Association of Social Work Educators, while Dr O'Donoghue represents Universities New Zealand (formerly the New Zealand Vice-Chancellor's Committee). This is a national committee set up to advise the working group who will assess existing programme standards for tertiary-level Social Work programmes.
- 4.9.21 Associate Professor Annette Huntington, School of Health and Social Services, has been re-appointed as an Honorary Research Consultant to the School of Nursing at the University of Queensland for a period of three years.
- 4.9.22 The inaugural Social Innovation and Entrepreneurship Conference was held in December at the Albany campus. The conference was the initiative of the New Zealand Social Innovation and Entrepreneurship Research Centre, and aimed to bring together the full range of social innovation and entrepreneurship stakeholders to share insights and exchange knowledge. The programme included a talk by 2010 New Zealander of the Year Sir Ray Avery on what it takes to fulfill your potential, and why that is so important for New Zealand.
- 4.9.23 The School of Economics and Finance hosted the 2012 New Zealand Finance Colloquium at the Albany campus on February 9-10. The conference is an annual event that promotes the discussion, dissemination and development of finance-related research in New Zealand. An associated PhD Symposium was led by Professor Ron Masulis, the Scientia Professor of Science at the Australian School of Business. Eight of the 12 PhD candidates invited to present their research to senior finance academics were from Massey University.

- 4.9.24 Finance Minister Bill English was to give his first major address for the year at Finance 2012, an event hosted by the Auckland Chamber of Commerce and Massey University, in Auckland, on February 23. This is the third year we have hosted this event in Auckland.
- 4.9.25 The ecentre held a free business idea workshop on February 13 at The Generator, in the heart of Britomart, Auckland Central. It is also running it's first-ever Startup Weekend in Christchurch from February 24-26. The Startup Weekend is an intense 54-hour event which focuses on building a web or mobile application that could form the basis of a credible business.
- 4.9.26 Professor Frank Sligo and Associate Professor Margie Comrie, School of Communication, Journalism and Marketing, received appointments as Visiting Professors at North East Normal University in Jilin Province, China.
- 4.9.27 Professor Norman Williamson, Institute of Veterinary, Animal and Biomedical Sciences, has been appointed as Chairman of the Veterinary Schools Accreditation Advisory Committee of the Australasian Veterinary Boards' Council.
- 4.10 Congratulations have gone to alumni Dr Sir Richard Taylor, KNZM, ONZM, who was recently awarded Kiwibank New Zealander of the Year.

4.11 **Bereavements**

4.11.1 **Dr Ron Garland**

Dr Ron Garland, a former staff member in the Department of Marketing at Manawatu campus, died on December 3. After leaving Massey, Dr Garland served as an Associate Professor and Head of the Marketing Department at the University of Waikato for many years while still being involved in joint projects with colleagues at Massey. Acting Pro Vice-Chancellor College of Business Professor Barrie Macdonald wrote to his wife Cheryl expressing sympathy on behalf of the college.

5.0 **Financial**

- 5.1 Despite all the uncertainties the University has come through 2011 well. I wish to thank all staff for a very good effort in a tough environment. We have a long way to go to get ahead but this demonstrates that we can manage our finances while advancing our strategy. This year will see us work purposefully on ensuring our actions and investments are closely aligned to our strategy and resulting performance.

- 5.2 I am pleased to attach a video link to the Budget Policy Statement for 2012 was presented via video by Assistant Vice-Chancellor (Finance, Strategy and Information Technology) Rose Anne MacLeod in late December. The link to the video and associated text is below:

Video presentation:

<http://webcast.massey.ac.nz/mediasite/Viewer/?peid=5b687dbd349945eaa27654522f7be49b1d>

Text:

http://www.massey.ac.nz/massey/staffroom/council-management/university-management/university-management_home.cfm

- 5.3 Also, in late December, the Massey University Strategic Innovations Fund (SIF) 2012 was announced. The Strategic Innovations Fund was established in 2010 in recognition of the need to enable and support people seeking to advance innovations being undertaken to advance *The Road to 2020* strategy. This is a \$1 million fund that operates through two contestable funding platforms.
- The SIF-Responsibility platform provides up to \$100,000 each for up to two one-off initiatives over a 12-month period, which seeks to apply Massey-led expertise to provide solutions to major issues confronting New Zealand and the world. The Responsibility platform operates a two-stage process, Stage One: Expressions of Interest and Stage Two: Invited Full-Proposals.

- The SIF-Enabling Excellent platform provides up to \$30,000 for one-off individual initiatives to be expended in 2012.

A summary of successful applications to the 2011 fund is available through the following link along with further application information.

http://www.massey.ac.nz/massey/staffroom/news/article.cfm?mnarticle_uuid=DE86009C-C70E-A0C6-BFF2-DE29DECF0DC8

6.0 Enabling Excellence

- 6.1 Associate Professor Claire Robinson took up the position of Pro Vice-Chancellor, College of Creative Arts on January 1.
- 6.2 As other commitments have allowed, Professor Theodore (Ted) Zorn has continued to have briefing meetings with senior members of the college and the wider University. Professor Zorn formally takes up his appointment as College of Business Pro Vice-Chancellor, on February 27.
- 6.3 Dr Sergej Flach from the Max Planck Institute has accepted an on-going fulltime position as Professor in the University's New Zealand Institute for Advanced Study (NZIAS). The appointment will be effective from May 1.
- 6.4 Dr Thomas Pfeiffer from Harvard University has accepted a position as Professor in Computational Biology/Biochemistry in the NZIAS, commencing on April 2.
- 6.5 Professor Tim Carpenter has been appointed as Professor of Veterinary Epidemiology and Infectious Diseases and Director of the EpiCentre. Professor Carpenter has had an illustrious career at UC Davis, spanning 32 years.
- 6.6 Massey University School of Aviation is marking a milestone this year when it celebrates 25 years of producing "aviators with a difference". The school will hold its silver jubilee in April with a two-day celebration culminating in a gala dinner. Please refer to Appendix VI for further details.
- 6.7 A new Research Management Information System (RIMS) module - Postgraduate Research Training Assistant (PORTIA) has been developed. PORTIA enables the student and supervisor to collaboratively manage and document all research activities, communications, and appointments in electronic form during the course of a student's study at Massey. An administration handbook has been prepared and PORTIA is being trialled in the College of Sciences.
- 6.8 Highlights of meetings I have had with Massey staff and associated groups included:
 - Attended Tenders Board November meeting.
 - Distinguished Alumni Awards 2012 Judging.
 - Met with Manawatu campus Professors.
 - Spoke at the 2011 Education Psychology Forum, Albany campus.
 - Spoke at the Vice-Chancellor's Symposium.
 - Spoke at the launch of the International Strategy.
 - Met with the Combined Unions.
 - Spoke at the opening of refurbished the New Zealand Veterinary Pathology (NZVP) Lab
 - Attended the EXMSS end of year get together in November in the shadow of voluntary student unionism. I want to put on record that Massey's position was to retain the status quo – a direct reflection of the positive relationship between students and management. We will look to maintain this in the new era.
 - Visited Professor Ian Yule and his staff in the Institute of Natural Resources. Precision agriculture is one of the main areas of strength in the University and I enjoyed catching up with developments.
 - Attended a Massey University Foundation meeting. The Foundation has gained considerable momentum this year and has exciting plans for 2012. Thank you to the Massey University Foundation. A great year and an even better one ahead.

- Attended the Council Audit and Risk meeting followed by the final Council meeting of the year. Thank you to Council. The University is well served by a group of skilled and committed people who have helped make 2011 a success.
- Attended the Innovator's Group at Manawatu final meeting where Assistant Vice-Chancellor (People and Organisational Development) Alan Davis outlined some of the innovations taking place in the human resources area. There was also time to hear about innovations taking place in many other areas. A great finish to the year.
- Attended the December meeting of Tenders Board.
- Attended an Innovation Group meeting at Albany. With the Steering Group and Academic Group combining the aim of this meeting was to look at key initiatives for 2012.
- Hosted Christmas Cheer with Administrative Heads, Heads of Department, School, Institute and Senior Leadership Team members.
- Met with individual Council members: Ben Vanderkolk, Bruce Ulrich, Stephen Kos, Russ Ballard and Kura Denness.
- Attended the Albany, Manawatu and Wellington campus end of year functions. The end of year functions had a great buzz about them.
- Spoke to the Executive MBA Programme – People and Leadership course, in Palmerston North.
- Met with the External Relations team at the Manawatu campus.
- Met with incoming Pro Vice-Chancellor (College of Business) Professor Ted Zorn in early December.
- Hosted an SLT dinner to mark the end of Professor Sally Morgan's tenure as Pro Vice-Chancellor (College of Creative Arts). Professor Morgan is taking up the position of Professor of Fine Arts in the College). Associate Professor Claire Robinson, Pro Vice-Chancellor (College of Creative Arts) and Professor Ted Zorn, Pro Vice-Chancellor (College of Business) were welcomed to the team.
- Spoke at Professor Margaret Tennant's retirement function.
- Attended a Massey Ag meeting.
- My partner, Bette Flagler and I, hosted Christmas Day brunch for staff and students who were away from family and friends. A very enjoyable event.
- Attended the January meeting of Tenders Board.
- Met with the Chaplaincy Team, Manawatu campus.
- Attended the Shortlist meeting for the Professor of Statistical Genetics position.
- Met with the Distinguished Professor Award Committee.
- Spoke at the launch of Te Aho Tatairangi - Bachelor of Teaching Māori Immersion/Diploma of Māori Education, Hokowhitu site.
- Attended the PVC's Team meeting.
- Met with the Financial Sustainability Group to consider their terms of reference going forward.
- Met with the Wellington Campus Registrar's Office staff.
- Met with the Executive Teams of the College of Humanities and Social Sciences and the College of Sciences.
- Met with the Māori and Pasifika senior teams.
- Participated in interviews for the Chair in Statistical Genetics.
- Teleconferenced with the Honorary Awards Committee.
- Attended a special planning meeting of Council in February.
- Attended Academic Board February meeting.
- Met with the Teaching and Learning Committee.
- Met with the Assistant Vice-Chancellor (Research and Enterprise) management group.
- Attended a meeting of the Senior Leadership Team Executive Assistants.
- Attended a meeting of Tenders Board.
- Welcomed students at the International Student Orientation on Manawatu campus.

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.

- 6.9 There are a lot of issues being advanced through SLT at the moment. Broad discussions and consultation has been under way on many aspects which will operationalise our strategy. These include:
General Staff Service Excellence Awards; Institute of Veterinary, Animal and Biomedical Sciences Complex upgrade business case; Next phase of the Massey Enterprise Reporting Project; Proposal to establish a Single Data Return (SDR) Advisory Group; QS Benchmarking Results; PBRF Governance Group Update December 6 2011; LAAC Minutes dated December 5 2011; 2011 Strategic Innovations Fund grant reports (Pacific Food Security; Theatrical Production about the Manawatu River; New Zealand's Answer to Global Warming: Nanomaterials for Methane Reduction; College of Humanities and Social Sciences Profile 2012); Portfolio Update Papers for December 2011 and January 2012 from Assistant Vice-Chancellor's (Research and Enterprise; External Relations; Academic and International; Finance, Strategy and Information Technology; University Registrar; People and Organisational Development; Māori & Pasifika), and Pro Vice-Chancellor's (College of Business; College of Humanities and Social Sciences; College of Education; College of Creative Arts; College of Sciences); Financial Update – November 30 2011; SLT External Engagement; Key Events where SLT should be represented domestic and foreign; 2012 Budget Policy Statement, 2012 strategy and budget planning cycle; Massey People Strategy for 2012; Key themes for 2012; Draft 2020 Strategic Plan; Update of branding and marketing; Campus Developments: Capital Projects Overview; Seismic Upgrade of Refectory and Sir Geoffrey Peren Buildings College of Education Relocation; 2011 Financial outturn; Procurement update; Budget policy statement 2013; Enterprise update; Draft College of Health proposal; Draft Education Institute proposal; College of Sciences Concept Paper; Government Briefing Paper; Council Strategy Day Agenda, Student Accommodation Strategy; Interim Sciences Building Developments – Albany campus; Naming of College of Creative Arts (CoCA) Building; Acquisition of Two FRASCA "Mentor" Flight Training Devices (FTD) for the School of Aviation; Student Management System Replacement Programme; Compliance Policy; Risk Management Policy; Internal Audit Status Update; 2011 Strategic Innovations Fund grant reports; Risk Management Report January 2012; and Financial Update – 31 December 2011.

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.

- 6.10 For the first time I am making use of Twitter. I have to admit that I formed an impression that Twitter was more for social rather than organisational networking. Listening to the creator of Twitter talk about his hope that it would be used by organisations convinced me it can be useful to Massey – particularly during a period of change. We shall see. Feedback, as always, will be appreciated.
- 6.11 External Relations, campus registrars, regional events teams and other key parties met in January to discuss improving Open Days. This will result in a common look and feel and sharing of best practice activities across the three sites. Marketing collateral and branding has been prepared and made available for Student Recruitment Advisers to take out to schools.
- 6.12 Extra investment in the Albany market seems to have been successful and we have seen an increasing interest in enrolments among prospective students and increased new enrolments. We have received positive anecdotal feedback on the initiatives undertaken. These included advertising, enhanced communication with students, and new student welcome packs.
- 6.13 The previous Student Liaison Team has been reformed as Student Recruitment Advisors. Their roles will have greater focus on the provision of value added service to key markets, both school and non-school, rather than largely information provision. Most of the team is now in place with a mix of existing and new staff.

The group is now sharing event calendars, providing visibility and looking for best practice events that can be expanded across campuses. Initial meetings have been held with Te Rau

Whakaara to build cooperation and sharing of resources. Discussions are planned with PaCE and the Centre for Education Development with similar goals.

- 6.14 A new position of Student Ambassador Manager, has been created. This role will focus on the development of student and recent graduate resources to support our recruitment activities: returning to home regions, assisting with open days, expos, campus tours etc. These will add a 'genuine' perspective for prospective students.
- 6.15 The second electronic Education alumni newsletter went out mid December to 7200 College of Education alumni in December. Unsubscribe levels are low, which is a positive sign and anecdotal feedback is that articles are generating some enquiries to the college.
- 6.16 The first release of *Massey mobile* (the mobile application for the University) is almost ready. This version is heavily focused on the library functionality as the Massey mobile project piggybacks on the library's mobile efforts.
- 6.17 Pou for the new Students Amenities Centre arrived on the Albany campus in January and after they were erected a dedication ceremony was performed on February 8. There was considerable television interest from Māori TV. The pou are constructed with stainless steel and are adorned with Māori motifs to depict various aspects of student journeys. Iwi participated during the dedication ceremony and a wider group of iwi in the Auckland area will be invited to the opening of the centre which is currently planned for March 23.
- 6.18 A comprehensive employee development calendar for January– June 2012 has been distributed throughout the University in poster and brochure form and promoted through People@Massey and distribution through colleges and services.

7.0 University Committee Appointments

- 7.1 On the recommendation of the Chairperson of the Massey University Human Ethics Chairs Committee, I have approved, under delegated authority of Council, the re-appointment of Dr Nathan Matthews (Ngā Puhī), as a Community appointment, for a second three-year term to the Massey University Human Ethics Committee Southern B, from May 18 2012 to May 17 2015.
- 7.2 On the recommendation of the Chairperson of the Massey University Human Ethics Chairs Committee, I have approved the re-appointment of Dr Nathan Matthews as Chair of the Massey University Human Ethics Committee Southern B, for the remainder of his second three-year term on the committee, from May 18 2012 to May 17 2015.
- 7.3 On the recommendation of the Assistant Vice-Chancellor (Research and Enterprise), I have appointed Dr Jasna Rakonjac as Chair of the Genetics Technology Committee, for a three-year term from February 1 2012 to December 31 2014.
- 7.4 On the recommendation of the Chairperson of the Massey University Genetics Technology Committee I have appointed, under delegated authority of Council, Dr Greg Lambert as a Community Representative to the Massey University Genetics Technology Committee, for a three-year term from March 1 2012 to February 28 2015.

8.0 Opportunities/Threats

- 8.1 I mentioned in 2.4.1 above that a great deal of good work has already gone into preparing for the PBRF round. Portfolios were submitted for the practice round and have now been reviewed and feedback provided. This is where we get real value from what we are doing. The purpose has been to use our collective resources to lift the quality of the portfolios, this will make a real difference in the demonstration of performance and contribution.

- 8.2 As mentioned in item 5.3 above the Massey University 2011 Strategic Innovations Fund opened for applications from staff who wish to undertake new innovations or improvements which advance the University's 2020 strategic plan.

9.0 Overall sense/feel of the place

9.1 2011 in Review:

At the end of 2011 I met with a wide range of staff to review the year. There were All Staff presentations, to look back on what had been achieved and forward to the upcoming year, and end of year events on all campuses. The feedback I received suggests there is a genuine feeling of momentum growing across the University. We are living in very difficult times making progress in some areas challenging. But progress is being made in all of our Big Goals and I want to thank everyone for their effort and enthusiasm.

To view the webcast of my All Staff presentation on the Manawatu campus on December 6 follow the link:

<http://webcast.massey.ac.nz/mediasite/Viewer/?peid=a652b07bcd214504afda87b70fea09291d>

I continue to be impressed that despite the demands of change, Massey staff and students have continued to achieve at a very high level. This high level of achievement combined with a willingness to engage with a strategy designed to make us a stronger, more focused university is remarkable.

A review of what has been accomplished throughout the year can be found at:

<http://www.massey.ac.nz/massey/fms/About%20Massey/University-Management/SLT/reports/2011/2011-Progress-Report.pdf>

- 9.2 A question that was raised but not discussed at the Albany all staff presentation on November 29 concerning the possible clash between a Massey brand and the brand of a campus. Forgive all the jargon, but the way it works is that we are looking for cohesion in the way Massey University is viewed both internally and externally. This means that we need a central story to tell (narrative) which is the framework for other stories that are told by campuses, colleges, schools and so on. The University is developing a story around the theme of the "engine of the new New Zealand". This derives from our history as a university that has prided itself on the impact of its teaching and research on New Zealand and the world community. The suggestion is that there is a new New Zealand emerging that Massey is keen to help lead through its work. The innovation focus that is developing at Albany builds nicely on the overarching approach without having to simply repeat it.

Why is all of this important? In this century, universities will need to be very clear about what makes them different and distinct if they are to flourish in an environment where they are constantly being compared to other universities worldwide.

9.3 2012 moving forward:

The year is rapidly taking shape. Again this year many groups within the University have had or are holding planning sessions. This is a good development. Our success relies heavily on the strategic direction we have set for ourselves being discussed and owned throughout the University.

I would encourage all academic and professional/service staff to spend some time discussing the year with colleagues at this early stage. It is very important that we ensure that we are all talking about and involved in developments taking place this year. And it is of equal importance that each of us is clear about the contribution we can make.

Strategy is one of the ways we can integrate, and thereby maximise, the activities going on across the University. It is important that we are all involved in thinking about how to advance the goals we have set for ourselves. The 2020 strategy lays the foundation and broad direction while acknowledging that we must be able to respond to changes or opportunities when they arise.

The need to be flexible and ready to respond to new developments is vital but even something that is completely unexpected will be handled better if we have a clear idea of what we are trying to achieve. Equally, we will be more successful if we can move forward on all of our key goals. Success in one area will reinforce success in another. This will allow us to build momentum across the University, working together as One-University. 2012 will be a year of purpose and performance.

Appendices attached:

- Appendix I: World Bank funds health project into second phase (Ref. item 2.5.4)
- Appendix II: Massey distinguishes two Albany science professors (Ref. Item 3.57)
- Appendix III: 2012 New Year's Honours (Ref. Item 4.2)
- Appendix IV: New partnership formed with Hawke's Bay (Ref. item 4.8)
- Appendix V: First fiction winner at Ngā Kupu Ora Māori Book Awards (Ref. item 4.9.2)
- Appendix VI: School of Aviation marks Silver Jubilee (Ref. item 6.6)

Steve Maharey

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Dr Eric Neumann and Dr Peter Jolly.

World Bank funds health project into second phase

The World Bank has granted Massey University \$5m in funding to extend its education programme strengthening Asian public health and veterinary capacity to combat zoonotic diseases.

In the first phase of the programme that has just completed, 67 health professionals from India, Pakistan, Sri Lanka, Bangladesh, Afghanistan and Nepal were trained in One Health epidemiology concepts as part of two Massey qualifications specifically developed for the programme – a Master of Veterinary Medicine (Biosecurity) and a Master of Public Health (Biosecurity).

Now, Massey staff working with colleagues from other leading international universities will enable that learning to be put into practice, through the development of One Health Hubs and collaborative disease investigation projects.

