



MEETING OF MASSEY UNIVERSITY COUNCIL

FRIDAY 5 MAY 2017

commencing at 9.00 am

to be held in

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



MASSEY UNIVERSITY COUNCIL

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

Friday 5 May 2017

Commencing at 9.00am

AGENDA - PART I

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1.0 INTRODUCTION

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1.4 Declaration of Interest/Register of Interest

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A member of, or of a committee of, a council who has an interest in a matter being considered or about to be considered by the council or committee, as the case may be, shall, as soon as possible after the relevant facts have come to the member's knowledge, disclose the nature of the interest at a meeting of the council or committee. A disclosure shall be recorded in the minutes of the meeting of the council or committee and the member shall not unless the council decides otherwise a) be present during any deliberation of the council or committee with respect to that matter; or take part in any decision of the council or committee with respect to that matter. For the purposes of this section, a person has an interest in a matter if, and only if, the matter relates to the conditions of service of the person as the chief executive or a member of the staff of the institution concerned or the person has any other direct or indirect pecuniary interest in the matter.

1.5 Confirmation of Agenda and Urgent Items

In accordance with Sections 46A(7) and 46A(7A) of the Local Government Official Information and Meetings Act 1987, to receive the Chairperson's explanation that specified item(s), which do not appear on the /Agenda of this meeting and/or the meeting to be held with the public excluded, will be discussed.

Any additions in accordance with Section 46A(7) must be approved by resolution with an explanation as to why they cannot be delayed until a future meeting.

Any additions in accordance with Section 46A(7A) may be received or referred to a subsequent meeting for further discussion. No resolution, decision or recommendation can be made in respect of a minor item.

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5.0 LATE ITEMS

6.0 EXCLUSION OF PUBLIC

To be moved:

"That the public be excluded from the following parts of the proceedings of this meeting listed in the table below.

The general subject of each matter to be considered while the public is excluded, the reasons for passing this resolution in relation to each matter, and the specific

grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for passing of this resolution are as follows:

General subject of each matter to be considered		Reason for passing this resolution in relation to each matter	Ground(s) under Section 48(1) for passing this resolution
Item 7.1	Chancellor's Report <i>verbal</i>	Improper gain or advantage	s7(2)(j)
Item 7.2 C17/45	Vice-Chancellor's Report against 2017 Objectives	Improper gain or advantage	s7(2)(j)
Item 7.3 C17/46	Vice-Chancellor's Report – Key Strategic Issues	Improper gain or advantage	s7(2)(j)
Item 8.1.1 C17/47	Confirmation of E-Ballot – Annual Report 2016	Personal privacy	S7(2)(a)
Item 8.2 C17/48	2018 Student Proposed Fees (Domestic and International)	Improper gain or advantage	s7(2)(j)
Item 8.3 C17/49	Update on Massey University Worldwide	Improper gain or advantage	s7(2)(j)
Item 8.4 C17/50	Massey Global Annual Report	Improper gain or advantage	s7(2)(j)
Item 8.5 C17/51	Massey Ventures Limited Annual Report 2016	Improper gain or advantage	s7(2)(j)
Item 8.6	Massey Auckland @ Albany Campus Developments Report - <i>verbal</i>	Improper gain or advantage	s7(2)(j)
Item 8.7 C17/52	Manawatū Campus Recreation Centre – Seismic Issues business case	Improper gain or advantage	s7(2)(j)
Item 8.8 C17/53	Internal Audit Charter	Improper gain or advantage	s7(2)(j)
Item 8.9 C17/54	IVABS Complex Upgrade – Programme Update	Improper gain or advantage	s7(2)(j)
Item 8.10 C17/55	Student Management Solution Implementation Programme	Improper gain or advantage	s7(2)(j)
Item 8.11 C17/65	Amendment to Treasury Policy and Framework	Improper gain or advantage	s7(2)(j)
Item 9.1 C17/56	Minutes of meeting held on 3 March 2017 – Part II Confidential	For the reasons set out in the Part I minutes of 3 March 2017 held with public present	