These activities will assist the former students and their health professional colleagues in the South Asia region to combat real-world problems relating to zoonotic diseases such as avian influenza, rabies, brucellosis and anthrax.

Project Director Dr Eric Neumann says the second phase builds on the Masters degree

training and provides the graduates with a chance to "operationalise the concepts they've learned through their formal Massey training and to extend their expertise to others in the region".

The phase two activities will involve creation of an organisational structure embedded in the South Asia region, development of a collaborative online work environment, and implementation of disease investigation projects that are focused on the critical health needs identified in each country, he says.

One Health Hub project manager Dr Peter Jolly says the One Health Hubs are a key vehicle for applying the training completed to date. "We now have trained specialists in each country that will lead projects focused on important zoonotic diseases in their countries," he says. "Through building intellectual capacity in the region, control of endemic and emerging zoonotic diseases such as avian influenza can be undertaken using an integrated approach that involves both veterinary and public health specialists."

An online meeting point – HubNet – is being devised to provide both the forum and the resources needed to carry out these projects.

"HubNet gives participants an operational framework," Dr Jolly says. "The online forum will provide them the space to interact with one another and also give them access to an e-library, disease database, communications and reporting tools, and a learning management system."

Once hub members begin work on a project they can efficiently identify sampling or experimental work that needs to be carried out and be mentored through to its completion. "We want these projects to influence policy and have a real impact," Dr Jolly says.

The phase two funding covers One Health Hub activities through to the end of 2013. By this time, Dr Neumann anticipates the hub participants will have the experience necessary to maintain the collaborative environment provided by HubNet with much less reliance on Massey University. "The idea is to create enough value in the HubNet environment that the early participants are motivated to adopt it as their own."

The World Bank manages funding for the Masterate training and development of One Health Hubs on behalf of the Avian and Human Influenza Facility, a multi-donor trust fund financed mostly by the European Union that supports influenza-related programmes in various countries.

Related articles

Minister launches Asian health programme

\$5.2m deal with World Bank for biosecurity training

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Distinguished Professors Paul Rainey and Peter Schwerdtfeger.

Massey distinguishes two Albany science professors

Two Albany scientists have been named distinguished professors for their outstanding work and international eminence in the fields of evolutionary genetics and theoretical physics.

Paul Rainey, professor of evolutionary genetics at the New Zealand Institute for Advanced Study and the Institute of Natural Sciences, and theoretical physicist Professor Peter Schwerdtfeger, director of the Centre for Theoretical Chemistry and Physics at the same institute, have been awarded the highest recognition the University bestows on professorial staff.

Professor Rainey says the title is a "great honour" and he appreciates the recognition for his work spanning a wide range of projects, including current work on PSA (*Pseudomonas syringae* pv. *actinidæ*) – a bacterial pathogen causing the widespread destruction of kiwifruit vines in New Zealand and Italy.

He is part of an international team of scientists working with Zespri and Plant and Food Research to sequence PSA genomes in a bid to identify and understand the diversity and differences between various strains of the virus and its impact on plant resistance.

His distinguished research background culminated last year in being appointed a member of Germany's most prestigious academic institution, the Max Planck Society. He is a fellow of the Royal Society of New Zealand and a James Cook Research Fellow. He is also principal investigator at the Allan Wilson Centre for Ecology and Evolution, and visiting professor at Stanford University in the United States, where he is co-director of the Hopkins Microbial Diversity programme.

His appointment as external scientific member – and honorary director – of the Max Planck Institute for Evolutionary Biology in Plön, Germany is testament to the high regard in which he is held internationally, according to College of Sciences Pro Vice-Chancellor Professor Robert Anderson.

Professor Rainey completed his PhD at Canterbury University and in 1989 went to Cambridge where he worked as a post-doctoral fellow. In 1991 he moved to a government-funded research institute in Oxford. In 1994 he was awarded an advanced research fellowship, which he took to Oxford's Department of Plant Sciences. In 1996 he was appointed to a faculty position at Oxford, a fellowship at St Cross College, and a stipendiary lectureship at Wadham. He returned to New Zealand in 2003 as chair of ecology and evolution at Auckland University, retaining a fractional professorial position at Oxford. He joined Massey in 2007.

Professor Schwerdtfeger says he is "deeply honoured, but really I do not feel distinguished at all. There are so many good scientists out there, and I've worked with so many gifted PhD students and postdoctoral fellows."

He is currently working on graph theoretical aspects of fullerene structures, including a programme code he developed (freely available at the Massey web-site), the origin of biomolecular homochirality and its implications for the origin of life, gas separation with graphene membranes (methane separation to avoid future disasters like the Pike mine), relativistic effects in heavy and superheavy elements, high-pressure physics, and many more – just what is fun to work on.

A career studded with research accolades and awards includes winning last year's Fukui Medal for outstanding theoretical/computational chemists in the Asia-Pacific region for his achievement in quantum chemistry, in particular for his deeper understanding of quantum relativistic effects.

In November 2010 Professor Schwerdtfeger, whose research has helped explain the physics and chemistry behind the colour of gold, was awarded another prestigious international science prize, the Humboldt Research Award.

The German-born scientist gained a degree as a chemicotechnical assistant at the Chemisches Institut in Stuttgart, Germany, in 1973, a chemical engineering degree from Aalen in 1976, and a PhD in 1986 from the University of Stuttgart. He has held a numerous positions as teaching and research fellow at universities in Germany, Australia and New Zealand. He joined Massey in 2004.

His Marsden-funded projects include experimental and theoretical investigations of the nanostructures of gold for a better understanding of the quantum size effects in nanostructured materials, and understanding and modelling the behaviour of dynamic clusters of atoms and molecules in heavy metal clusters. He collaborates intensively with more than 30 research groups worldwide on topics ranging from computational inorganic and organic chemistry to materials science and high-resolution spectroscopy. He has been the recipient of six Marsden grants totalling \$4 million.

The two appointments bring the total number of distinguished professors at the University to six, including Albany-based theoretical mathematician Gaven Martin, director of the New Zealand Institute for Advanced Study. Scientists Paul Moughan and David Penny, and the College of Education's Bill Tunmer, are based at the Manawatu campus.

The Human Resources office says the award of distinguished professor is the highest recognition the University can bestow on professorial staff who have achieved positions of eminence internationally in their field. No more than 10 can hold the title at any time.

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2012 New Year's Honours

Alumni:

- Mr Graham Henry (KNZM) – Knighthood for services to rugby.
- Mrs Robyn Bargh (CNZM) – Companion of the Order of Merit for services to the Maori language and publishing.
- Dr Ron McDowall (ONZM) – Officer of the New Zealand Order of Merit for services to science
- Ms Vera Ellen (QSM) - Queens Service Medal for services to the community
- Mr Kerrin Marshall (QSM) – Queens Service Medal for services to pipe bands
- Mr Henry Ngapo (QSM) – Queens Service Medal for services to education
- Colonel John Boswell (DSD) – New Zealand Distinguished Service Decoration
- Ms Fran Wilde (CNZM) – Companion of the Order of Merit For services to the local body affairs and the Community
- Mr Stephen McKernan (QSO) – Queens Service Order for services to the State
- Mr Andrew McKenzie (QSO) – Queens Service Order for services to the State

MU Foundation Stakeholder

- Mr Peter Hughes (CNZM) (and *Alumni*) – Companion of the Order of Merit for services to the State
- Mr Peter Walls (CNZM) – Companion of the Order of Merit

Current Staff

- Associate Professor Annette Huntington (MNZM) – Member of the New Zealand Order of Merit for services to Nursing

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Hawke's Bay mayors and councillors and Massey's senior leadership team.

New partnership formed with Hawke's Bay

A high-level Massey delegation travelled to Hawke's Bay last month cementing links built over several years.



Hawke's Bay Regional Council chief executive Andrew Newman and Vice-Chancellor Steve Maharey sign the memorandum of understanding.

The Hawke's Bay Regional Council met with Massey's senior leadership team and key staff to sign a Memorandum of Understanding and

formalise a longstanding relationship with a focus on agri-food research and teaching.

Vice-Chancellor Steve Maharey says Hawke's Bay is strategically important for Massey. "We want to be the university of choice in the Bay and we are seeking to strengthen our presence by formally partnering on projects with industry and local government to develop the region, as well as on initiatives involving schools."

Mr Maharey says local boards and industry can benefit by partnering with Massey. "We live in a knowledge-based world, and the region is faced with a whole series of issues, including young people leaving, land use and managing water – regions have the opportunity to call on our experts in these areas. "Hawke's Bay has significant links with Massey, particularly

through our research and teaching in areas such as food science, agriculture, veterinary science, horticulture, environmental management and business. These areas are integral to Hawke's Bay's economy".

Mr Maharey says the senior leadership team enjoyed meeting with local leaders in Hawke's Bay, and also held a successful two-day strategic planning workshop in Napier.

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First fiction winner at Ngā Kupu Ora Māori Book Awards

It is a milestone year for Ngā Kupu Ora 2011, the third Māori Book Awards. For the first time the awards will celebrate a winner for fiction, and a book written completely in te reo has taken out the Te Reo Māori category.

Tina Makereti has won the first-ever Fiction award for *Once Upon a Time in Aotearoa*, a book of short stories that puts traditional Māori myths and legends into a contemporary context. Makereti is thrilled to be recognised for her first book.

"I'm really excited because, in New Zealand, there are very limited ways for fiction to get recognised," she says. "And you can't underestimate the value an award can bring in the world of publishing."

Awards judge and Massey University senior lecturer Spencer Lilley says it was particularly satisfying to have a Fiction category because, in previous years, there had been a shortage of Māori fiction published for sophisticated readers.

"Previously prolific authors like Patricia Grace have not published adult fiction in recent years," says Lilley. "So it was especially pleasing to not only have a Fiction category for the first time, but to also find there were young, first-time writers producing work of a high quality."

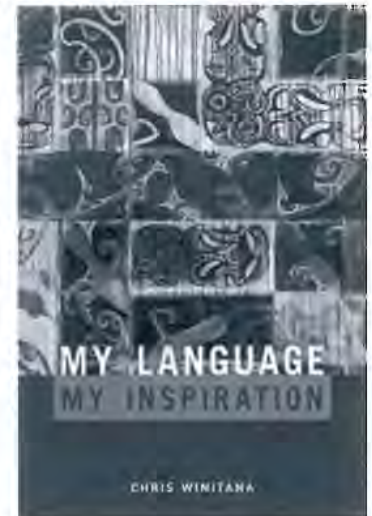
The calibre of this year's te reo Māori finalists also impressed the judges. 2011 is the first year that the winning book has been written completely in te reo, reflecting the growing diversity of books published in the Māori language. The Te Reo Māori category also produced the competition's first e-book finalist.

Chris Winitana won the Te Reo Māori award for *Tōku reo, Tōku Ohooho* (*My Language, My Inspiration*), a book about the revitalisation of the Māori language that has also been published in English.

"Many Ngā Kupu Ora award winners are established Māori literary academics," says Winitana. "I don't have any sort of degree so I'm tickled pink to be in such esteemed company. It's a great honour and I hope it opens up the possibility in the minds of other writers who have a passion for their particular subject."

Three further books were also recognised by the judging panel. The head of Massey University's School of Māori Studies, Robert Jahnke, won the Arts category with *Tirohanga o Mua: Looking Back*; the Biography award was won by Joseph Pere for *Wiremu Pere*; and *Te Taiao: Māori and the Natural World*, published by Te Ara Encyclopedia of New Zealand, won the Non-Fiction award.

The judges congratulated the 2011 winners on the quality of their work, and for their contribution to Māori knowledge. "In addition to excellent content and production, each of the winning books advanced our knowledge and understanding in new and different ways," they said in their judge's statement.



This year's ceremony will also include a special award for Mana Magazine, which published its 100th issue in May 2011. The award is to acknowledge Mana's role in encouraging Māori literature, and to celebrate a milestone in Māori publishing.

Mana editor Derek Fox says he was very surprised, but proud, that Massey had decided to honour his magazine. He also sees parallels between the objectives of the Ngā Kupu Ora Awards and his own publication.

"I've long felt that Māori need to celebrate our efforts and successes," he explains, "and, to a large degree, Mana does that by telling Māori success stories that may not appear elsewhere."

The Ngā Kupu Ora Māori Book Awards were established in 2009 by Massey University to mark Māori Language Week and to celebrate and encourage excellence in Māori publishing. At that time, it was felt that Māori books were being overlooked by mainstream competitions.

Internationally-recognised author Patricia Grace, who won the Biography category for her first work of non-fiction at last year's Ngā Kupu Ora Awards, says: "This wonderful initiative by Massey University in creating book awards for Māori writers gives an opportunity for recognition not always available in general awards."

The awards are named after the library collection of Māori resources established by Massey University in 2005. Ngā Kupu Ora translates as 'the living words'.

The awards for this year's winners will be presented on November 29, 2011 at a ceremony at Te Pūtahi-a-toi, Massey University's School of Māori Studies in Palmerston North.

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Home > About Massey > News > **School of Aviation marks Silver Jubilee**



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Close up of a Massey School of Aviation student's Wings brevet, presented after they complete pilot training.

School of Aviation marks Silver Jubilee

Massey University School of Aviation is marking a milestone this year when it celebrates 25 years of producing "aviators with a difference".

The school will hold its silver jubilee in April with a two-day celebration culminating in a gala dinner.

Aviators, alumni, enthusiasts and experts will reunite to mark the school's anniversary, with a chance to check out the \$8 million fleet of Diamond training aircraft at the Milson Flight Systems Centre in Palmerston North.



Massey University's Diamond aircraft fly over the Manawatu hills.

Chief executive of the school Ashok Poduval says April is an 'aviation' month on the New Zealand calendar with the school's silver jubilee celebration, the 75th anniversary celebration of the Royal New Zealand Air Force and the Wings over Wanaka air show.

"We are extremely proud to have reached this milestone and even more proud of the

achievements of our graduates who are employed in the industry all over the world," he says. "The school is focused on contributing to the future of aviation through excellence in aviation education, training and research."

Massey aviation students move on to careers as pilots, air safety investigators, airport managers, flight dispatchers and airline managers. The School of Aviation has recently been chosen by the national carrier Air New Zealand as a preferred training provider.

"Massey is making a global contribution from our base in New Zealand," says Mr Poduval who has led the school since 2005. "We have networks with individuals and organisations around the world and we are hopeful that a number of them will join us for the celebrations."

The keynote speaker at the dinner will be the Chairman of the Civil Aviation Authority of New Zealand Nigel Gould.

Massey School of Aviation commenced in 1987 with 28 students on the first course. This year, 326 students are studying towards a Bachelor of Aviation Management, 130 are studying towards a Bachelor of Aviation – Air Transport Pilot, 37 are pursuing postgraduate degrees and six are working towards doctorates.

Mr Poduval says the school has since grown to occupy a unique place in New Zealand and globally. "Our school is one of the few tertiary education institutions in the world that provides professional training for pilots embedded in University accredited academic qualifications," he says.

"We believe it takes more than stick and rudder skills and flying hours in the log book to produce a high-calibre aviator."

The purchase of two twin-engine Diamond DA42 and 12 Diamond DA40 single-engine aircraft in 2009 established Massey at the forefront of professional pilot training in New Zealand. The first graduates to complete their training on these aircraft received their Wings in November.

The aircraft, which replaced the Piper Warrior single engine and Piper Seneca twin-engine aircraft, have state-of-the-art Garmin 1000 cockpit display systems to enhance safety and improve training quality.

"The Diamonds are technologically-advanced aircraft with digital instrumentation, moving map displays, terrain awareness warning and traffic avoidance systems," says Mr Poduval.

They are also fitted with Spidertracks, a device developed with the aid of Massey University mechatronics graduate James McCarthy that enables real-time tracking of the aircraft position from the flight operations centre.

The jubilee dinner will be held on Saturday April 21 at the Palmerston North Convention Centre. For more information, or to book your boarding card, email aviation@massey.ac.nz and follow the school on Facebook.



MASSEY UNIVERSITY

MASSEY UNIVERSITY COUNCIL

FINANCIAL REPORT FOR THE TWELVE MONTHS ENDED 31 DECEMBER 2011

2 MARCH 2012

PURPOSE

To provide Massey University Council with a report on the University's financial performance and position for the year ending 31 December 2011 compared to budget.

DISCUSSION

Income Statement (Appendix 1)

The University's unaudited operating surplus for the year ending 31 December 2011 was \$7.67M, which is \$1.07M better than the budgeted surplus of \$6.60M. The surplus as a percentage of income was 1.80% and is a step forward in achieving the TEC target surplus of 3% of revenue.

EFTS Related Income

Overall EFTS income was \$3.29M below budget for the full year due to revenue from student fees being \$6.31M below budget. Domestic funded EFTs were required to be reduced by 523 EFTS to meet the Investment Plan commitment for 2011 en route to getting enrolment back within the 103% of SAC funded enrolments by 2013. The actual reduction exceeded this target and the University will be back with the 103% threshold earlier than previously planned. Gains in other income streams, such as improved returns in farm sales, have reduced the impact of lower student fees.

EFTS Related Expenses

Total EFTS expenses were \$2.50M better than budget for the year. Salary savings of \$3.85M were achieved through careful management of vacancies and annual leave. Other expenses were \$1.35M over budget mainly due to an increase in the retiring gratuity liability and an increase in equipment depreciation related to research funded equipment.

Contract & Trading Contribution

The contribution from Contract and Trading is \$1.87M favourable to budget for the year. Income was \$3.43M better than budget, partially offset by increased expenditure of \$1.56M.

The favourable variance in C&T contribution has arisen across many reporting lines and includes teaching contracts with the World Bank and Singapore Polytechnic.

Balance Sheet (Appendix 2)

The University has \$1.27 of current assets for every dollar of current liabilities as a result of increases in cash on hand from lags in capital expenditure and increased transfers from long term to short term investments to utilise increased short term interest rates. Non-current liabilities have increased as a result of increases in retiring leave gratuities and long service leave.

Non-Current Assets are lower than budget primarily due to planned capital spending running below budget YTD.

Overall the performance indicators highlight that the University has a strong balance sheet and that the financial performance has exceeded expectations.

Cash Flow Statement (Appendix 3)

The cash and cash equivalents balance at the end of December is \$9.59M below budget mainly due to a transfer to short term investments.

Net operating cash flows were better than budget by \$19.2M mainly from increased other income receipts and reduced operating expenses in employee salaries and payments to suppliers. Net cash flows from investing activities are \$14.9M adverse to budget as a result of transfers to short term investments as noted above.

Capital Expenditure (Appendix 4)

A summary of the capital expenditure for the year ending 31 December 2011 is included in the table below:

2011 Capital Programme Cash Flow Summary (\$000)			
	2011 Budget \$	2011 Revised Budget \$	Full Year Actual \$
Group 1 (Recurrent)	23,429	21,157	23,624

RECOMMENDATIONS

It is recommended that the Massey University Council:

1. Receive the financial report for the twelve months ending 31 December 2011.

Rose Anne MacLeod
Assistant Vice-Chancellor
(Finance, Strategy & Information Technology)

20 February 2012

Annexes

1. Income Statement
2. Balance Sheet
3. Statement of Cash Flows
4. Capex Report

Appendix 1

University Income Statement

For Twelve Months Ending 31 December 2011

	YTD ACTUAL \$(,000's)	YTD BUDGET \$(,000's)	YTD VARIANCE \$(,000's)	2010 YTD ACTUAL \$(,000's)	2010 FY ACTUAL \$(,000's)	2011 FY BUDGET \$(,000's)	2011 FY FORECAST \$(,000's)
EFTS Related Income							
Government Grant							
EFTS Related Government Grants	143,100	143,138	(38)	124,571	124,571	143,138	143,214
TEOC Income	36,126	36,938	(812)	53,499	53,499	36,938	36,117
Total Government Grants	179,226	180,075	(850)	178,070	178,070	180,075	179,331
Student Fee Income							
Domestic Student Fees	90,842	92,118	(1,276)	87,306	87,306	92,118	91,389
International Student Fees	37,220	42,250	(5,030)	33,324	33,324	42,250	37,200
Total Student Fees	128,062	134,368	(6,305)	120,630	120,630	134,368	128,590
Other Income	26,088	23,716	2,372	24,244	24,244	23,716	25,929
Interest Income	4,404	4,000	404	3,634	3,634	4,000	4,219
Trust Income	2,943	1,854	1,089	3,448	3,448	1,854	2,511
Total EFTS Income	340,723	344,013	(3,290)	330,027	330,027	344,013	340,579
EFTS Related Costs							
Salaries	190,705	194,553	3,848	186,494	186,494	194,553	191,414
Other Staff Related Costs	18,421	17,789	(632)	18,060	18,060	17,789	19,776
Asset Related Costs	27,502	26,998	(504)	25,660	25,660	26,998	25,651
Other Direct Costs	53,698	54,185	488	50,869	50,869	54,185	54,248
Depreciation	42,569	41,694	(875)	41,089	41,089	41,694	42,654
Interest	1,500	1,642	142	1,545	1,545	1,642	1,506
Trust Costs	1,792	1,825	33	2,265	2,265	1,825	2,034
Total EFTS Costs	336,187	338,687	2,499	325,982	325,982	338,687	337,283
EFTS Contribution	4,536	5,327	(791)	4,045	4,045	5,327	3,296
Contract & Trading Related Income							
Research Income	59,290	52,418	6,872	58,182	58,182	52,418	57,686
Consultancy Income	4,741	4,385	355	3,143	3,143	4,385	5,060
Teaching & Conference Income	10,347	13,556	(3,209)	13,791	13,791	13,556	10,819
Trading & Other Income	11,570	12,160	(591)	12,927	12,927	12,160	11,891
Total Contract & Trading Income	85,948	82,520	3,428	88,042	88,042	82,520	85,456
Contract & Trading Related Costs							
Staff Related Costs	34,405	31,865	(2,540)	34,074	34,074	31,865	34,444
Asset Related Costs	2,720	2,685	(35)	2,817	2,817	2,685	2,688
Other Direct Costs	45,681	46,692	1,012	46,376	46,376	46,692	44,443
Total Contract & Trading Costs	82,806	81,242	(1,563)	83,267	83,267	81,242	81,575
Contract & Trading Contribution	3,142	1,278	1,865	4,776	4,776	1,278	3,881
Total Trading Operating Surplus	7,678	6,604	1,074	8,820	8,820	6,604	7,178

Appendix 2

University Balance Sheet

As at 31 December 2011

	YTD Actual \$(000's)	2011 YTD Budget \$(000's)	YTD Variance \$(000's)	2010FY Actual \$(000's)
ASSETS				
Current Assets				
Cash and Cash Equivalents	40,105	49,691	(9,586)	49,419
Prepayments	9,382	6,500	2,882	7,302
Trade and Other Receivables	22,738	21,000	1,738	25,544
Inventories	1,505	1,400	105	1,323
Biological Assets	3,544	3,400	144	3,372
Other Financial Assets	43,178	-	43,178	31,702
Non Current Assets Held for Sale	2,372	-	2,372	2,199
Total Current Assets	122,824	81,991	40,833	120,861
Non Current Assets				
Investment Property	-	-	-	-
Trade and Other Receivables	125	125	-	125
Other Financial Assets	23,126	16,020	7,106	15,740
Biological Assets	668	661	7	598
Property, Plant & Equipment	946,532	967,089	(20,557)	932,655
Total Non Current Assets	970,451	983,895	(13,444)	949,118
Total Assets	1,093,275	1,065,886	27,389	1,069,979
LIABILITY AND EQUITY				
Current Liabilities				
Accounts Payable and Accruals	29,358	22,437	6,921	24,865
Borrowings	895	1,100	(205)	985
Provision for Employee Entitlement	15,987	12,800	3,187	13,935
Receipts in Advance	50,533	41,000	9,533	45,757
Total Current Liability	96,773	77,337	19,436	85,542
Non Current Liability				
Borrowings	21,581	20,962	619	22,415
Provision for Employee Entitlements	32,302	27,200	5,102	29,579
Receipts in Advance	1,585	1,618	(33)	1,660
Total Non Current Liabilities	55,468	49,780	5,688	53,654
Total Liabilities	152,241	127,117	25,124	139,196
Public Equity				
Capital & Reserves	930,783	932,165	(1,382)	923,556
Revaluations/ Other	2,573	-	2,573	(1,594)
Surplus/(Deficit)	7,678	6,604	1,074	8,821
Total University Equity	941,034	938,769	2,265	930,783
Total Liabilities and Public Equity	1,093,275	1,065,886	27,389	1,069,979


Appendix 3

University Cash Flow Statement

For Twelve Months Ending 31 December 2011

	YTD Actual \$(000's)	YTD Budget \$(000's)	YTD Variance \$(000's)	2010 FY Actual \$(000's)
Cash Flows from Operating Activities:				
Cash was provided from:				
Government Grants Receipts	180,063	178,110	1,953	175,741
Student Fees Receipts	124,706	134,807	(10,101)	124,500
Other Income Receipts	125,349	105,958	19,391	119,314
Interest	2,933	4,525	(1,592)	3,463
Trust Funds Receipts	1,952	1,427	525	2,567
	<u>435,003</u>	<u>424,827</u>	<u>10,176</u>	<u>425,585</u>
Cash was applied to:				
Payments to Employees and Suppliers	368,513	377,564	9,051	374,753
Interest Paid	1,498	1,471	(27)	1,630
	<u>370,011</u>	<u>379,035</u>	<u>9,024</u>	<u>376,383</u>
Net Cash Flows From Operating Activities:	64,992	45,792	19,200	49,202
Cash Flows from Investing Activities:				
Cash was provided from:				
Withdrawal from Investments	33,413	-	33,413	14,583
Sale of Fixed Assets	170	8,700	(8,530)	5,976
	<u>33,583</u>	<u>8,700</u>	<u>24,883</u>	<u>20,559</u>
Cash was applied to:				
Purchase of Investments	51,479	-	(51,479)	31,592
Capital Expenditure	55,486	67,253	11,767	35,456
	<u>106,965</u>	<u>67,253</u>	<u>(39,712)</u>	<u>67,048</u>
Net Cash Flows From Investing Activities:	(73,382)	(58,553)	(14,829)	(46,489)
Cash Flows from Financing Activities:				
Cash was provided from:				
Loans Repaid	-	-	-	-
Loans Raised	-	-	-	-
Capital Injection	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Cash was applied to:				
Loan/ Vested to Massey Subsidiary	-	-	-	-
Loans Repaid	924	1,023	99	881
	<u>924</u>	<u>1,023</u>	<u>99</u>	<u>881</u>
Net Cash Flows From Financing Activities:	(924)	(1,023)	99	(881)
NET INCREASE/(DECREASE) IN CASH	(9,314)	(13,784)	4,470	1,832
Cash Brought Forward	49,419	63,475	(14,056)	47,587
Ending Cash Carried Forward	40,105	49,691	(9,586)	49,419

Appendix 4
Capital Expenditure Report
For Twelve Months Ending 31 December 2011

 MASSEY UNIVERSITY Project Description as at 31 December 2011	Business Case	Project Budget		Project Cashflow (2011 Financials)	
		Council Approved Budget \$000	Actual Expenditure to Date \$000	Approved Annual Budget \$000	Actual Expenditure YTD \$000
GROUP ONE PROJECTS (RECURRENT)					
ICT Infrastructure Refresh		2,900	2,413	2,900	2,413
Capital Equipment - Capital Projects		5,120	6,332	5,120	6,332
Research Funded Equipment		-	1,488	-	1,488
Halls of Residence Refurbishment-Manawatu	PN406	339	335	339	335
Campus Infrastructure - Albany	A403	1,000	400	1,000	400
- Manawatu	PN407	1,000	990	1,000	990
- Wellington	W403	500	466	500	466
Building Capital Renewal/Refurb Programme (inclu Space consolidation)-Ma	PN605	2,000	1,145	2,000	1,145
WCADP/CSPP Projects-Wellington	W502	620	789	620	789
Compliance Costs-Albany	A701	500	111	500	111
VC Discretionary		500	-	500	-
-Technology One Purchasing Module Implementation	VCD (TBC10/68)	480	542	-	195
-Disaster Research Video Conferencing	VCD/DRVC	-	40	-	40
-NZ Vet Pathology - Lab Benching	VCD/Vet	-	58	-	58
Library		6,500	6,466	6,500	6,466
Minor Capital Works -Albany		700	569	700	569
- Manawatu		1,000	1,136	1,000	1,136
- Wellington		700	691	700	691
Aircraft Overhaul and Refurbishment		50	-	50	-
			-		
TOTAL GROUP ONE PROJECTS (Recurrent)	SUB TOTAL	23,909	23,971	23,429	23,624



MASSEY UNIVERSITY

MASSEY UNIVERSITY COUNCIL

PAYMENTS TO COUNCIL MEMBERS POLICY 2012

2 March 2012

Attached please find the current Payments to Council Members Policy 2011. This was approved by Council in March 2011. The rates as set by the Minister of Education have not changed since the Payments to Council members Policy was approved in 2011 and at this stage there has been no signal from the Minister of Tertiary Education through the Tertiary Education Commission that the rates are to change in the near future.

As a matter of good practice could you please consider the policy for reconfirmation for 2012.

Attached are:

- Payments to Council Members Policy 2011
- Summary of Maximum Allowance – Council Fees: Tertiary Education Commission
- The University Reimbursement of Expenses Policy

Recommendation

It is recommended that Council approve the Payments to Council Members Policy 2012

Paddy Nicol
Executive Secretary
21 February 2012

Reviewed and approved by Council: 6 March 2019
Reviewed and approved by Council: 5 March 2010
Reviewed and approved by Council: 4 March 2011



MASSEY UNIVERSITY

PAYMENTS TO COUNCIL MEMBERS POLICY 2011

- (1) **Chancellor**
 - (i) That the honoraria for the Chancellor shall be \$25,350 p.a., in recognition of the many and continuing duties of the Chancellor and his involvement in many aspects of the life of the University: and
 - (ii) That an amount for the Chancellor's hospitality of \$10,000 be budgeted and that an amount for actual and reasonable expenses (telephone, fax etc of \$5,000) also be budgeted for the Chancellor for the undertaking of duties for the University.
- (2) **Pro Chancellor**

That the annual fee for the Pro-Chancellor shall be up to \$11,200 (based on 28 days at Pro-Chancellor rate) in recognition of the additional time that may be required over and above the Council and committee attendance.
- (3) **Chairs of Committees**

That the annual fee for Committee Chairs (other than the Chancellor and Pro-Chancellor) of authorised Council Committees shall be \$8,960.00 (based on 28 days) in recognition of the additional time that may be required over and above the Council and committee attendance.
- (4) **Lay Members of Council**

That the daily fee payable to Council Members who are not University employees, attending Council meetings, permanent Council committees or ad hoc committees or working parties (provided these are declared by Council to qualify) and preparation for these meetings, and attending graduation ceremonies shall be \$320.00 per day.
- (5) **Expenses**

That actual expenses incurred in line with normal University policy (attached) shall be reimbursed for all Council Members for attendance at Council meetings and authorized committees or while undertaking duties requested by Council.
- (6) **Additional Payments**

Payments for additional Council work undertaken by members may be authorised at the discretion of the Chancellor.

[Home](#) > [Tertiary sector](#) > [Statutory requirements](#) > [Governance](#) > [Council fees](#)

Council fees

Under section 179 of the Education Act 1989, the Minister of Education determines the maximum fees payable to members except the Chief Executive. Councils determine the fees payable within this maximum.

The current maximum levels of fees payable to university and wānanga Council members are:

- Council Chairs: a maximum of \$25,350 (gross) per annum, by way of honorarium
- other Council members: a maximum of \$320 (gross) per day limited to a maximum of \$14,400 (gross) per annum
- Deputy Chairs may be paid an additional 25 percent of the members' daily rate.

Section 179(2) of the Education Act 1989 entitles Councils to set the payment to members of expenses for travel and childcare.

The objective of the Education (Polytechnics) Amendment Act 2009 is to strengthen the governance capability and effectiveness of polytechnic councils. To support these aims the fees payable to polytechnic Council members have been adjusted to ensure the highest calibre of governors can be recruited and retained.

The current maximum levels of fees payable to polytechnic Council members are:

Level	Position	Maximum Annual Fee Payable
Level One ITPs with income of \$60 million or more per annum	Chair	\$32,000
	Deputy	\$20,000
	Member	\$16,000
Level Two ITPs with income less than \$60 million per annum	Chair	\$28,800
	Deputy	\$18,000
	Member	\$14,400

Section 179(2) of the Education Act 1989 entitles Councils to set the payment to members for expenses related to travel and childcare.

Last changed: **31 January 2011**



REIMBURSEMENT OF EXPENSES 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 provide guidance on what the University considers appropriate costs for reimbursement to a staff member.

Policy:

The University will reimburse a staff member for actual and reasonable expenses paid on the University's behalf by that staff member.

Any expenses reimbursed must relate directly to University business.

Only expenses approved within University policies and limits will be reimbursed. After the expense is incurred, the staff member should complete an online claim through Flexipurchase.

All requests for reimbursement must be made in accordance with the Reimbursement of Expenses Procedures as approved by the Director – Finance and Asset Management.

All claims must be supported by original itemised receipts/invoices. If the expense is over \$50.00 this must be a GST invoice/ receipt. EFTPOS slips and copies of credit card statements do not meet the GST tax invoice requirements and are therefore not acceptable.

No staff member may approve reimbursement of his or her own expenditure. Approval must be authorised by the Line Manager to whom the staff member reports. When submitting a reimbursement claim, staff should advise the approving signatory of any instances which do not comply with the criteria described in this policy, e.g. expenses which are not supported by a receipt or GST invoice. The approving signatory must check the staff reimbursement claim to ensure all expenses are:

- Coded to appropriate ledger code(s)
- Reasonable and comply with the Discretionary Expenditure Policy.

Authorising signatories must comply with Massey's Delegation Document. Authorising signatories must not authorise the payment of any staff reimbursement where they have a financial interest or a potential conflict of interest.

The staff reimbursement statement with GST Tax Invoices/receipts securely attached is to be sent to the Review Team, Finance and Asset Management for payment within one month of incurring the expense.

Finance and Asset Management will ensure that all staff reimbursements are paid within fourteen days of receipt, providing they are complete and authorised correctly.

Staff issued with a University credit card should refer to the Credit Card Policy.

**Audience:**

All staff

Relevant Legislation:

None

Legal Compliance:

None

Related Procedures and Documents:

Credit Card Policy
Delegations of Authority Document
Petty Cash Procedures
Procurement Policy
Reimbursement of Expenses Procedure
Travel Policy

Document Management Control:

Prepared by: Director, Finance and Asset Management
Owned by: Assistant Vice-Chancellor (Finance, Strategy and Information Technology)
Approved by: C11/77 July: 3.2.1
Date issued: 6 May 2011
Last review: May 2011
Next review: May 2013



MASSEY UNIVERSITY
AUDIT AND RISK COMMITTEE OF COUNCIL
COMPLIANCE POLICY
2 March 2012

Proposal

This paper seeks **endorsement** of the appended Policy. The existing policy is among those identified by Council as requiring their approval.

Discussion

The **Compliance Policy** and supporting **Compliance Framework** has been in place at Massey University since 2009, and no changes are recommended to the policy.

Accordingly the **Compliance Policy** (Appendix One) is submitted for re-approval.

Also attached is the associated **Compliance Framework** (Appendix Two). The only change in the procedures is a minor amendment to the appended registers to update requirements and position titles.

Consultation

The policy is unchanged, and was fully and extensively consulted in 2009, when first prepared as part of the comprehensive review of Compliance at Massey University. No further consultation is required. The policy re-approval was endorsed by the Risk Management Committee at their meeting on 7th February 2012, and SLT at their meeting of 15th February 2012.

Financial implications and Treasury Comment

Financial Implications Yes No ☒

Treaty of Waitangi Implications

There are no Treaty of Waitangi issues relevant to the issue.

Equity and Ethnic Implications

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

Publicity & Communications

Risk management maintain a webpage pertaining to Assurance. This is currently being expanded to provide comprehensive information about compliance and links to relevant documentation. An on-line training resource is available with the preferred compliance software option.

Recommendations

It is recommended that the Audit and Risk Committee;

1. Endorse the the Compliance Policy, for Council approval.
2. Note the updated Compliance Framework,
3. Note the Register of Compliance Obligations 2012 approved by the Risk Management Committee

Stuart Morriss
Assistant Vice-Chancellor and University Registrar
16th February 2012



COMPLIANCE POLICY

Section	Office of the University Registrar
Contact	Risk Management
Last Review	January 20102012
Next Review	January 20122014
Approval	<u>Council</u>

DRAFT

Purpose:

To ensure that Massey University meets its legal and business compliance risks and that it conducts its activities lawfully and responsibly.

Policy:

Massey University is committed to meeting its strategic intent as stated in the Road to 2020, and in order to do so must ensure it meets its compliance obligations to staff, students and wider community stakeholders.

Massey University is a separate legal entity that has legal obligations in its own right. Equally the University faces liability for any breaches of those obligations, of which there are many in the modern context. Compliance with those obligations is therefore essential. Massey University is committed to the maintenance and continuous improvement of the compliance framework and processes, and the development of a compliance culture within the University.

The Council of Massey University has all powers, under provisions of the Education Act 1989, and Amendments, reasonably necessary to enable it to perform its function efficiently and effectively. The Council may elect to appoint committees and to delegate such powers. The Council of Massey University, through its Audit and Risk Committee, is responsible for approving the Compliance Policy, and overseeing the University's compliance with legal, statutory, regulatory requirements, reporting obligations and Council approved regulations and policies.



The Vice-Chancellor (Chief Executive) manages the academic and administrative affairs of the University, in accordance with the Education Act 1989 and Amendments, and the delegations of Council. In turn, the Vice-Chancellor may delegate through each level of the University to allow the University's affairs to be conducted. The Vice Chancellor is responsible for recommending for approval the University's Compliance Policy and approving the associated Compliance Programme and Register of Compliance Obligations, and for ensuring that these are aligned with Massey University's strategic and operational goals and objectives and with relevant New Zealand legislation.

The Vice Chancellor, and the Senior Leadership Team, must ensure that sufficient resources are committed to compliance obligations to assure a reasonable opportunity that Massey University will meet its compliance obligations.

The Risk Manager, in conjunction with compliance specialists within the University, is responsible for coordinating the maintenance and promulgation of the Register of Compliance Obligations, for providing appropriate support and ensuring training for staff in compliance related matters; and for monitoring and reporting on compliance activities.

University policies and procedures and processes must reflect not only the legislative compliance requirements, but also compliance requirements where applicable in respect of mandatory or voluntary codes or sector standards.

Managers at all levels of the University must be made aware of their responsibility for the recognition and management of compliance risks within their area of influence and control and for reporting compliance.

Each staff member in the University is ultimately, in effect a delegate of the Council, through the office of the Vice-Chancellor. All delegated powers must be used and exercised appropriately. Each person, therefore must become aware of what the University should and should not do, and comply accordingly.

Massey University is committed to a compliance programme based upon the principles described in Australian/New Zealand Standard NZS/AS 3806:2006: *Compliance Programmes*, which are;



1. Commitment

- 1.1 Commitment to effective compliance that permeates the whole organisation
- 1.2 A Council approved Compliance Policy that is aligned to the University's Road to 2020 Strategy, goals and objectives.
- 1.3 Appropriate resources to develop, implement, maintain and improve the compliance programme
- 1.4 The objectives and strategy of the compliance programme which are approved by the Vice-Chancellor and Senior Leadership team
- 1.5 Compliance obligations are identified and assessed

2. Implementation

- 2.1 Responsibility for compliant outcomes is clearly articulated and assigned
- 2.2 Training needs are identified and addressed to enable managers and staff to fulfil their compliance obligations
- 2.3 Behaviours that create and support compliance are encouraged, and behaviours that compromise compliance are not tolerated.
- 2.4 Controls are in place to manage identified compliance obligations and achieve desired behaviours.

3. Monitoring and Measuring

- 3.1 Performance of the compliance programme is monitored, measured and reported
- 3.2 The University will be able to demonstrate its compliance programme through documentation and practice

4. Continual Improvement

- 4.1 The Compliance programme is regularly reviewed and improved

Definitions:

Compliance: Adhering to the requirements of laws, industry and organisational standards and codes, principles of good governance and accepted community and ethical standards.

Compliance Culture: The values, ethics and beliefs that exist throughout an organisation and interact with the organisation's structures and control systems to produce behavioural norms that is conducive to compliance outcomes.

Compliance Failure: An act or omission whereby an organisation has not met its compliance obligations, processes or behavioural obligations.



Compliance Programme: A series of activities that when combined are intended to achieve compliance

Register of Compliance Obligations: A schedule of compliance obligations that have been identified by Massey University and are maintained by the Risk Management Office.

Legal Compliance Programme: The process of annual attestation of compliance with relevant New Zealand legislation

Audience:

All Staff

Relevant legislation:

As defined in the Law Guide (available on-line at <http://staffroom.massey.ac.nz/>)

Legal compliance:

As defined in the Law Guide (available on-line at <http://staffroom.massey.ac.nz/>)

Related procedures / documents:

NZS/AS 3806:2006 *Compliance Programmes*

Compliance Framework

Register of Compliance Obligations

Legal Compliance Procedure

Prepared by: Risk Manager

Authorised by AVC and University Registrar

Approved by:

Date issued: 1 January 2009

Last review: ~~Month and year~~ January 2012

Next review: ~~Month and year~~ January 2012



COMPLIANCE FRAMEWORK

Section	Office of the University Registrar
Contact	Risk Management
Last Review	January 20102012
Next Review	January 20122014
Approval	SLT

~~WORKING DRAFT ONLY~~

Purpose:

This Compliance Framework supports the implementation of the Compliance Policy and must be read in conjunction with this policy document. Massey University is committed to meeting legal and business compliance obligations which ensure it conducts its business lawfully and responsibly.

This programme is based upon the principles described in AS/NZS3806:2006 Compliance Programmes.

Compliance @ Massey University:

Massey University is committed to meeting its strategic intent as stated in the Road to 2020, and in order to do so must ensure it meets its legal and regulatory requirements and compliance obligations to staff, students and wider community stakeholders. Compliance directly relates to the goal area of 'responsibility'.

Massey University is committed to the maintenance and continuous improvement of the Compliance Framework, and the development of a compliance programme within the University that integrates with the University's operating environment, with its financial, risk, quality, environment and health and safety management systems.

Effective compliance will be demonstrated by a commitment to the principles of best practice compliance as describes in the Compliance Framework, and enhancement of the compliance culture at Massey University.



Scope

The Compliance Framework will provide advice and support for University Managers, to enable them to fully comply with the relevant legislation, policies, procedures, codes and industry standards, as well as generally accepted principles of good governance and ethical standards.

The Compliance Framework extends to wholly owned subsidiaries and controlled entities of Massey University

Definitions¹

Compliance; Adhering to the requirements of laws, industry and organisational standards and codes, principles of good governance and accepted community and ethical standards.

Compliance Culture: The values, ethics and beliefs that exist throughout an organisation and interact with the organisation's structures and control systems to produce behavioural norms that is conducive to compliance outcomes.

Compliance Failure: An act or omission whereby an organisation has not met its compliance obligations, processes or behavioural obligations.

Compliance Programme: A series of activities that when combined are intended to achieve compliance

Register of Compliance Obligations: A schedule of compliance obligations that have been identified by Massey University and are maintained by the Risk Management Office.

Legal Compliance Programme: The process of annual attestation of compliance with relevant New Zealand legislation

Roles and Responsibilities

Chancellor and Council: Responsible for overseeing the University's compliance with legal, statutory, regulatory requirements, reporting obligations and Council approved regulations and policies. The Council, through its Audit and Risk Committee will approve the Compliance Policy and endorse the Compliance Framework on the recommendation of the Vice Chancellor.

Vice-Chancellor and members of the Senior Leadership Team (SLT): Will endorse the Compliance Policy, and Compliance Framework for approval by Council. In addition they will ensure they received adequate reporting

¹ Definitions are sourced from NZS/AS3806:2006

on compliance; foster a compliance culture within Massey University; remain aware of compliance obligations within their respective areas of responsibility; and appropriately manage compliance failures and issues as they arise.

Heads of Departments (or equivalent): will foster and encourage a compliance culture within Massey University; remain aware of compliance obligations within their respective areas of responsibility;

Compliance Officers: will assist with implementation of compliance management processes and report on compliance concerns, complaints and failures within their areas of control and influence.

Risk Management Office: will develop, implement and continuously improving the Compliance Framework; identify compliance obligations and risks in conjunction with managers; advise on integration of compliance obligations to policies and procedures, and business processes; support training for managers in regard to compliance; and develop mechanisms for reporting of compliance management.

All Staff: observe compliance obligations relevant to their position, undertake compliance training as required, and report and/or escalate compliance concerns, issue, complaint and failures.

Compliance Principle

Principle 1: Commitment

Governance

Council of Massey University, through its Audit and Risk Committee, to effective compliance throughout the University, will demonstrate commitment to compliance by approval of a Compliance Policy and Compliance Framework which is aligned to the University's strategic goals and objectives. The Compliance Policy and Compliance framework will be endorsed for Council approval by the ~~Vice-Vice~~ Chancellor and SLT.

Compliance Obligations will be identified and assessed through the enterprise risk management system operated by the Risk Management Office, and will be reviewed and approved by the ~~Vice~~ Chancellor and SLT each year.

Compliance Obligations will be communicated, and regular updates provided, to the Audit and Risk Committee of Council, the ~~Vice~~ Chancellor and Senior Leadership Team (SLT).

Compliance Obligations will be communicated to all staff and other stakeholders through a variety of channels, including, but not limited to, training, compliance bulletins, and website information.

Resources will be provided, as appropriate, to develop, implement, maintain and improve the compliance programme.

Principle 2: Implementation

Identification and implementation

Sources of compliance may include, but not be limited to: Legislation and regulations, policies and procedures, contracts and agreements with external parties, mandatory industry codes and standards, voluntary codes and standards.

Compliance obligations at Massey University will be identified in consultation with managers and promulgated through an on-line **Register of Compliance Obligations** which will be maintained within the Massey University, Risk Management Office.

The University will have a dedicated Legal Compliance Programme based upon a risk based assessment of legal risks. Each College/Section/Division must strive to ensure that they comply with relevant legal obligations so that no wilful non-compliance occurs.

Training, Advice and Support

Training will be available for staff to encourage behaviour which creates and support compliance, so as to encourage behaviours that positively support a compliance culture in accordance with the Policy of Staff Conduct. It will be the responsibility of managers who carry primary responsibility for ensuring compliance in any specific area



to ensure appropriate training is available to staff. The Risk Management Office will maintain oversight of training activities.

Principle 3: Monitoring and Measurement

Systems, procedures and controls will be implemented to support the monitoring of compliance obligations and the requirements of the Compliance Framework and the Register of Compliance Obligations.

The Risk Management Office is responsible for reviewing and maintaining the Register of Compliance Obligations and the frameworks, systems and policies that support compliance within Massey University. In doing so a system for the notification by staff of compliance failures, issues and complaints will be implemented, and a procedures for the investigation and reporting of such matters by management will be established.

The Risk Manager will report on the University's compliance programme to Council via the Audit and Risk Committee, and to the Vice-Chancellor and Senior Leadership Team (SLT) on at least an annual basis.

Compliance reporting will include;

- Adhoc notifications to the Risk Management Office
- Annual compliance reviews
- Regular reporting to the Vice-Chancellor and SLT on major compliance development, issues and compliance incidents, including recommendations for action and/or follow-up.

Principle 4: Continuous Improvement

The Compliance Policy, and Compliance Framework will be reviewed at no more than 2 year intervals.



The Register of Compliance Activities will be reviewed and updated annually. An annual risk based review of compliance activities, and assessment of the effectiveness of the Compliance Framework, including recommendations for improvement, will be provided to the Vice Chancellor and SLT for endorsement before approval by Council

Audience:

All Staff

Relevant legislation:

As defined in the Law Guide (available on-line at <http://staffroom.massey.ac.nz/>)

Legal compliance:

As defined in the Law Guide (available on-line at <http://staffroom.massey.ac.nz/>)

Related procedures / documents:

AS3806: 1998 – Compliance Programmes

Massey University Policy Guide

Compliance Policy

Register of Compliance Obligations

Legal Compliance Procedure

Prepared by: Risk Manager

Authorised by AVC and University Registrar

Approved by:

Date issued: 1 January 2009

Last review: ~~Month and year~~ January 2012

Next review: ~~Month and year~~ January 2012



MASSEY UNIVERSITY

MASSEY UNIVERSITY COUNCIL

TREASURY POLICY AND TREASURY FRAMEWORK ANNUAL REVIEWS

2 March 2012

Purpose

To approve the Treasury Policy and Treasury Framework inclusive of the recommended changes

Discussion

The Treasury Policy and Treasury Framework are reviewed annually as this is a high level over-arching policy which points to the Treasury framework.

Both documents have had reference to the Director – Finance and Asset Management removed and the responsibility either changed to the AVC – Finance Strategy and Information Technology or the Chief Financial Accountant.

The Treasury Framework has the following changes:

1. 2.2 Cash Management: The following sentence added:
“and to ensure interest earnings are maximised.”
2. T2.3 Cash Forecasting: A new sentence has been added as a result of the PWC Internal Audit Treasury and Investment Management Review. This will enable improved utilisation of funds and being able to predict future cash flow requirements with a greater degree of accuracy.
“A 13 week rolling cash forecast updated on a weekly basis is to be prepared by and maintained by the Chief Financial Accountant.”
3. 4.1 Investment Practice: This section has been changed to reflect the legislative requirements the University has to follow when investing /lending money. The change is:

Section 203 (4) of the Education Act 1989 provides that the University must invest money in accordance with S65I (1) and (2) of the Public Finance Act 1989.

Section 65I (1) of the Public Finance Act 1989 permits the investments of any money held in a bank account:

- **On deposit with a bank (whether in New Zealand or elsewhere) approved by the Minister for Tertiary Education; or**
- **In public securities; or**
- **In any other securities that the Minister for Tertiary Education may approve.**

Section 65I (2) of the Public Finance Act 1989 allows the University to:

- **Invest money for any period and on any terms that the University thinks fit; and**
- **Sell, or convert into money, any of its securities.**
- **Investing in any other term investments and investments in shares, derivatives, gold, silver or any other commodities require the advance approval of the Minister for Tertiary Education.**

4. 4.4. Credit Limits: The change has been made from a fixed amount per bank, to a percentage of total funds to be at any one bank or financial institution which allows flexibility in managing the investment portfolio whilst managing the University's financial exposure. The change is:

"The University's financial exposure to any one registered bank or financial institution should not exceed 40% of total funds."

5. Section 5.1 (b) Interest Rate Risk Management: Has been changed to reflect the recommendations from the PWC Treasury and Investment Management Review and advice from the BNZ. Both recommended a detailed limit range for the entire debt portfolio with the maximum and minimum of debt exposure to be covered by fixed rate interest to be reflected in the Framework. The change is:

"The University will manage its exposure to interest rate risk on borrowing and debt by applying limits to exposure to floating interest rates which will apply to core debt levels in excess of \$10m over any one year period."

	Fixed Rate Minimum	Fixed Rate Maximum
0 -1 Year	50%	100%
1 – 3 Years	30%	80%
3 – 5 Years	20%	60%

6. 5.2 (b) Foreign Exchange Risk Authorities: The heading has been changed from "Authorities" to "Hedging of Foreign Exchange Exposure".

Exposure limits for the University's foreign exchange transactions have been defined in a table and differentiated between contracted and non contracted foreign exchange receipts and expenses.

This change is due to recommendations from the PWC Treasury and Investment Management Review and advice from the BNZ.

The change is:

	Maturity Date	0 – 3 months	3–6 Months	6-12 months	12 months+
Contracted	Max FX Cover	100%	100%	80%	50%
	Min FX cover	75%	50%	50%	20%
Non-contracted	Max Cover	50%	50%	50%	50%
	Min Cover	0%	0%	0%	0%

7. **5.3 Liquidity Risk:** The recommended minimum cash holding of \$20M has been removed as a dollar limit to maintain sufficient cash to continue operating without restraint, is stated already.
8. **Appendix One:** The banks which have been approved for the placement of funds have been presented in a table format and the exposure limits for each bank have been changed to a percentage rather than fixed amount. This enables better returns on the working capital and investment portfolio to be achieved as the cash levels of the University fluctuate on a monthly basis.

Consultation

Consultation on the Treasury Policy and Treasury Framework has been with the BNZ and the PWC Treasury and Investment Management Review.

Financial Implications and Treasury Comment

The changes recommended are to reflect good practice for interest rate risk, foreign exchange risk and liquidity risk in a Treasury Policy and Framework, and to ensure the University is achieving its maximum return on surplus cash funds is achieved.

Recommendations

It is recommended that Council:

1. Approve the changes to the Treasury Policy and Treasury Framework documents.

Rose Anne MacLeod
Assistant Vice-Chancellor
(Finance, Strategy & Information Technology)

20/02/2012



TREASURY POLICY

Section	Finance
Contact	Finance & Asset Management
Last Review	March 2012 December 2014
Next Review	March 2013 December 2012
Approval	

Purpose:

The purpose of this policy is to provide a framework for the banking, borrowing and investment requirements of the University, which maintains the flow of essential finance to operations and for the capital investment, in a manner that manages the risks inherent in these activities.

Policy:

The Treasury function at Massey University has two major roles:

- The University Banker
- Financial Risk Management

Massey University has a documented Treasury Framework, which details the requirements of these two roles.

The Treasury Framework will contain explicit direction in respect of: -

- Operations including: Banking relationships, cash management, cash forecasting, funds management
- Borrowing
- Investing/Lending
- Risk management

The Treasury Framework must be approved by Council, and must be reviewed annually.

The implementation of the Treasury Framework is the responsibility of the AVC-Finance Strategy and Information Technology (FSI) Director – Finance & Asset Management, and all Treasury functions must operate in accordance with the approved Treasury Framework.

It is an express provision of this policy that any two of the Vice Chancellor, ~~AVC - University Registrar~~, or the ~~AVC-FSI or the Director Finance & Asset Management~~ can open a bank account on behalf of the University.

Audience:

All staff

Relevant Legislation:

Education Act 1989 and Amendments
Public Finance Act 1989 and Amendments

Legal Compliance:

All financial activities of the University must comply with the above legislation.

S192 (4) of the Education Act 1989 requires written consent from the Secretary of Education to:



- sell or dispose of assets or interest in assets
- mortgage or charge assets or interests in assets
- grant leases of land or buildings
- to borrow, issue debentures or raise money;

and also regulates the Debt to Equity ratio, and Debt Servicing ratios.

S23 of the Public Finance Act 1989 prohibits investment in shares and fixed interest securities other than Government Stock, Treasury Bills, and investments or bank bills held with registered New Zealand banks.

Related Procedures and Documents:

Treasury Framework
Delegations Document

Document Management Control:

Prepared by: ~~Director, Finance & Asset Management~~ Chief Financial Accountant

Authorised by: AVC FSI

Approved by: Council

Date issued: 30 September 2003

Last review: March 2012~~December 2011~~

Next review: March 2013~~December 2012~~



TREASURY POLICY

Section	Finance
Contact	Finance & Asset Management
Last Review	March 2012
Next Review	March 2013
Approval	

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Delegations Document

Document Management Control:

Prepared by: Chief Financial Accountant
Authorised by: AVC FSI
Approved by: Council
Date issued: 30 September 2003
Last review: March 2012
Next review: March 2013

MASSEY UNIVERSITY

TREASURY FRAMEWORK

March 2012 ~~October 2010~~

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 - 1.1 The Treasury Function
 - 1.2 Treasury Objectives
 - 1.3 Reporting Lines
2. Operations
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 - 2.2 Cash Management
 - 2.3 Cash Forecasting
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5. Risk Management
 - 5.1 Interest Rate Risk
 - 5.2 Foreign Exchange Risk
 - 5.3 Liquidity Risk

1. INTRODUCTION

Treasury activities are ~~essential~~vital to the smooth functioning of Massey. This function maintains the flow of essential finance to operations and the capital flows of the University. Like most such operations, there are inherent risks that need to be acknowledged, understood and minimised where possible. This document seeks to set out a framework for a Treasury Function for the University. Note that there is a Treasury Policy that sets out the broad parameters that need to be followed.

1.1 The Treasury Function

Treasury has two major roles:

- a. The University Banker.
- b. Financial Risk Management.

The first role is the day to day activities that need to be carried out to facilitate the smooth running of the University. This includes the usual tasks of establishing the short-term cash flows for a day, week, or month, borrowing or placement of funds and operating the bank account(s).

The second role is the higher level activity that covers management of the various risks that are inherent in Treasury activities. These include (but are not limited to), interest rate risk, liquidity risk, foreign exchange risk, funding risk and investment risk.

1.2 Objectives

The objectives of a Treasury function are to provide funding to support the ongoing operations of the University in a prudential manner.

1.3 Reporting Lines

The Treasury function is managed by Finance & Asset Management and is directly responsible to the Chief Financial Accountant and the AVC-Finance Strategy and Information Technology (FSI).~~Director—Finance & Asset Management.~~ Day to day operations are carried out under delegated authorities with regular reporting of transactions as appropriate. Risk management transactions are carried out under the direct authority of the Chief Financial Accountant or the ~~Director—Finance & Asset Management~~ AVC-FSI with appropriate reporting to SLT.

The University Council sets overall policy on recommendation from the Audit and Risk Committee of Council and the Vice Chancellor. The Policy is to be renewed annually to ensure that it is up to date and fulfils the University's needs.

1.4 Policy Breaches

Policy breaches will be reported to the AVC-Finance, ~~IT, Strategy and Commercial~~FSI, Vice-Chancellor and the Audit and Risk Committee of Council as appropriate.

2. OPERATIONS

2.1 Banking Relationships

These are established by the ~~Director—Finance & Asset Management~~AVC-FSI and are subject to approval by the Vice Chancellor or Council of individual facilities prior to any transactions taking place.

a. Bank Accounts

Authority is delegated for accounts to be opened by any two of the Vice Chancellor, AVC & University Registrar or AVC- ~~FISC~~FSI, ~~or the Director—Finance & Asset Management~~ as required for operational purposes. The opening of any accounts should be notified at the subsequent meeting of the Audit and Risk Committee of Council. These may include accounts in foreign currencies provided they are held with banks in New Zealand.

b. Facilities

Authority is delegated for facilities to be opened by any two of the Vice Chancellor, AVC & University Registrar or AVC-FSI~~Finance, IT, Strategy and Commercial, or the Director—Finance & Asset Management~~ as required for operational purposes. The opening of any facilities should be notified at the subsequent meeting of the Audit and Risk Committee of Council. Facilities include the ability to place short term investments but does not include loans from any institution. These are covered under section 3 (borrowing).

c. Authorisation

Accounts and facilities will only be opened with registered banks in New Zealand. For facilities, the bank concerned must have a rating of A or better (long term) and/or A1 or better (short term) (Standard and Poors (S&P) or the equivalent from Moodys).

Any account or facility arranged must set out in writing the respective arrangements and requirements on the University and the Bank. The Chief Financial Accountant will maintain details of all such accounts and facilities.

d. Review

The Chief Financial Accountant will prepare a review of all accounts and facilities annually and report to the Director ~~Finance & Asset Management~~ AVC-FSI on each Bank dealt with during the year. Any recommendations as to additions or deletions would normally be made at this point.

2.2 Cash Management

The objective of cash management is to ensure that the University has funds available to undertake its normal operations without constraint and to ensure interest earnings are maximised. In achieving this, regard must be had of costs associated with non earning balances and bank charges.

The principle of central control of cash resources must be maintained to ensure best use of funds.

As part of this process the University needs to undertake prudent liquidity management. This is defined as the process of providing for future cash needs by holding liquid assets or by having committed facilities available.

Sources of liquidity that Massey may use include the following:

- Deposits at call
- Treasury Bills
- Government stock
- Bank Bills (issued by NZ Registered Banks)
- Overdrafts
- Other short term funding facilities such as committed cash advances

2.3 Cash Forecasting

A cash forecasting system must be established that allows the proper management of the University's cash flows on a daily, weekly, monthly and yearly basis. A 13 week rolling cash forecast updated on a weekly basis is to be prepared and maintained by the Chief Financial Accountant. ~~Requirements further out are more indicative and catered for by the University's Long Term Financial Strategy.~~

2.4 Funds Management

This involves longer term investments primarily associated with Trusts. Prudential requirements must be followed using only authorised investment vehicles. Maturities

must be monitored and interest received properly recorded to ensure appropriate disposition of funds.

3. BORROWING

The objectives of a borrowing programme are to ensure that the University has sufficient funds to prudently carry out its short and long-term activities.

3.1 Authorisation

All borrowing shall be undertaken following approval of specific facilities by the Council. This may involve prior scrutiny by the Audit and Risk Committee of Council.

General policy will be established by Council relating to:

- a. Borrowing portfolio objectives and limits.
- b. Types of instruments and limits for each type.
- c. Sources of funds and limits for each source.
- d. The treatment of surplus funds.

Once the facilities are in place, the ~~Director – Finance & Asset Management~~ AVC –FSI (or a delegated subordinate) may then operate them in accordance with this Policy as required for the University's needs.

The credit quality of lenders is of importance as it is the University's intention to establish long term relationships. General principles to be taken into account include:

- a. A registered bank in New Zealand.
- b. A long term rating of A or better (~~Standard & Poors or Moody's~~).
- c. Preferably more than one bank to be involved.

3.2 External Constraints

The powers of tertiary institutions are specifically covered under S192 of the Education Act. More specifically S192(4) requires the written consent of the Secretary to the Minister of Education as follows:

“Subject to subsection (5) of this section, an institution shall not exercise any of the following powers without the written consent of the Secretary:

- (a) The power to sell or otherwise dispose of assets or interests in assets:
- (b) The power to mortgage or otherwise charge assets or interests in assets:
- (c) The power to grant leases of land or buildings or parts of buildings:
- (d) The power to borrow, issue debentures, or otherwise raise money.”

The debt portfolio shall be regulated by the following requirements:

- i. A requirement of the Bank of New Zealand is that total debt should not exceed 20% of the ratio of Debt to Debt plus equity (where “total debt” is defined as total interest bearing debt inclusive of the current portion of term debt; and “equity” is defined as the value of equity as included in the Statement of Financial Position provided with the University’s Annual Report); ~~and~~
- ii. ~~£~~Total debt servicing should be governed by a times covered requirement. Interest paid to EBITD should be no less than 5 times covered.

~~The Director—Finance & Asset Management~~ Chief Financial Accountant shall ensure that these requirements are complied with. Where these limits are likely to be exceeded, prior approval of Council is necessary. It should be noted here that there are debt covenants contained in borrowing deeds that also need to be maintained.

3.3 Short Term Borrowing

These are defined as borrowings of less than 12 months.

Generally short-term borrowings can only be used for operational purposes. These may be raised by way of overdrafts or other such similar facilities e.g. committed cash advances or bill facilities. Short term borrowings for the purpose of this section will not include borrowings that have come into a maturity of less than twelve months but which have been a long term maturity when first drawn down.

Short-term borrowings may be a combination of floating or fixed rate funds.

3.4 Long Term Borrowing

Generally term borrowing i.e. more than 12 months will be used only for capital investment purposes as follows:

- a. Erecting building or making additions or alterations to buildings; or
- b. Purchasing or developing land for University purposes; or

- c. Purchasing plant and equipment in the widest sense; or
- d. Repaying in full or in part any loan, which has previously been raised by the University or for which the University is liable.
- e. Any other investment that has been properly approved by the Vice Chancellor or Council.

There should be an appropriate mix of fixed and floating rate funding for long term debt. Levels of interest rates should be monitored and active decision making take place as to the mix of debt taken. A conservative and prudential view should be taken. Where possible the term of the loan should match the life of the asset being funded, subject to any constraints provided by the terms and conditions of funding facilities.

3.5 Reporting

Each draw down under an approved facility will be recorded and summarised in a weekly report to the ~~Director—Finance & Asset Management by Treasury~~ Chief Financial Accountant. A nil return of new borrowings is not required.

A summary quarterly of outstanding borrowings will be compiled by the General Ledger Accountant and circulated to the ~~Director—Finance & Asset Management and Chief Financial Accountant and the AVC-Finance, IT, Strategy and CommercialFSI~~.

4. INVESTING/LENDING

The University has three principal sources of investment funds:

- a. University reserve funds (i.e. retained earnings).
- b. Trust funds.
- c. Cash surpluses arising from normal operations.

4.1 Investment Criteria

The University has agreed that the investments held should provide as a minimum, coverage of the following:

- All Trust funds held by the University.

4.2 Investment practice

Investment practice

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Section 203(4) of the Education Act 1989 provides that the University must invest money in accordance with S651(1) and (2) of the Public Finance Act 1989.

Section 651(1) of the Public Finance Act 1989 permits the investments of any money held in a bank account:

- On deposit with a bank (whether in New Zealand or elsewhere) approved by the Minister for Tertiary Education; or
- In public securities; or
- In any other securities that the Minister for Tertiary Education may approve.

Section 651(2) of the Public Finance Act 1989 allows the University to:

- Invest money for any period and on any terms that the University thinks fit;
and
- Sell, or convert into money, any of its securities.

Investing in any other term investments and investments in shares, derivatives, gold, silver or any other commodities require the advance approval of the Minister for Tertiary Education.

These restrictions do not apply to Trust Funds provided there are formal documents such as a Trust Deed. These exemptions apply to trust funds held by another legal entity for which the University is the Settlor.

4.2

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~~Certain practices regarded as normal by the investing profession are not permitted under the Public Finance Act, S23 specifically refers to this. These prohibitions include investing in shares or fixed interest securities other than those specified below. Investing has been defined by the Ministry of Education to mean "...the application of money primarily for the purpose of making a monetary gain". It should be noted that these restrictions do not apply to Trust Funds provided there are formal documents such as a Trust Deed. These exemptions apply to trust funds held by another legal entity for which the University is the Settlor.~~

a. Long Term Lending/Investing

~~Treasury is authorised to utilise the following instruments for long term investing:~~

- ~~i Government Stock including Kiwi Bonds;~~
- ~~ii Treasury Bills;~~

iii — Registered Banks in New Zealand including bank bills issued by them;

~~Usage of individual financial institutions shall be otherwise dictated by the Director Finance & Asset Management in accordance with treasury objectives.~~

~~Investments will not be undertaken in currencies other than New Zealand dollars.~~

~~b. — Short Term Investing/Lending~~

~~Treasury is authorised to utilise the following instruments for short term investing:~~

i — Government Stock including Kiwi Bonds;

ii — Treasury Bills;

iii — Registered Banks in New Zealand including bank bills issued by them

~~No short term investing shall be undertaken in currencies other than New Zealand dollars. The holding of USD or any other currency in a current account for operational purposes is not regarded as an investment for the purposes of this section.~~

4.3 Credit Ratings

Criteria for permitted investing in Registered Banks should be as follows:

- a. A registered bank in New Zealand.
- b. A rating of A or better (S&P or Moodys) – long term.
- c. A rating of A1 or P1 or better (S&P or Moodys) – short term.

4.4 Credit Limits

~~The University's financial exposure to any one registered bank or financial institution should not exceed 40% of total funds. Limits should be established for each bank for deposits. A list (Appendix 1) is attached of approved banks and limits pertaining to each one. Their Standard and Poors credit rating and their associated exposure limits. Alterations should be made as required and approved by the Vice Chancellor with reporting to the Audit and Risk Committee of Council. Each limit is available for use for both long and short term placements up to the limit.~~

All New Zealand Government (or New Zealand Government guaranteed) securities are automatically able to be invested in without limit. This includes:

a. Treasury Bills.

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b. Government Stock.

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c. Government Guaranteed Securities.

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It must be noted that Government ownership does not of itself grant government protection from risk. The Government is involved with many commercial ventures that are limited liability companies and these stand or fall on their own merits. As such they are not allowable vehicles for the University to invest in.

There are other low risk securities that the University (indeed the sector) cannot invest in. These include Local Body Stock. Higher risk securities include Company paper and Shares. These are also prohibited. Some exemptions are allowed for areas such as farms where it is a requirement of operating to have shares in companies e.g. Fonterra.

4.5 Reporting

A weekly report should be made to the Chief Financial Accountant ~~and the Director—Finance & Asset Management~~ on the first working day of the next week where any movements in funds have taken place. This should show all placements made, with whom, term (including maturity date) and rate. The report should include estimates of daily and weekly cash flow for the next week as well as actual flows for the week just past.

A monthly report should be made to the Chief Financial Accountant ~~and the Director—Finance & Asset Management~~ the AVC-FSI that records the cashflows for the month past and forecasts for the month ahead. The month end balances should also be recorded and compared with budget.

5. RISK MANAGEMENT

5.1 Interest Rate Risk

a. Instruments

Only a limited range of financial instruments can be utilised by the University for minimising interest rate risk. These are: fixed and floating rate borrowings.

b. Interest Rate Risk Management

The University will manage its interest rate risk on borrowing and debt by applying cover limits to control the amount of exposure to floating interest

rates. These cover limits which will apply to core debt levels in excess of \$10M over any one year period.

	Fixed Rate Minimum Cover	Fixed Rate Maximum Cover
0 -1 Year	50%	100%
1 - 3 Years	30%	80%
3 - 5 Years	20%	60%

Hedging Tools

~~These include all synthetic interest hedging tools such as Forward Rate agreements, Options and Swaps and may not be used by the University.~~

c. Authorities

The Council is the ultimate authority with specific approvals and delegations set out.

No net hedging to beyond the limit of the principal at risk shall be permitted.

All facilities for hedging shall be approved by the Vice Chancellor on advice from the ~~Director—Finance & Asset Management~~AVC-FSI. Facilities for advice will be put in place as necessary by the ~~Director—Finance & Asset Management~~AVC-FSI. Generally aAny hedging will be carried out under the direct control of the ~~Director—Finance & Asset Management~~Chief Financial Accountant.

b. Reporting

All transactions will be reported to the AVC-FS~~linancee, IT, Strategy and Commercial~~ daily, if a transaction is done, with a weekly summary as required.

5.2 Foreign Exchange Risk

a. Instruments

Only forward purchase of foreign exchange is permitted, for the duration of the risk and only for known commitments. Swaps, options and other synthetic instrumentss cannot be used.

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It may be decided that foreign currency earned by the University is retained in an overseas current account to act as a natural hedge against payments that will need to be made in the future. This is permitted under these policies.

b. Hedging of Foreign Currency Exposure

Individual expenses/receipts will be transacted or hedged as per the table below. This applies to both imports and exports, i.e. receipts and payments.

	Maturity Date	0 - 3months	3-6 Months	6-12 months	12months+
Contracted	Max FX Cover	100%	100%	80%	50%
	Min FX cover	75%	50%	50%	20%
Non-contracted	Max Cover	50%	50%	50%	50%
	Min Cover	0%	0%	0%	0%

Authorities

All known foreign exchange risks of a significant nature (NZ\$0.5 million or more) may be covered against adverse movements in foreign exchange once the commitment is made in a foreign currency. This applies to both imports and exports, i.e. receipts and payments. Import payments will be able to be hedged by retaining currency in an overseas current account as noted under 5.2(a). It is likely that export receipts will only be able to be hedged via forward exchange contracts.

Transactions may only be carried out with financial institutions that have approved facilities in place. It is expected that a three yearly review will take place to ensure that the best value deals can be put in place.

c. Reporting

All significant foreign exchange transactions should be reported weekly to the Chief Financial Accountant and the Director Finance & Asset Management. This report should cover individual transactions greater than NZ\$50,000. It should also cover total NZD value of foreign exchange transactions made during that week split into the various currencies used.

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5.3 Liquidity Risk

The University should maintain sufficient cash or undrawn committed facilities to continue operating without constraint. This requirement needs to take into account the minimisation of cost while remaining a prudent buffer for everyday needs. It is recommended that a minimum cash holding of \$20 million be retained.

Appendix One

Banks approved for placement of funds.

<u>Counterparty</u>	<u>Standard & Poors Credit Rating</u>	<u>Exposure Limit as a % of Total Funds</u>
<u>ANZ National Bank Limited</u>	<u>AA</u>	<u>0 - 40%</u>
<u>ASB</u>	<u>AA</u>	<u>0 - 35%</u>
<u>BNZ</u>	<u>AA</u>	<u>0 - 40%</u>
<u>Kiwibank</u>	<u>AA</u>	<u>0 - 40%</u>
<u>Westpac Banking Corporation</u>	<u>AA</u>	<u>0 - 40%</u>
<u>Rabobank</u>	<u>AA</u>	<u>0 - 15%</u>
<u>World Bank</u>	<u>AAA</u>	<u>0 - 15%</u>

Banks approved for placement of funds.

<u>BANK</u>	<u>LIMIT</u>	<u>RATING</u>
<u>ANZ/National Bank</u>	<u>\$60 MILLION</u>	<u>AA</u>
<u>ASB</u>	<u>\$40 MILLION</u>	<u>AA</u>
<u>BNZ</u>	<u>\$40 MILLION</u>	<u>AA</u>
<u>Kiwibank</u>	<u>\$40MILLION</u>	<u>AA</u>
<u>Westpac</u>	<u>\$40 MILLION</u>	<u>AA</u>
<u>Rabobank</u>	<u>\$5 MILLION</u>	<u>AAA</u>
<u>World Bank</u>	<u>\$15 MILLION</u>	<u>AAA</u>

All Other Registered Banks \$5 MILLION A- or better

The higher amounts are for those banks that the University deals with most often which have the most favourable risk profiles and ratings.

Note that there are several banks registered in New Zealand that carry a rating of less than A-. These banks are **not** to be invested with. They include:

Bank	Standard & Poors Credit Rating
Kookmin Bank	A
TSB Bank	BBB+
Kookmin Bank	A
TSB Bank	BBB+

MASSEY UNIVERSITY

TREASURY FRAMEWORK

March 2012

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 - 1.1 The Treasury Function
 - 1.2 Treasury Objectives
 - 1.3 Reporting Lines
2. Operations
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 - 2.2 Cash Management
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3. Borrowing
 - 3.1 Authorisation
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 - 4.1 Investment Criteria
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1. INTRODUCTION

Treasury activities are essential to the smooth functioning of Massey. This function maintains the flow of essential finance to operations and the capital flows of the University. Like most such operations, there are inherent risks that need to be acknowledged, understood and minimised where possible. This document seeks to set out a framework for a Treasury Function for the University. Note that there is a Treasury Policy that sets out the broad parameters that need to be followed.

1.1 The Treasury Function

Treasury has two major roles:

- a. The University Banker.
- b. Financial Risk Management.

The first role is the day to day activities that need to be carried out to facilitate the smooth running of the University. This includes the usual tasks of establishing the short-term cash flows for a day, week, or month, borrowing or placement of funds and operating the bank account(s).

The second role is the higher level activity that covers management of the various risks that are inherent in Treasury activities. These include (but are not limited to), interest rate risk, liquidity risk, foreign exchange risk, funding risk and investment risk.

1.2 Objectives

The objectives of a Treasury function are to provide funding to support the ongoing operations of the University in a prudential manner.

1.3 Reporting Lines

The Treasury function is managed by Finance & Asset Management and is directly responsible to the Chief Financial Accountant and the AVC-Finance Strategy and Information Technology (FSI). Day to day operations are carried out under delegated authorities with regular reporting of transactions as appropriate. Risk management transactions are carried out under the direct authority of the Chief Financial Accountant or the AVC-FSI with appropriate reporting to SLT.

The University Council sets overall policy on recommendation from the Audit and Risk Committee of Council and the Vice Chancellor. The Policy is to be renewed annually to ensure that it is up to date and fulfils the University's needs.

1.4 Policy Breaches

Policy breaches will be reported to the AVC-FSI, Vice-Chancellor and the Audit and Risk Committee of Council as appropriate.

2. OPERATIONS

2.1 Banking Relationships

These are established by the AVC-FSI and are subject to approval by the Vice Chancellor or Council of individual facilities prior to any transactions taking place.

a. Bank Accounts

Authority is delegated for accounts to be opened by any two of the Vice Chancellor, AVC & University Registrar or AVC-FSI, as required for operational purposes. The opening of any accounts should be notified at the subsequent meeting of the Audit and Risk Committee of Council. These may include accounts in foreign currencies provided they are held with banks in New Zealand.

b. Facilities

Authority is delegated for facilities to be opened by any two of the Vice Chancellor, AVC & University Registrar or AVC-FSI as required for operational purposes. The opening of any facilities should be notified at the subsequent meeting of the Audit and Risk Committee of Council. Facilities include the ability to place short term investments, but does not include loans from any institution. These are covered under section 3 (borrowing).

c. Authorisation

Accounts and facilities will only be opened with registered banks in New Zealand. For facilities, the bank concerned must have a rating of A or better (long term) and/or A1 or better (short term) (Standard and Poors (S&P) or the equivalent from Moodys).

Any account or facility arranged must set out in writing the respective arrangements and requirements on the University and the Bank. The Chief Financial Accountant will maintain details of all such accounts and facilities.

d. Review

The Chief Financial Accountant will prepare a review of all accounts and facilities annually and report to the AVC-FSI on each Bank dealt with during the year. Any recommendations as to additions or deletions would normally be made at this point.

2.2 Cash Management

The objective of cash management is to ensure that the University has funds available to undertake its normal operations without constraint and to ensure interest earnings are maximised. In achieving this, regard must be had of costs associated with non earning balances and bank charges.

The principle of central control of cash resources must be maintained to ensure best use of funds.

As part of this process the University needs to undertake prudent liquidity management. This is defined as the process of providing for future cash needs by holding liquid assets or by having committed facilities available.

Sources of liquidity that Massey may use include the following:

- Deposits at call
- Treasury Bills
- Government stock
- Bank Bills (issued by NZ Registered Banks)
- Overdrafts
- Other short term funding facilities such as committed cash advances

2.3 Cash Forecasting

A cash forecasting system must be established that allows the proper management of the University's cash flows on a daily, weekly, monthly and yearly basis. A 13 week rolling cash forecast updated on a weekly basis is to be prepared and maintained by the Chief Financial Accountant.

2.4 Funds Management

This involves longer term investments primarily associated with Trusts. Prudential requirements must be followed using only authorised investment vehicles. Maturities must be monitored and interest received properly recorded to ensure appropriate disposition of funds.

3. BORROWING

The objectives of a borrowing programme are to ensure that the University has sufficient funds to prudently carry out its short and long-term activities.

3.1 Authorisation

All borrowing shall be undertaken following approval of specific facilities by the Council. This may involve prior scrutiny by the Audit and Risk Committee of Council.

General policy will be established by Council relating to:

- a. Borrowing portfolio objectives and limits.
- b. Types of instruments and limits for each type.
- c. Sources of funds and limits for each source.
- d. The treatment of surplus funds.

Once the facilities are in place, the AVC –FSI (or a delegated subordinate) may then operate them in accordance with this Policy as required for the University’s needs.

The credit quality of lenders is of importance as it is the University’s intention to establish long term relationships. General principles to be taken into account include:

- a. A registered bank in New Zealand.
- b. A long term rating of A or better (Standard and Poors).
- c. Preferably more than one bank to be involved.

3.2 External Constraints

The powers of tertiary institutions are specifically covered under S192 of the Education Act. More specifically S192(4) requires the written consent of the Secretary to the Minister of Education as follows:

“Subject to subsection (5) of this section, an institution shall not exercise any of the following powers without the written consent of the Secretary:

- (a) The power to sell or otherwise dispose of assets or interests in assets:
- (b) The power to mortgage or otherwise charge assets or interests in assets:
- (c) The power to grant leases of land or buildings or parts of buildings:
- (d) The power to borrow, issue debentures, or otherwise raise money.”

The debt portfolio shall be regulated by the following requirements:

- i. A requirement of the Bank of New Zealand is that total debt should not exceed 20% of the ratio of Debt to Debt plus equity (where “total debt” is defined as total interest bearing debt inclusive of the current portion of term debt; and “equity” is defined as the value of equity as included in the Statement of Financial Position provided with the University’s Annual Report).
- ii. Total debt servicing should be governed by a times covered requirement. Interest paid to EBITD should be no less than 5 times covered.

The Chief Financial Accountant shall ensure that these requirements are complied with. Where these limits are likely to be exceeded, prior approval of Council is necessary. It should be noted here that there are debt covenants contained in borrowing deeds that also need to be maintained.

3.3 Short Term Borrowing

These are defined as borrowings of less than 12 months.

Generally short-term borrowings can only be used for operational purposes. These may be raised by way of overdrafts or other such similar facilities e.g. committed cash advances or bill facilities. Short term borrowings for the purpose of this section will not include borrowings that have come into a maturity of less than twelve months but which have been a long term maturity when first drawn down.

Short-term borrowings may be a combination of floating or fixed rate funds.

3.4 Long Term Borrowing

Generally term borrowing i.e. more than 12 months will be used only for capital investment purposes as follows:

- a. Erecting building or making additions or alterations to buildings; or
- b. Purchasing or developing land for University purposes; or
- c. Purchasing plant and equipment in the widest sense; or
- d. Repaying in full or in part any loan, which has previously been raised by the University or for which the University is liable.
- e. Any other investment that has been properly approved by the Vice Chancellor or Council.

There should be an appropriate mix of fixed and floating rate funding for long term debt. Levels of interest rates should be monitored and active decision making take place as to the mix of debt taken. A conservative and prudential view should be taken. Where

possible the term of the loan should match the life of the asset being funded, subject to any constraints provided by the terms and conditions of funding facilities.

3.5 Reporting

Each draw down under an approved facility will be recorded and summarised in a weekly report to the Chief Financial Accountant. A nil return of new borrowings is not required.

A summary quarterly of outstanding borrowings will be compiled by the General Ledger Accountant and circulated to the Chief Financial Accountant and the AVC-FSI.

4. INVESTING/LENDING

The University has three principal sources of investment funds:

- a. University reserve funds (i.e. retained earnings).
- b. Trust funds.
- c. Cash surpluses arising from normal operations.

4.1 Investment Criteria

The University has agreed that the investments held should provide as a minimum, coverage of the following:

All Trust funds held by the University.

4.2 Investment practice

Investment practice

Section 203(4) of the Education Act 1989 provides that the University must invest money in accordance with S65I(1) and (2) of the Public Finance Act 1989.

Section 65I(1) of the Public Finance Act 1989 permits the investments of any money held in a bank account:

- On deposit with a bank (whether in New Zealand or elsewhere) approved by the Minister for Tertiary Education; or
- In public securities; or
- In any other securities that the Minister for Tertiary Education may approve.

Section 65I(2) of the Public Finance Act 1989 allows the University to:

- Invest money for any period and on any terms that the University thinks fit; and
- Sell, or convert into money, any of its securities.

Investing in any other term investments and investments in shares, derivatives, gold, silver or any other commodities require the advance approval of the Minister for Tertiary Education.

These restrictions do not apply to Trust Funds provided there are formal documents such as a Trust Deed. These exemptions apply to trust funds held by another legal entity for which the University is the Settlor.

4.3 Credit Ratings

Criteria for permitted investing in Registered Banks should be as follows:

- a. A registered bank in New Zealand.
- b. A rating of A or better (S&P or Moodys) – long term.
- c. A rating of A1 or P1 or better (S&P or Moodys) – short term.

4.4 Credit Limits

The University's financial exposure to any one registered bank or financial institution should not exceed 40% of total funds. A list (Appendix 1) is attached of approved banks Their Standard and Poors credit rating and their associated exposure limits. Alterations should be made as required and approved by the Vice Chancellor with reporting to the Audit and Risk Committee of Council. Each limit is available for use for both long and short term placements up to the limit.

All New Zealand Government (or New Zealand Government guaranteed) securities are automatically able to be invested in without limit. This includes:

- a. Treasury Bills.
- b. Government Stock.
- c. Government Guaranteed Securities.

It must be noted that Government ownership does not of itself grant government protection from risk. The Government is involved with many commercial ventures that are limited liability companies and these stand or fall on their own merits. As such they are not allowable vehicles for the University to invest in.

There are other low risk securities that the University (indeed the sector) cannot invest in. These include Local Body Stock. Higher risk securities include Company paper and Shares. These are also prohibited. Some exemptions are allowed for areas such as farms where it is a requirement of operating to have shares in companies e.g. Fonterra.

4.5 Reporting

A weekly report should be made to the Chief Financial Accountant on the first working day of the next week where any movements in funds have taken place. This should show all placements made, with whom, term (including maturity date) and rate. The report should include estimates of daily and weekly cash flow for the next week as well as actual flows for the week just past.

A monthly report should be made to the Chief Financial Accountant and the AVC-FSI that records the cashflows for the month past and forecasts for the month ahead. The month end balances should also be recorded and compared with budget.

5. RISK MANAGEMENT

5.1 Interest Rate Risk

a. Instruments

Only a limited range of financial instruments can be utilised by the University for minimising interest rate risk. These are: fixed and floating rate borrowings.

b. Interest Rate Risk Management

The University will manage its interest rate risk on borrowing and debt by applying cover limits to control the amount of exposure to floating interest rates. These cover limits which will apply to core debt levels in excess of \$10M over any one year period.

	Fixed Rate Minimum Cover	Fixed Rate Maximum Cover
0 -1 Year	50%	100%
1 – 3 Years	30%	80%
3 – 5 Years	20%	60%

c. Authorities

The Council is the ultimate authority with specific approvals and delegations set out.

No net hedging to beyond the limit of the principal at risk shall be permitted.

All facilities for hedging shall be approved by the Vice Chancellor on advice from the AVC-FSI. Facilities for advice will be put in place as necessary by the AVC-FSI. Any hedging will be carried out under the direct control of the Chief Financial Accountant

b. Reporting

All transactions will be reported to the AVC-FSI daily, if a transaction is done, with a weekly summary as required.

5.2 Foreign Exchange Risk

a. Instruments

Only forward purchase of foreign exchange is permitted, for the duration of the risk and only for known commitments. Swaps, options and other synthetic instruments cannot be used.

It may be decided that foreign currency earned by the University is retained in an overseas current account to act as a natural hedge against payments that will need to be made in the future. This is permitted under these policies.

b. Hedging of Foreign Currency Exposure

Individual expenses/receipts will be transacted or hedged as per the table below. This applies to both imports and exports, i.e. receipts and payments.

	Maturity Date	0 - 3months	3–6 Months	6-12 months	12months+
Contracted	Max FX Cover	100%	100%	80%	50%
	Min FX cover	75%	50%	50%	20%
Non-contracted	Max Cover	50%	50%	50%	50%
	Min Cover	0%	0%	0%	0%

Transactions may only be carried out with financial institutions that have approved facilities in place. It is expected that a three yearly review will take place to ensure that the best value deals can be put in place.

c. Reporting

All significant foreign exchange transactions should be reported weekly to the Chief Financial Accountant. This report should cover individual transactions greater than NZ\$50,000. It should also cover total NZD value of foreign exchange transactions made during that week split into the various currencies used.

5.3 Liquidity Risk

The University should maintain sufficient cash or undrawn committed facilities to continue operating without constraint. This requirement needs to take into account the minimisation of cost while remaining a prudent buffer for everyday needs.

Appendix One

Banks approved for placement of funds.

Counterparty	Standard & Poors Credit Rating	Exposure Limit as a % of Total Funds
ANZ National Bank Limited	AA	0 - 40%
ASB	AA	0 – 35%
BNZ	AA	0 – 40%
Kiwibank	AA	0 – 40%
Westpac Banking Corporation	AA	0 - 40%
Rabobank	AA	0 - 15%
World Bank	AAA	0 – 15%

Note that there are several banks registered in New Zealand that carry a rating of less than A-. These banks are **not** to be invested with. They include:

Bank	Standard & Poors Credit Rating
Kookmin Bank	A
TSB Bank	BBB+



MASSEY UNIVERSITY

MASSEY UNIVERSITY COUNCIL

DISCIPLINARY COMMITTEE TERMS OF REFERENCE AND MEMBERSHIP 2012

2 MARCH 2012

The Disciplinary Committee Terms of Reference form part of the Disciplinary Procedures for Students which were last reviewed by Council in 2005. Its next review is scheduled on an 'as required' basis. The Terms of Reference 2012 are attached (Appendix 1)

The Disciplinary Committee Membership 2012 is attached.

Chair and Alternate Chair

The three year terms for the Chair and Alternate Chair expire on 1 March 2012. Both have said they will stay on in their respective roles but would like to stand down when a new Chair and Alternate Chair can be found.

Student Representatives

The Student representative membership has been confirmed for 2012.

University staff members

The University staff member terms expire in July 2012 and these will positions will be filled in the appropriate manner.

Recommendation

It is recommended that Council note the Massey University Disciplinary Committee Terms of Reference and membership 2012

Paddy Nicol
Executive Secretary
22 February 2012



MASSEY UNIVERSITY
MASSEY UNIVERSITY COUNCIL
UNIVERSITY DISCIPLINARY COMMITTEE
TERMS OF REFERENCE 2012

Establishment

- 1.1 There shall be a University Disciplinary Committee.
- 1.2 Upon notice of appeal to the Vice-Chancellor under clause [11.8] the Vice-Chancellor shall, as soon as reasonably practicable, convene the University Disciplinary Committee.

Membership

- 1.3 The University Disciplinary Committee shall consist of:
 - (a) one permanent independent chairperson appointed by the Council on the recommendation of the Vice-Chancellor who is neither a current student nor an employee of the University;
 - (b) two University staff members appointed by the Academic Board; and
 - (c) two student representatives appointed by the Federation of Student Associations at Massey University Inc.
- 1.4 All five members must be present to constitute a valid hearing.
- 1.5 The members of the University Disciplinary Committee must be appointed no later than 1 March in each academic year. In addition, alternates shall also be appointed for each principal appointee:
 - (a) The number of alternates shall correspond to the number of principal appointees; and
 - (b) The alternates shall act in place of the principal appointees when those appointees are unable to sit, and the choice of alternate in that event shall be the sole responsibility of the chairperson (or, where necessary, the alternate to the chairperson).

The principal appointees or alternates appointed by the Academic Board and the Federation of Student Associations at Massey University Inc. shall where possible include one Maori member.

- 1.6 Appointment to the University Disciplinary Committee shall be for a period of between one to three years provided that any member may resign from the Committee or withdraw from a particular hearing. Members are eligible for reappointment at the end of any term of appointment.
- 1.7 Upon the resignation of any member of the Committee, a new member shall be appointed by the relevant appointing body (and the same shall apply where for any reason insufficient alternates are available in any particular case).

Powers

- 1.8 The University Disciplinary Committee shall have the power to hear and determine any appeal concerning a complaint which has been classified as one of serious misconduct.

Procedure

- 1.9 The University Disciplinary Committee must hold a hearing to hear and determine an appeal. Such an appeal shall not be a full rehearing of the evidence.
- 1.10 The University Disciplinary Committee may determine the procedure to apply at an appeal hearing, however in the interests of natural justice, certain procedures should be adhered to, namely:
- (a) the Appellant, and the Proctor who investigated the misconduct, must be given notice of a hearing of the University Disciplinary Committee no less than two weeks in advance of the date set down for the hearing;
 - (b) the University Disciplinary Committee should ensure that the Appellant has all relevant material prior to the hearing;
 - (c) the Appellant, the Proctor who investigated the misconduct, and any other member of the University who, in the opinion of the University Disciplinary Committee, has a special interest in the proceeding, have the right to appear at the hearing in person, and to be accompanied/represented by a person of their choice and should be informed of this right;
 - (d) all of the above parties have the right to make submissions at the hearing and should be given reasonable time in which to do so;
 - (e) subject to clause [12.10(c)], all hearings shall be in private and their proceedings shall be confidential;
 - (f) if an Appellant fails to appear, the matter shall be determined in the absence of the Appellant but taking into account any written submissions the Appellant may have submitted;
 - (g) before making any determination, the University Disciplinary Committee must consider the initial decision, any relevant evidence, and all written and oral submissions presented to it.

UNIVERSITY DISCIPLINARY COMMITTEE 2012

The Terms of Reference for the University Disciplinary Committee are described in Clause 12 of the Code & Procedures. The main role of this Committee is "to hear and determine any appeal concerning a complaint which has been classified as one of serious misconduct" (refer clause 12.8).

Current membership of the University Disciplinary Committee

Position	Name	Appointed by ...	Date of Appointment	Term of Appointment
Chairperson	Mr Paul Rieger	University Council	1 March 2012	Three years
Alternate Chairperson	Mrs Morva Croxson	University Council	1 March 2012	Three years
University staff member	Dr David Horne	Academic Board	22 July 2009	Three years
University staff member	Dr Lisa Emerson	Academic Board	22 July 2009	Three years
Alternate University staff member	Spencer Lilley	Academic Board	22 July 2009	Three years
Alternate University staff member	Anne Walker	Academic Board	22 July 2009	Three years
Student representative	Ralph Springett	Federation of Student Associations at Massey University Inc	22 February 2011	One to three years
Student representative	Alex Jones	Federation of Student Associations at Massey University Inc	22 February 2012	One to three years
Alternative student representative	Tiri Porter	Federation of Student Associations at Massey University Inc	22 February 2011	One to three years
Alternative student representative	Ben Thorpe	Federation of Student Associations at Massey University Inc	22 February 2012	One to three years



MASSEY UNIVERSITY COUNCIL

CONFERMENT OF DEGREES AND DIPLOMAS AND CERTIFICATES TO BE AWARDED AT GRADUATION CEREMONIES 2012

2 March 2012

Council has delegated the power to confer degrees and award diplomas and certificates 'in Council' to the Academic Board. The conferring of degrees and awarding diplomas and certificates at the graduation ceremonies remains the responsibility of the Council. As a matter of best practice Council should delegate to the Chancellor, or his nominee, the authority to carry out this power at specified graduation ceremonies.

Those reported as having successfully completed their prescribed courses of study are those listed for graduation (including those in absentia) in the graduation programmes. A copy will be held in the Office of the Executive Secretary.

Recommendation

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

- 17, 18 & 19 APRIL 2012 IN AUCKLAND;
- 14, 15, & 16 MAY 2012 IN PALMERSTON NORTH;
- 31 MAY 2012 IN WELLINGTON; AND
- 30 NOVEMBER 2012 IN PALMERSTON NORTH

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

Stuart Morriss
Assistant Vice-Chancellor & University Registrar
21 February 2012



MASSEY UNIVERSITY COUNCIL

**APPROVAL OF ANNUAL ACCOUNTS 2011:
DELEGATION TO AUDIT AND RISK COMMITTEE**

2 March 2012

The responsibility for approving the Annual Accounts lies with the Council. Timelines for the approval of the Annual Accounts 2011 is such that they are not able to be tabled at the 2 March 2012 Council meeting and a meeting of the Audit and Risk Committee has been scheduled for 16 April 2012.

The Audit and Risk Committee Terms of Reference do not include the delegated authority to approve the annual accounts and therefore the delegated authority of Council is being sought.

All Council members will receive the Annual Accounts 2011 ahead of the Audit and Risk Committee meeting so any issues may be raised with the Chair of the Audit and Risk Committee, Kura Denness prior to the meeting.

Recoomendation

IT IS RECOMMENDED THAT COUNCIL DELEGATE THE AUTHORITY TO THE AUDIT AND RISK COMMITTEE OF COUNCIL TO APPROVE THE ANNUAL ACCOUNTS FOR 2011

Stuart Morriss
Assistant Vice-Chancellor and University Registrar
21 February 2012



The Chancellor
Massey University Council

Dear Chancellor,

Report from the Academic Board Meeting (Part 1): 15 February 2012

At the Academic Board meeting held on Wednesday 15 February 2012 the following items are referred to Council for information.

1. Advice on Matters of Academic Policy

Draft Research Strategy

The Draft Research Strategy was tabled for the Board for consideration and feedback. Following discussion, Academic Board recommended that it be forwarded to Council for approval. Assistant Vice-Chancellor Research and Enterprise Professor Heywood noted that this was a significant step toward formalising the strategic place of research within the University. She explained that it was a navigational document intended to balance good scholarship with research of international excellence. It is expected that the Massey University Research Strategy will come to the May meeting Council for approval after being considered by SLT.

2. Information to Council with Respect to Major Academic Directions

There was nothing to report from this meeting.

3. Report of Academic Approvals Made Under Delegation

The Academic Board approved the Massey University Research Committee Terms of Reference. Amendments were made by the Board and the approved Terms of Reference will be made available to Council once the amendments have been made.

4. Sub-Committee Matters

There was nothing to report from this meeting.

5. Items of Early Notice

The nomination and election process to fill the casual vacancy of the Chair of Academic Board will commence in early March 2012 now that all Professorial positions on the Board are filled.

6. **For Information**

College of Humanities and Social Sciences Professor elected by the Professorial Electoral College

Professor Michael Belgrave has been elected as a College of Humanities and Social Sciences Professorial Electoral College for a three year term ending on 14 February 2015.

Doctoral Research Committee

The nomination and election process is underway for one academic staff member on the Doctoral Research Committee.

Conferring of Degrees and awarding of Diplomas and Certificates

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

Professor Ingrid Day
Chair, Academic Board



MASSEY UNIVERSITY

MASSEY UNIVERSITY COUNCIL

TRACKING COUNCIL DECISIONS REPORT – PART I

2 March 2012

A Tracking Council Decisions Report is provided to Council six monthly at the March and September Council meetings to enable monitoring of the progress towards completing related actions.

Decisions made in Part I are tracked if the actions relating to those decisions have not yet been completed. These are detailed in the attached report. The timeframe is up to and including the 2 December 2011 Council meeting.

This report includes current delegations (not standing) and progress towards enacting these. Please note the shaded areas on the report are the delegations.

Recommendation:

It is recommended that Council note the Part I Tracking Council Decisions Report as at 2 March 2012.

Paddy Nicol
Executive Secretary
21 February 2012

Tracking Council Decisions - Part I Current - 2 September 2011

Status	Category	Item	Meeting date and Reference	Resolution	Outcome	Action date	Completion date
1	Current	Domestic Fees	3-Sep-10	Delegate authority jointly to the Chancellor and the Vice-Chancellor to fix non-standard fees for <u>domestic</u> and international students where timing requires they be set outside the normal fee setting process of Council (non-standard fees comprise tuition fees and other charges, including zero or other discounted fee schemes, for existing or new courses of study or training whether pursuant to a contract or otherwise)	Delegation moved from Part II		Until Domestic fees are set in September 2011
4	Current	Treaty of Waitangi	4-Mar-11	Resolved that Council 1) Support the initiative to improve Council's understanding of and contribution to their Treaty of Waitangi responsibilities; and 2) 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	Maori Protocols session on 21 March 2012	Update 2 September 2011, Council training March 2012	Mar-12
5	Current	Student management	4-Mar-11	Resolved that Council confirm the delegation to the Vice-Chancellor the authority to refuse to permit or cancel the enrolment of a student at Massey University under section 224(13) of the Education Act 1989		on-going delegation.	
6	Current	International Student Fees	1-Jul-11	Resolved that Council: and 2) delegate authority jointly to the Chancellor and Vice-Chancellor to fix non-standard fees for international students where timing requires they be set outside the normal fee setting process of council (non-standard fees comprise tuition fees and other charges, including zero or other discounted fee schemes, for existing or new courses of study or training whether pursuant to a contract or otherwise)		on-going delegation until 2013 International fees are set.	Jul-12



MASSEY UNIVERSITY

MASSEY UNIVERSITY COUNCIL

DRAFT MASSEY UNIVERSITY COUNCIL GRADUATION STATUTE, PROCEDURES AND GUIDELINES

2 March 2012

Purpose

The purpose of providing the revised Massey University Council Graduation Statute, Massey University Council Graduation Procedures and Massey University Council Graduation Guidelines is to give Council members the opportunity to provide feedback before the Statute, Procedures and Guidelines are forwarded to the Senior Leadership Team before being tabled at the 4 May 2012 Council meeting for approval.

Background

Massey University's Council Graduation Statute: Policy, Principles and Protocols for Massey University Graduations (Appendix 1) was approved by Council in December 2009 following a review resulting in the development of this Council Statute. With the 'one University' approach now being applied to graduations it was deemed appropriate to take the opportunity to ensure the this approach was reflected in the Statute and related documents. It also provided the opportunity to include 'in Council' graduations and Ceremonies to Honour Graduates, both in New Zealand and overseas.

Discussion

The Council Graduation Statute: Policy, Principles and Protocols for Massey University Graduations has been fully reviewed by a group of staff who represented those involved in graduations and related events. The group comprised Campus Registrars, Marshals, Events Management, Student Management Services, Maori and Pasifika and the Executive Secretary. Other staff were consulted as required.

It became clear that the existing Statute would better serve the University if the Statute itself was separated from the Procedures and Guidelines enabling the Statute to be the permanent policy, leaving the Procedures and Guidelines able to be reviewed and improved after each season of graduations.

The Statute and related documents have been extended to include the other graduation process - 'in Council' graduations. It also covers Ceremonies to Honour Graduates, both in New Zealand and overseas. While these are not graduation ceremonies they have become an integral part of graduation celebrations.

In 2011 many of the changes proposed in the Procedures were trialled and are now in place across the three regions. While there are regional variations these are minimal and do not detract from the 'one University' graduation look and feel.

The Guidelines provide a clearer view of the roles and responsibilities of those involved in graduations.

Tracked changes have not been applied to the existing Statute as the changes could not be easily reflected using this process. In summary these current Statute has been changed as follows:

Exiting Statute	Revised documents
Page 1 of 4 – Sections 1-4	<ul style="list-style-type: none"> • Now the Council Graduation Statute • Appropriate template used • Broad definition of Massey graduations • Also includes ‘in Council’ graduations
Sections 5, 6 and 7.4 – 7.7	<ul style="list-style-type: none"> • Now the Council Graduation Procedures • Appropriate template used • Reviewed and updated content from existing Statute • Added Procedures and Responsibilities for: <ul style="list-style-type: none"> ○ Academic Services, Student Management ○ External Relations ○ Graduation Callers
Sections 7.1 – 7.3	<ul style="list-style-type: none"> • Now the Council Graduation Guidelines • Reviewed and updated content from existing Statute – sections 7.1 to 7.3 • Added Guidelines for: <ul style="list-style-type: none"> ○ Graduation Marshals and Assistant Marshals ○ Graduation Callers ○ Graduation Orators ○ Graduation Academic Dress ○ Graduation Speaker Chaperone ○ Graduation Ushers ○ Events Management Team ○ Office of Assistant Vice-Chancellor Maori and Pasifika ○ Massey University ‘In Council’ Graduation

Consultation

During the review of the Graduation Statute the Graduation Group consulted widely with those who could advise. Once in its final draft the Council Graduation Statute, Council Graduation Procedures and Council Graduation Guidelines were distributed to members of the Senior Leadership Team who are involved in graduation – Pro Vice-Chancellors and appropriate Assistant Vice Chancellors. Feedback was positive and minor changes were made.

The final draft documents are attached as follows:

Massey University Council Graduation Statute (Appendix 2)

Massey University Council Graduation Procedures (Appendix 3)

Massey University Council Graduation Guidelines (Appendix 4)

Financial implications and Treasury Comment

Financial Implications

No

Treaty of Waitangi Implications

There are no Treaty of Waitangi issues.

Equity and Ethnic Implications

<i>Cultural Implications (Maori/Pasifika/New Migrant/Other)</i>	<i>Yes</i>
<i>Ethnic Implications</i>	<i>No</i>
<i>Gender Implications</i>	<i>No</i>
<i>Disability Implications</i>	<i>No</i>
<i>Other (state _____)</i>	<i>No</i>

There has been consultation with the Assistant Vice-Chancellor Maori and Pasifika on relevant matters related to graduation and ceremonies to honour Maori and Pasifika graduates and his feedback has been incorporated into the documents.

Publicity & Communications

When approved staff will be made aware of the revised Council Graduation Statute, Council Graduation Procedures and Council Graduation Guidelines through the People@Massey, the weekly staff newsletter. It will also be placed on the University Policy Guide.

Recommendations

It is recommended that Council note the Draft Graduation Statute, Council Graduation Procedures and Council Graduation Guidelines and provide feedback to the Executive Secretary no later than Wednesday 21 March 2102

Stuart Morriss
Assistant Vice-Chancellor and University Registrar
22 February 2012



MASSEY UNIVERSITY

Council Graduation Statute

Policy Principles and Protocols for Massey University Graduation

1. Preamble

Massey University's commitment to excellence in research and learning is publicly acknowledged and celebrated at its graduation ceremonies. Compliance with the principles of sound corporate governance ensures the integrity of the graduation processes, procedures and protocols.

2. Purpose

The purpose of this policy is to:

- 2.1 provide directives regarding the organisational and logistical issues pertaining to the graduation ceremony;
- 2.2 establish a clear set of directives, guidelines and procedures that address ceremonial protocols.
- 2.3 identify the responsibility, role and function of role-players.
- 2.4 integrate, align and coordinate relevant regulations and processes across the three campuses

3. Scope

This policy is applicable to all graduation ceremonies. It is also applicable to all participants and associated service providers involved in any particular graduation function or allied event.

4. General Policy Principles

This policy reflects the tenets of risk management regarding the integrity of the graduation process and includes the following:

- 4.1 generally accepted principles of good governance;
- 4.2 uniformity of processes and usage across all campuses responsible for the management of the graduation process;
- 4.3 explicit identification of responsible divisions and role-players;
- 4.4 accountability.

Reviewed: October 2009

Approved: Council 4 December 2009 (Paper C09/128)

5. The Vice-Chancellor's Office – through the University Registrar & AVC and Council Secretary

- 5.1 Responsible for all international and national protocols, policies and regulations, pertaining to Graduation.
- 5.2 Provides the ceremonial dress for the positions of Chancellor, Pro-Chancellor, Vice-Chancellor, University Registrar, Regional Chief Executive, Regional Registrar and members of Council.
- 5.3 Responsible for approval and standardization of academic dress and accoutrements across the Campuses.
- 5.4 Liaises with University Council.
- 5.5 Advises the relevant Regional Chief Executive office of the names and contact details of any honorary awards and Massey medal recipients.
- 5.6 Appoints an Orator for an Honorary Doctorate on an "as needs and most appropriate" basis (for the particular recipient).
- 5.7 Initiates the process for the production of the parchments (and/or medal) for Honorary Doctorates and Medals recipients.
- 5.8 Ensures that the parchments for Honorary Doctorates and Medals recipients and Medals if required are safely delivered to the graduation venue.

6. Regional Chief Executives' Offices

- 6.1. Responsible for the overall planning, delivery and review of all regional graduation ceremonies and procedures (e.g. the inclusion of musical items).
- 6.2 Hosts regional graduation activities, including the graduation luncheon or graduation dinner.
- 6.3 Entrusted by the Vice-Chancellor with responsibility for the selection and engagement of speakers for ceremonies within their respective regions (subject to advice from the VC) and all arrangements specific to the graduation speakers (travel, accommodation, chaperones/hosting arrangements). Liaison with and arrangements for honorary doctorate recipients who elect to give the graduation address will continue through the University Registrar's Office.
- 6.4 Makes Recommendations and nominations to the Honorary Awards Committee for honorary awards.
- 6.5 Responsible for all non-ceremonial front-of-house matters including, graduation academic clearance and the region the graduand wishes to be capped (in collaboration with NSATS), venue bookings, invitations to staff, invitations to official guests, publicity, programmes, flowers, parking.
- 6.6 Responsible for all graduation programme infrastructure, including musical items (see 6.1 above). Note: NSATS will provide the list of graduands for the graduation booklets required at the regional ceremonies.
- 6.7 Responsible for the coordination of the academic procession and street processions.
- 6.8 Responsible for all other regional graduation related activities, including after graduation hospitality, ceremonies to honour Maori and Pacific graduates, town and gown events.
- 6.9 Responsible for the appointment and training of Regional Marshal and Assistant Marshals.

- 6.10 Nominates a Chair (usually the Regional Registrar) for the regional graduation co-ordinating committee.

7. Protocols

7.1 Duration of ceremonies

- 7.1.1 Every attempt must be made to keep a ceremony to a maximum length of less than 2 hours. If an honorary award is to be made, a musical item may not be required if time does not permit. Read PhD citation summaries must be succinct (a maximum of up to 150 words) and written in non-technical language.

7.2 Conduct of ceremonies

- 7.2.1 Chancellor, Pro-Chancellor or nominee to officiate.
- 7.2.2 Regional Chief Executive to deputize for Vice-Chancellor as required. The Chancellor will give the welcome address which should be no longer than 5 minutes and will include suitable reference to Tangata Whenua. A graduation speaker's address should be no more than 10 minutes.
- 7.2.3 Pro Vice-Chancellor or his/her nominee(s) will read graduand's name.
- 7.2.4 Graduation Chair (usually Regional Registrar) to hand out scrolls to graduates and to recipients of awards.
- 7.2.5 Regional Marshal and Assistant Regional Marshal to share responsibility for:
- Leading the street procession, carrying mace and leading official procession.
 - Leading and seating the academic procession on to the stage.
 - Allocating front row seating. (**Note:** Subject to the number of honorary awards, the relevant Pro Vice-Chancellor and any additional name readers that may be required will be seated in the front row on the right hand side of the stage).
 - Checking students against names in graduation book as they are about to be presented to the Chancellor.
 - Deciding whether there is sufficient space on the Stage to accommodate PhD recipients at any particular ceremony. All efforts should be made to accommodate PhD recipients on stage, providing space permits.
- 7.2.6 The academic procession precedes the official procession onto the stage to commence each ceremony, but the official procession leaves the stage first at the conclusion of each ceremony.
- 7.2.7 The University mace and ceremonial banners must be used at all ceremonies.
- 7.2.8 The University Mace and ceremonial banners are not to be used at the Ceremonies to Honour Pacific and Maori graduates/graduands.
- 7.2.9 An Orator will be specifically appointed on an "as needs and on most appropriate" basis (in terms of knowledge of the candidate concerned) to deliver oration for honorary awardees. This appointment will be undertaken by the University Registrar's Office.

7.3 Regalia

- 7.3.1 Black gowns will be standard for all Massey graduates.
- 7.3.2 The colour and tones of hoods are standardised for each College.
- 7.3.3 A Massey University stole will be used for diplomates. If diplomates already have a

degree they may choose to wear **either** the appropriate hood and trencher **or** the stole and trencher.

- 7.3.4 All people seated on the stage must wear academic regalia. Non graduates will be required to wear a plain black gown.

7.4 Graduation Committees

- 7.4.1 The Regional Co-ordinating Committee, (see also 6.10 above) which has an operational focus, will be responsible for organising and ensuring the smooth delivery of all graduation events at the relevant campus.
- 7.4.2 A Graduation Chairs' Committee, chaired by one of the Regional Graduation Chairs shall be convened for developing and monitoring policy (subject to approval by the University Registrar's Office on behalf of the VC) and ensuring good practice across all graduation ceremonies. It should meet bi-annually (or more often if required). The Regional Marshals will also assist with the development and monitoring of policy by mutual contact between the three Regional Marshals, reporting through to the Chairs of the Regional Graduation Committees.

7.5 Role of Regional Marshals

- 7.5.1 Each Regional Marshal will have oversight of all ceremonial aspects and protocols of Massey's graduation for their respective region, and ensure that agreed protocols are complied with through mutual contact and through the Graduation Chairs Committee. Regional Marshals will assist in ensuring that the agreed protocols are consistent across the University. They will also ensure that all Regional and Assistant Regional Marshals are trained for their roles.
- 7.5.2 Regional Marshals must liaise with guest speakers and honorary award recipients about the conduct of the ceremony and the speaker/award recipient role in order to ensure that these key features of the ceremony occur smoothly.

7.6 Role of Orators

- 7.6.1 An Orator will be assigned to a particular awardee and will be responsible for researching and presenting the oration for recipients of honorary awards. This appointment will be made by the University Registrar's Office on behalf of the VC.

7.7 Ceremonies to honour Maori or Pacific Graduands/ Graduates.

- 7.7.1 The Ceremony to Honour Maori Graduands/Graduates and the Ceremony to Honour Pacific Graduands/Graduates will usually follow after the Graduation Ceremonies have been completed, (so that the Ceremony Honours Maori or Pacific **Graduates**). However, if there are valid logistical reasons why this cannot occur on any campus, then the ceremony would honour graduands and/or graduates.
- 7.7.2 Each Regional Office will appoint a convenor for each of the ceremonies. This would usually be the Kaiwawao or the Kaiwhakahaere for the Wellington and Albany campuses. The Manawatu campus would make similar suitable arrangements.
- 7.7.3 Each Regional Office will appoint a suitable Pasifika staff member to convene the Ceremony to honour Pasifika Graduates/Graduands.
- 7.7.4 Advice and support around protocol and policy will be requested as needed from the Office of the AVC Maori or the Director Pasifika.



MASSEY UNIVERSITY

Massey University Policy Guide

MASSEY UNIVERSITY COUNCIL GRADUATION STATUTE

Section	Council
Contact	Office of AVC & University Registrar
Last Review	Dec 2009
Next Review	Dec 2011
Approval	Council

Purpose:

Massey University's commitment to excellence in research and learning is publicly acknowledged and celebrated at its graduation ceremonies and through publication of its graduates on the Massey University website. Compliance with the principles of sound corporate governance ensures the integrity of the graduation processes.

Statute:

The Council of Massey University is empowered through the Education Act 1989 to make awards. The Council confers degrees and awards diplomas and certificates at graduation ceremonies or 'in Council'.

At a graduation ceremony, the Chancellor, Pro Chancellor, or nominee has the delegated authority of Council to confer degrees and awards diplomas and certificates on those to be presented in person or listed as 'in absentia' in each Graduation Programme.

'In Council' graduations take place at Academic Board meetings, where the Academic Board, under the delegated authority of Council, confers degrees and awards diplomas and certificates to those so listed. Council itself also confers degrees and awards diplomas and certificates to those so listed as and when required.

The Massey University Council Graduation Statute, and its Procedures and Guidelines reflect the tenets of risk management regarding the integrity of the graduation processes, including generally accepted principles of good governance; uniformity of processes across all campuses responsible for the management of the graduation processes; accountability; and attestation processes confirming the identity and eligibility of those graduating.

Massey University graduation ceremonies follow traditional university graduation processes. These traditional processes take place within a ceremony which reflects a New Zealand and Massey University context.

Scope of the Massey University Council Graduation Statute, and its Procedures and Guidelines

The Massey University Council Graduation Statute, and its Procedures and Guidelines are applicable to all graduation ceremonies and 'in Council' graduations.

Graduations take place in New Zealand only. Participants taking part in Celebrations to Honour Graduates, including off-shore ceremonies, will have previously graduated.



MASSEY UNIVERSITY

Massey University Policy Guide Massey University Council Graduation Statute – Page 2

The Massey University Council Graduation Statute, and its Procedures and Guidelines are also applicable to all participants and associated service providers involved in any particular graduation function or allied event.

Definitions:

'In Council' graduation: where the graduate has chosen to graduate at a time other than a graduation ceremony. The dates are declared by the University and will be the dates of the Academic Board meetings, and Council meetings as required.

'In absentia' graduation: where a graduate chooses to be listed in a graduation ceremony programme but does not attend the ceremony. The graduate is listed as 'in absentia'.

Audience:

This Statute is applicable to all staff and graduating students within the university community.

Relevant legislation:

Education Act 1989 Section 193 (2(a))

Legal compliance:

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Related procedures / documents:

Massey University Graduation Procedures
Massey University Graduation Guidelines

Document Management Control:

Prepared by: Assistant Vice-Chancellor & University Registrar
Authorised by: Council
Approved by: Council 04/12/09
Date issued: 04/12/09
Last review: December 2009
Next review: March 2012



MASSEY UNIVERSITY

Massey University Policy Guide

MASSEY UNIVERSITY COUNCIL GRADUATION PROCEDURES

Section	Council
Contact	Office of AVC & University Registrar
Last Review	Dec 2009
Next Review	Dec 2011
Approval	Council

Purpose:

The purpose of the Massey University Graduation Procedures is to:

- 1.1 Provide directives regarding the organisational and logistical issues pertaining to the graduation ceremony;
- 1.2 Establish a clear set of directives and procedures that address ceremonial processes;
- 1.3 Identify the responsibility, role and function of role-players;
- 1.4 Integrate, align and coordinate relevant graduation processes across the University;
- 1.5 Identify the responsibility and processes for graduation 'in Council'; and
- 1.6 Identify the responsibility for Ceremonies to Honour Graduates

Definitions:

'In Council' graduation: where the graduate has chosen to graduate at a time other than a graduation ceremony. The dates are declared by the University and will be the dates of the Academic Board meetings, and Council meetings as required..

Ceremony to Honour Graduates: a ceremony to celebrate the graduation of Māori or Pasifika graduates or off-shore cohorts. Not a graduation ceremony.

Audience:

All staff involved in graduation ceremonies, 'in Council' graduations and ceremonies to honour graduates.

Procedures and Responsibilities:

1.0 The Vice-Chancellor's Office – through the Assistant Vice-Chancellor & University Registrar's Office

- 1.1 Responsible for all international and national statutes, procedures and guidelines, pertaining to graduation.
- 1.2 Liaises with and makes arrangements for Council members.
- 1.3 Academic Dress:
 - 1.3.1 Provides the ceremonial regalia for the positions of Chancellor, Pro-Chancellor, Vice-Chancellor, University Registrar, Campus Registrar and members of Council;



- 1.3.2 Responsible for approval and standardisation of academic dress and accoutrements across the campuses;
- 1.3.3 Provides Honorary Doctorate regalia. Should the Honorary Doctorate recipient wish to keep the Honorary Doctorate regalia Council will gift it. If not Council will provide it on request; and
- 1.3.4 In the case of a posthumous award the Council will gift the hood and trencher/bonnet to the family of the graduate. This may be at a graduation ceremony or at another time.
- 1.4 Honorary Awards:
 - 1.4.1 Advises the relevant Campus Registrar's Office, Events Management Team, External Relations, Academic Services: Student Management and Office of the Assistant Vice-Chancellor Māori and Pasifika as appropriate, of any Honorary Award recipients as soon as possible after the award has been confirmed;
 - 1.4.2 Liaises with and coordinates arrangements for Honorary Doctorate and Massey University Medal recipients;
 - 1.4.3 Appoints the orator for Honorary Doctorates and Massey University Medal awards on an 'as needs and most appropriate' basis for the particular recipient (in terms of knowledge of the candidate concerned) to prepare and deliver the citation for the honorary awardee;
 - 1.4.4 Initiates the process for the production of the scroll or medal for Honorary Doctorates and Massey University Medal recipients and ensures they are safely delivered to the graduation venue; and
 - 1.4.5 Initiates and organises the ceremony for the conferring an Honorary Doctorate or awarding of a Massey University Medal that is not taking place at a scheduled graduation ceremony.
- 1.5 Liaises with Council members and Honorary Award recipients at the graduation venue/s prior to and following the graduation ceremony.
- 1.6 'In Council' graduations:
 - 1.6.1 Provides Academic Services: Student Management with Academic Board meeting dates for publication in the University Calendar for 'in Council' graduations; and
 - 1.6.2 Liaises with Academic Services: Student Management to ensure 'in Council' graduation lists are supplied, with the accompanying attestation confirming the identity and eligibility to graduate of those listed, for the appropriate Academic Board or Council meeting.

2.0 Campus Registrars Offices

The Campus Registrar, as Graduation Committee chair, takes a leadership role in the operational management of graduation ceremonies in their location and for collaborating with other Campus Registrars/Graduation Committee chairs to promote a 'one university approach' to graduation. The Campus Registrars Offices:

- 2.1 Are responsible for the overall planning and delivery of graduation ceremonies relevant to their location.
- 2.2 Liaise with Academic Services, Student Management and Colleges to produce the ceremonial splits cognisant of achieving a critical mass at the ceremonies.
- 2.3 Are entrusted by the Vice-Chancellor with responsibility for the selection and engagement of ceremony speakers taking into consideration Massey Hero's and Honorary Doctorate / Massey Medal recipients and subject to advice from the Vice-Chancellor, and all specific arrangements (travel, accommodation, chaperones) for each speaker.
- 2.4 Are responsible for all non-ceremonial front-of-house matters including venue bookings, invitations to staff, invitations to official guests, publicity, programmes, flowers, parking, thank-you letters.
- 2.5 Liaise with External Relations and Information Technology Services to provide 'on demand' recording of graduation ceremonies for YouTube and capture for video recording,
- 2.6 Are responsible for the coordination of the academic procession and street processions.



- 2.7 Assist the Assistant Vice-Chancellor & University Registrar to host graduation activities, including any graduation luncheons and dinners.
- 2.8 Are responsible for all other graduation related activities, including after graduation hospitality, Ceremonies to Honour Pasifika Graduates and town and gown events
- 2.9 Work with the Office of the Assistant Vice-Chancellor Māori and Pasifika as required on the Ceremonies to Honour Māori Graduates.
- 2.10 Are responsible for the appointment and training of Marshals and Assistant Marshals.
- 2.11 Chair (Campus Registrar) the Campus Graduation Committee.
- 2.12 Review of all graduation ceremonies and procedures.

3.0 Academic Services, Student Management

- 3.1 Liaise with Chair of the appropriate Campus Graduation Committee and Colleges to produce the ceremonial splits.
- 3.2 Liaise and manage graduation information on the Massey University Graduation web page.
- 3.3 Manage applications to graduate, including withdrawals, deferrals and changes, and verify ceremony allocation.
- 3.4 Provide academic clearance for graduands and attest to their identity and eligibility to graduate.
- 3.5 Order and deliver all scrolls.
- 3.6 Update official information in the graduation programmes including the lists of officers and Honorary Awards.
- 3.7 Coordinate the production of the graduation programmes and provide printed programmes to Campus Registrar's Office (Events Management).
- 3.8 Provide media ready lists of graduands to External Relations.
- 3.9 Provide academic qualification information to the gown hire suppliers.
- 3.10 Manage Doctoral graduands edited citations.
- 3.11 Coordinate the production of programmes (to include scholarship winners) for the Ceremonies to Honour Māori and Pasifika Graduates.
- 3.12 Provide Office of the Assistant Vice-Chancellor Māori and Pasifika with programmes and Certificates of Attendance for graduates for Ceremony the Honour Māori Graduates.
- 3.13 Provide Campus Registrar's Office (Events Management) with programmes and Certificates of Attendance for graduates for the Ceremony to Honour Pasifika Graduates.
- 3.14 Liaise with organisers of off-shore Ceremonies to Honour Graduates managing academic clearances, graduation 'in Council' and production and delivery of scrolls and programmes.
- 3.15 Provide the 'in Council' graduates for publication on the Massey University Website.

4.0 External Relations

- 4.1 Liaise with Events Management Team to compile the graduation information handbooks.
- 4.2 Provide a template regarding design aspects of the graduation programmes.
- 4.3 Ensure brand consistency.
- 4.4 Provision of photographs for printed graduation material.
- 4.5 Supply and arrange advertising of graduations in the media.
- 4.6 Provide publicity and media releases on graduates, Honorary Doctorates and Massey University Medal recipients (including photographs).
- 4.7 Liaise with Campus Registrars Offices and Information Technology Services to provide 'on demand' recording of graduation ceremonies for YouTube and capture for video recording,
- 4.8 Organise Alumni related activities including the Alumni Memorabilia Stall and Alumni functions.
- 4.9 Provide support in external functions relating to graduation.



5.0 Graduation Marshals

- 5.1 Each Marshal has oversight of all ceremonial aspects and processes of Massey University's graduations relevant to their location, and ensures that agreed processes are complied with through mutual contact and the Graduation Chairs Committee.
- 5.2 Marshals will assist in ensuring that the agreed processes are consistent across the University.
- 5.3 Marshals will assist with the development and monitoring of policy by mutual contact between the three Marshals, reporting through to the Chairs of the Campus Graduation Committees.

6.0 Graduation Callers

- 6.1 Each College is responsible for providing appropriate callers.
- 6.2 Each graduand is to have the name correctly pronounced by callers.
- 6.3 An appropriate caller is a staff member who is able to speak publically, who has sufficient time to seek advice on correct pronunciation of graduands names and pronounce the names correctly.

7.0 Graduation Committees

- 7.1 Each campus will have a Campus Graduation Committee and a Graduation Chairs Committee.
- 7.2 Campus Graduation Committee:
 - 7.2.1 The Campus Graduation Committee is chaired by the relevant Campus Registrar.
 - 7.2.2 The Campus Graduation Committee has an operational focus and will be responsible for organising and ensuring the smooth delivery of all graduation events at the relevant location;
- 7.3 Graduation Chairs Committee:
 - 7.3.1 The Graduation Chairs Committee, chaired by one of the Campus Graduation Committee chairs will develop and monitor policy, subject to approval by the Assistant Vice-Chancellor & University Registrar's Office on behalf of the Vice-Chancellor, and ensure best practice across all graduation ceremonies; and
 - 7.3.2 Meet bi-annually and more often as required.
- 7.4 Decisions regarding the ceremonial split will be made by the Chair of the appropriate Campus Graduation Committee in conjunction with Academic Services, Student Management and the relevant Colleges.

8.0 Ceremonies to Honour Graduates

8.1 Ceremonies to Honour Māori Graduates: Procedures and Responsibilities

- 8.1.1 The Ceremony to Honour Māori Graduates will take place after the graduation ceremonies in the relevant location have been completed. However, if there are valid logistical reasons why this cannot occur, then the ceremony would honour graduands and/or graduates.
- 8.1.2 The Office of Assistant Vice-Chancellor Māori and Pasifika will appoint a convenor for the ceremonies and organise the event. The appropriate Campus Registrar's office will provide support as required.
- 8.1.3 Guest speakers for the Māori ceremonies to be approved by the Vice-Chancellor. In the first instance these speakers would be approved by Assistant Vice-Chancellor Māori and Pasifika.



- 8.1.4 All graduates receive a standardised Certificate of Attendance at the Ceremony to Honour Māori Graduates. Those graduates who choose to graduate 'in absentia' and attend only the Ceremony to Honour Māori Graduates may be given their scroll at this ceremony.
- 8.1.5 The University Mace and ceremonial banners are not to be used at the Ceremony to Honour Māori Graduates.

8.2 Ceremonies to Honour Pasifika Graduate: Procedures and Responsibilities

- 8.2.1 The Ceremony to Honour Pasifika Graduates will take place after the graduation ceremonies in the relevant location have been completed. However if there are valid logistical reasons why this cannot occur, then the ceremony would honour graduands and/or graduates.
- 8.2.2 The relevant Campus Registrar's Office will organise the Ceremony to Honour Pasifika Graduates.
- 8.2.3 The Office of the Assistant Vice-Chancellor Māori and Pasifika will appoint a suitable liaison Pasifika staff member to work with the Campus Registrars Offices.
- 8.2.4 Advice and support around protocol and policy will be requested as needed from the Office of the Assistant Vice-Chancellor Māori and Pasifika.
- 8.2.5 Guest speakers for the Pasifika ceremonies to be approved by the Vice-Chancellor. In the first instance these speakers would be approved by Assistant Vice-Chancellor Māori and Pasifika.
- 8.2.6 All graduates receive a standardised Certificate of Attendance at the Ceremony to Honour Pasifika Graduates. Those graduates who choose to graduate 'in absentia' and attend only the Ceremony to Honour Pasifika Graduates may be given their scroll at this ceremony.
- 8.2.7 The University Mace and ceremonial banners are not to be used at the Ceremony to Honour Pasifika Graduates.

8.3 Ceremonies to Honour Off-Shore Graduates: Procedures and Responsibilities

- 8.3.1 Ceremonies to Honour Off-Shore Graduates will be organised and funded by the College undertaking the off-shore education and the host institute.
- 8.3.2 Graduates will have graduated 'in Council' prior to the ceremony.
- 8.3.3 Ceremonial gowns for University officials only will be supplied by Office of the Assistant Vice-Chancellor & University Registrar.

Relevant legislation:

Education Act 1989 Section 193 (2(a))

Legal compliance:

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Related procedures / documents:

Massey University Graduation Statute
Massey University Graduation Guidelines



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Prepared by: Assistant Vice-Chancellor & University Registrar

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Draft



MASSEY UNIVERSITY

Massey University Policy Guide

MASSEY UNIVERSITY COUNCIL GRADUATION GUIDELINES

Section	Council
Contact	Office of AVC & University Registrar
Last Review	Dec 2009
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Approval	Council

Purpose:

The purpose of the Massey University Graduation Guidelines is to outline a framework to assist and guide those involved in preparations for and running graduations to achieve tasks using a recommended course of action.

Graduation Ceremony Guidelines

1.0 Duration of Graduation Ceremony Guidelines

- 1.1 Every attempt must be made to keep a ceremony to a maximum length of less than two (2) hours.
- 1.2 The Chancellor welcome address should be no longer than five to seven (5-7) minutes.
- 1.3 A graduation speaker's address should be no more than ten (10) minutes.
- 1.4 An orator's citation should be no more than five to seven (5-7) minutes long.
- 1.5 If an honorary award is to be made, a musical item may not be required if time does not permit.
- 1.6 Read PhD citation summaries must be succinct (a maximum of up to 150 words) and written in non-technical language.

2.0 Conduct of Graduation Ceremony Guidelines

- 2.1 Chancellor, Pro-Chancellor or nominee to officiate.
- 2.2 Deputy Vice-Chancellor to deputise for Vice-Chancellor as required.
- 2.3 A putatara and karanga will be performed by a senior staff member or community member.
- 2.4 The Chancellor will give the welcome address which will include suitable reference to Tangata Whenua.
- 2.5 Pro Vice-Chancellor or nominee(s) will read graduands names.
- 2.6 Campus Graduation Committee Chair (Campus Registrar) to hand out scrolls to graduates and to recipients of awards. Graduates and recipients receiving two (2) or more scrolls will receive them when being presented for the highest award.
- 2.7 Marshal and/or Assistant Marshal will lead and seat the academic procession on to the stage; organise stage seating; ensure correct students are to be presented to the Chancellor; decide whether there is sufficient space on the stage to accommodate PhD recipients (all efforts should be made to accommodate PhD recipients on stage); liaise with guest speakers and honorary award recipients about the conduct of the ceremony and the speaker/award recipient role in order to ensure that these key features of the ceremony occur smoothly; and lead the street procession, carrying mace and heading official procession.



- 2.8 There shall be a musical interlude if there is sufficient time in the ceremony. All endeavours will be made to showcase New Zealand School of Music graduates or students, or appropriate students or entertainers who have links to the University.
- 2.9 The same recording of the National Anthem is to be used in all ceremonies. The National Anthem may be led by a singer/s.
- 2.10 Recorded processional music is available or live processional music may be used.
- 2.11 The academic procession precedes the official procession onto the stage at the commencement of each ceremony. The official procession leaves the stage first at the conclusion of each ceremony.
- 2.12 The University mace and ceremonial banners must be used at all ceremonies.

3.0 Graduation Marshals and Assistant Marshals Guidelines

- 3.1 The Marshal should arrive at least 90 minutes prior to the commencement of the ceremony.
- 3.2 The Marshal and Assistant Marshal(s) will work collaboratively with the Events Management Team and the Chair of the relevant Campus Graduation Committee.
- 3.3 The Marshal and the Assistant Marshal(s) will organise the stage seating, using a system (e.g. whiteboard) which is visible to all attendees, and which can be altered and amended easily. Guidelines for allocation of the first two rows of seating are:
 - 3.3.1 The front row at all ceremonies will consist of the eleven ceremonial chairs only.
 - 3.3.2 The front row will have (left to right facing the stage) the Vice-Chancellor, Chancellor and Pro Chancellor on the raised stage. If the Pro Chancellor is not present the Assistant Vice-Chancellor & University Registrar will take that place on the raised stage;
 - 3.3.3 On the left-hand side (facing the stage) of the raised stage will be the Pro Vice-Chancellor of the appropriate College, Campus Registrar and the Marshal and one other member of the Senior Leadership Team if a seat is available;
 - 3.3.4 On the right hand side will be the University Registrar if the Pro Chancellor is present, the graduation speaker, two further members of the Senior Leadership Team, and the Assistant Marshal;
 - 3.3.5 Where there is an Honorary Doctorate or Massey University Medal being awarded, the two Senior Leadership Team members on the right hand side will move to the second row to accommodate the Honorary Doctorate/ Massey University Medal recipient and orator;
 - 3.3.6 The front row will always have Senior Leadership Team or senior academics from the College in the seats not allocated to graduation officials. If there is no room they will sit with Council members in the second row;
 - 3.3.7 It is culturally appropriate that the senior member presenting the Putatara and Karanga be seated in the front row at the left edge; and
 - 3.3.8 Subject to the number of honorary awards, the relevant Pro Vice-Chancellor and any additional graduation callers that may be required will be seated in the front row on the right hand side of the stage.
 - 3.3.9 Second Row: Depending on front row allocations the second row will comprise Council members and Senior Leadership Team members. Where vacant seats remain these will be allocated to senior staff of the College associated with that graduation e.g. graduation callers
- 3.4 Once the seating plan is relatively settled the Marshal and the Assistant Marshal(s) will put the place names on the first two rows of seats.
- 3.5 As the official party arrive they are marked off on the seating plan and ensure each person knows where they are sitting.
- 3.6 With the graduation speaker's chaperone greet the speaker and introduce him/her to the Vice-Chancellor and the Chancellor.
- 3.7 With the Executive Secretary greet Honorary Doctorate or Massey University Medal recipients, introduce them to the Vice-Chancellor and the Chancellor and ensure they have the correct academic regalia.



- 3.8 Liaise with graduation callers, ensure they have checked for withdrawals, and understand the protocols for no-shows and 'in absentia'.
- 3.9 Twenty (20) minutes prior to the commencement of the ceremony begin lining up the academic procession, checking academic regalia and counting staff to ensure there is adequate seating on stage.
- 3.10 Ten (10) minutes prior to the commencement of the ceremony do a final check of numbers. Deal with staff arriving late. As a rule the ten (10) minute call is final and no-one can join either the procession after this time.
- 3.11 Five (5) minutes prior to the commencement of the ceremony the academic procession should be at the Theatre/Auditorium door ready to proceed.
- 3.12 The Assistant Marshal leads the academic procession.
- 3.13 The Marshal carries the Mace and leads the official procession.

4.0 Graduation Callers Guidelines

- 4.1 Sufficient time must be allowed to establish correct pronunciation of graduands names.
- 4.2 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.
- 4.3 A phonetic system may be used.
- 4.4 Check own ceremonial procedures against the most up-to-date version supplied by the Events Management Team. These will be found in the staff gowning area prior to the official procession moving out for the ceremony.
- 4.5 Remain aware of last minute changes to graduands coming onto the stage using the established system for that graduation.

5.0 Graduation Orators Guidelines

- 5.1 The Office of the Assistant Vice-Chancellor & University Registrar will liaise with the orator.
- 5.2 The orator will be responsible for researching and presenting the oration for recipients of honorary awards.
- 5.3 The citation will be no longer than five to seven (5-7) minutes.
- 5.4 The Vice-Chancellor will approve the citation prior to the Executive Secretary printing it on citation parchment for presentation to the awardee.

6.0 Graduation Academic Dress Guidelines

- 6.1 Black gowns are standard for all Massey graduates, except Honorary Doctorate gowns which are 'post office red'.
- 6.2 The colour and tones of hoods are standardised for each qualification.
- 6.3 A Massey University stole will be used for diplomats who do not hold a degree. In this case the graduate wears the appropriate gown, hood and trencher/bonnet.
- 6.4 All people seated on the stage must wear academic regalia. Non-graduates will be required to wear a black bachelor gown.
- 6.5 Staff are required to be appropriately attired in academic regalia and that they should be wearing formal dress. Marshals have the authority to require staff to adapt dress accordingly to meet formal dress requirements.



7.0 Graduation Speaker Chaperone Guidelines

- 7.1 The graduation speaker's chaperone is organised through the Campus Registrars Offices.
- 7.2 Organise and return the speaker's academic regalia as required.
- 7.3 Meet the speaker and his/her guests at the commencement of the parade or graduation venue.
- 7.4 Arrange for the guests to be seated in the auditorium.
- 7.5 Introduce the speaker to the Marshal, Chancellor and Vice-Chancellor.
- 7.6 Meet the speaker after the ceremony and return academic regalia as required.
- 7.7 If College activities have been organised for the speaker assist as appropriate.

8.0 Graduation Ushers Guidelines

- 8.1 Events Management Team to coordinate and/or collaborate with the Contact Centre to ensure twenty to thirty (20-30) staff required each day dependent on the size of the ceremony. Ushers are sourced from Massey Contact staff, other University departments and casual staff.
- 8.2 Usher duties may vary in each region. The following list of ushers activities is indicative:
 - 8.2.1 Chief ushers appointed to manage ushers and health and safety requirements.
 - 8.2.2 Two ushers double check that scrolls are filed in correct order prior to commencement of ceremony.
 - 8.2.3 During the ceremony hand scrolls to Campus Registrar to hand to graduates.
 - 8.2.4 Staffing of help desk for any enquiries regarding the ceremony e.g. for late request of additional tickets and guests/students.
 - 8.2.5 Sell programmes using EFTPOS machine as required.
 - 8.2.6 Fit academic dress as required in staff and student gowning rooms.
 - 8.2.7 Check academic regalia and order of graduands as they prepare to cross the stage.
 - 8.2.8 Advise graduation callers using the established process if a graduand is not present to cross the stage.
 - 8.2.9 Man auditorium/theatre doors to give general direction to where student/guest seats are and refer on to aisle ushers.
 - 8.2.10 Assist students/guests with disabilities e.g. take to their allocated spaces and advise of process at end of ceremony. Graduands who need assistance will be advised of process specific to their needs.
 - 8.2.11 Fill balloons with helium and at conclusion of ceremony hand these to graduates.
 - 8.2.12 Hold University banners at the start of the procession.
 - 8.2.13 Procession assistants to walk alongside the procession to the destination and ensure safety of procession.

9.0 Events Management Team Guidelines

- 9.1 The Events Management Teams plan the organisational logistics for graduations. Events Management Team duties may vary and the following list of activities is indicative. It includes organising:
 - 9.1.1 Graduation venues e.g. booking of all venues, venue layout, venue catering, coordination of deliveries, emergency plan.
 - 9.1.2 Street parades e.g. event permit, traffic management, book parade band, book parade cancellation notice with radio station, during graduation and in consultation with the Chair of the Campus Graduation Committee make the wet weather call to cancel parade.
 - 9.1.3 Signage/street banners/hoardings e.g. booking of strategic street banners, arrange for banners to be installed.
 - 9.1.4 Delivery of graduation furniture by Security/Regional Facilities Management e.g. organise/confirm delivery date/times of graduation furniture.



- 9.1.5 Ticketing e.g. graduand/guest ticket allocation, manage late ticket allocations/returns, manage reserved/VIP seating.
- 9.1.6 Preparation and delivery of information booklets in collaboration with External Relations e.g. revise and update graduation information for website and information booklet.
- 9.1.7 Graduation information packs e.g. order requirements for packs, liaise with Marketing re inclusions, arrange date/time to process graduation pack mail-out.
- 9.1.8 Ordering and distribution of the graduation programme e.g. in consultation with Academic Services: Student Management check all relevant ceremonial information in programme, order the required quantity of programmes and confirm delivery date, distribute and deliver programmes.
- 9.1.9 Putting scrolls into envelopes for the ceremony.
- 9.1.10 Preparation of gowning rooms and staff procession rooms.
- 9.1.11 Preparation and distribution of ceremonial instructions to Executive Secretary (Chancellor and Vice-Chancellor), Campus Registrars and graduation callers.
- 9.1.12 Assisting with rehearsals and running of the graduation ceremony e.g. music.
- 9.1.13 Assisting with related graduation functions.
- 9.1.14 Managing graduation parking.
- 9.1.15 Coordinating and/or collaborating with Contact Centre to ensure sufficient ushers.
- 9.1.16 Assisting with commercial stall set up as appropriate e.g. photographers, framers.

10.0 Office of Assistant Vice-Chancellor Māori and Pasifika Guidelines

- 10.1 Assist the Chancellor to include Māori or Pasifika as part of his/her graduation ceremony address.
- 10.2 Assist Executive Secretary at the graduation ceremony in hosting Māori and Pasifika Honorary Awardees, their whānau, and groups who wish to support them.
- 10.3 If appropriate organise, host and fund an appropriate event such as a lunch or dinner, for Māori or Pasifika Honorary Awardees to conclude the graduation formalities in a culturally appropriate manner.
- 10.4 Recommend inclusion of cultural aspects as part of the Order of Ceremony if deemed to be necessary.
- 10.5 Appoint a convenor and organise each of the Ceremonies to Honour Māori Graduates.
- 10.6 Appoint a liaison person to assist the Campus Registrar's Office to organise each of the Ceremonies to Honour Pasifika Graduates.

Massey University 'In Council' Graduation Guidelines

- 1.1 Executive Secretary to provide Academic Services: Student Management with Academic Board and Council meeting dates as soon as they are available.
- 1.2 Academic Services: Student Management to place Academic Board dates on the graduation webpage. These become the dates for 'in Council' graduations.
- 1.3 Academic Services: Student Management to provide Executive Secretary with a schedule of graduands who have applied to have their degree conferred or certificate or diploma awarded at an 'in Council' graduation in time to be included in the relevant Academic Board meeting papers and a statement from the Manager, Enrolment and Academic Services attesting that all graduands presented on the schedule had been subjected to the necessary procedures to confirm their identity and their eligibility to graduate and that the procedures had been conducted by appropriately authorised staff of the University.
- 1.4 Executive Secretary to provide Academic Services: Student Management with the minute approving the degrees had been conferred and certificates and diplomas awarded.



- 1.5 Academic Services: Student Management manage the printing of the scrolls, dated as at the Academic Board meeting at which the degrees had been conferred and certificates and diplomas awarded and send to the graduate.

Relevant legislation:

Education Act 1989 Section 193 (2(a))

Legal compliance:

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Related procedures / documents:

Massey University Graduation Statute
Massey University Graduation Procedures

Document Management Control:

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Next review: March 2012

employees will be directed to co-operate with any request made by the Committee.

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

5. Review of the Committee

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

6. Secretarial and Meetings

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

A quorum of members of the Committee shall be two.

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

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

Minutes of all meetings shall be kept.

7. Reporting procedures

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

8. Membership

The membership of the Committee shall be:

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

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

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Part II
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The Chairperson of the Committee shall be elected by the Committee on an annual basis but shall not be the Chancellor.



MASSEY UNIVERSITY

MASSEY UNIVERSITY COUNCIL

PERFORMANCE REVIEW COMMITTEE TERMS OF REFERENCE 2012

1. Constitution

The Performance Review Committee shall be a committee of the Massey University Council established by the Council.

2. Objectives

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

3. The responsibilities of the Committee are:

- (a) Following consultation with the Council, to prepare an annual performance agreement with the Vice-Chancellor that details the objectives of the Vice-Chancellor's position for that year and the processes and criteria by which the Vice-Chancellor's performance is to be assessed for that year;
- (b) To review the performance of the Vice-Chancellor biannually or otherwise in accordance with any employment contract, and to make a recommendation to Council;
- (c) To review the remuneration of the Vice-Chancellor annually or otherwise in accordance with any employment contract, and to make a recommendation to Council;
- (d) To examine any other matters referred to it by the Council;
- (e) From time to time the Committee shall consider succession planning for the Vice-Chancellor.

4. Authority

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

Approved by Council 3 November 2006

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Membership reviewed & changes approved 7 March 2008: Reviewed: Perf Review Committee Dec 2008

Approved Council March 2009

Reviewed: Performance Review Committee Feb 2010 & Approved: Council 5 March 2010

Reviewed: Performance Review Committee Feb 2011 & Approved: Council 4 March 2011

Reviewed: Performance Review Committee Jan 2012

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

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

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

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

Minutes of all meetings shall be kept.

7. Reporting procedures

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

8. Membership

The membership of the Committee shall be:

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

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

The Chairperson of the Committee shall be elected by the Committee on an annual basis but shall not be the Chancellor.