Item 9.3 C17/57	Follow-up Schedule as at 5 May 2017	Improper gain or advantage	s7(2)(j)
Item 10.1 C17/58	Financial Report for the Three Months Ending 31 March 2017	Improper gain or advantage	s7(2)(j)
Item 10.2 C17/59	Performance Report – Quarter One 2017	Improper gain or advantage	s7(2)(j)
Item 10.3 C17/60	Execution of Delegated Authority of Council: Appointment of Community Members – Massey University Human Ethics Committee: Southern A	Improper gain or advantage	s7(2)(j)
Item 10.4 C17/61	Enrolment Report as at 23 April 2017	Improper gain or advantage	s7(2)(j)
Item 10.5.1.1 C17/62	Governance Committee report of 31 March 2017	Improper gain or advantage	s7(2)(j)
Item 10.5.2.1 C17/63	Audit and Risk Committee report of meeting held on 12 April 2017	Improper gain or advantage	s7(2)(j)
Item 10.5.3.1 C17/64	Finance Committee report of meeting held on 17 February 2017	Improper gain or advantage	s7(2)(j)
Item 10.5.3.2	Finance Committee report of meeting held on 21 April 2017 - <i>verbal</i>	Improper gain or advantage	s7(2)(j)

This resolution is made in reliance on Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public as stated in the above table.

Also that the persons listed below are permitted to remain after the public has been excluded for the reasons stated.

- Mr Stuart Morriss, Assistant Vice-Chancellor Operations, International and University Registrar, Ms Cathy Magiannis, Assistant Vice-Chancellor Strategy, Finance, IT and Commercial Operations, Distinguished Professor Sally Morgan, Academic Board Chair and Mr James Gardiner, Director of Communications because of their knowledge and ability to provide the meeting with advice on

matters both from an organization-wide context and also from their specific role within the University.

- Mrs Priscilla Jeffrey, Executive Secretary because of her ability to provide the meeting with procedural advice and record the proceedings of the meeting.”

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**MASSEY UNIVERSITY COUNCIL MEMBERS INTERESTS REGISTER –
as at 3 March 2017**

Michael Ahie Taranaki, Nga Ruahine, Ngati Ruanui	BBS(Hons)
Position	Council member – Minister of Tertiary Education Appointee
Responsibilities	Pro Chancellor Honorary Awards Committee Chair Audit and Risk Committee member Performance Review Committee member Governance Committee member
Term:	17 December 2012 – 16 June 2014 17 June 2014 – 16 June 2018 1 January 2016 – 31 December 2019
Declaration Date:	1 July 2016
Interests:	
Chairman	Spring Sheep Dairy Ltd Partnership
Chairman	Plant and Food Research Limited
Chairman	Food Safety and Assurance Advisory Council
Chairman	ComplyWith NZ Ltd
Chairman	Plant Market Access Council
Director	FMG (Farmers Mutual Group)
Director	The Bio Commerce Centre Limited
Director	MIG (Manawatu Investment Group) Limited
Director	MIG Nominee No 1 Limited
Director and Shareholder	AltusQ New Zealand Limited
Director and Shareholder	Clearwater Limited
Director and Shareholder	Jama Property Limited
Member	IRD Risk and Assurance Advisory Committee
Trustee	The Jama Trust
Trustee	Ripo Tautahi Whanau Trust

Dr Helen Anderson QSO	PhD (Cantab), CRSNZ, CF.Inst.D, CompIPENZ
Position	Council member – Minister of Tertiary Education Appointee
Responsibilities	Council member Finance Committee member Audit and Risk Committee member Governance Committee member Honorary Awards Committee member Performance Review Committee member
Term:	25 June 2014 – 31 May 2017 1 January 2016 – 31 December 2019
Declaration Date:	1 July 2016
Interests:	
Chair	BRANZ Group
Chair	External Advisory Committee, Department of Internal Affairs
Chair	Wellington Branch, Institute of Directors
Independent Director	Dairy NZ Group
Director	NIWA
Director	Anderson Associates NZ Ltd.
Director	Antarctica NZ
Director	WREDA

Dr Helen Anderson QSO	PhD (Cantab), CRSNZ, CF.Inst.D, CompIPENZ
Councillor	NZ Institute of Directors
Member	Assurance and Risk Committee, NZ Police
Member	ClearPoint Ltd. (Advisory Board)
Trustee	Helen Anderson Family Trust

Colin Harvey ONZM	BAGSc, BCom(<i>Auck</i>)
Position	Council member – Minister of Tertiary Education Appointee
Responsibilities	Council member Finance Committee chair Audit and Risk Committee member Governance Committee member Performance Review Committee member
Term:	17 December 2013 – 16 December 2017 1 January 2016 – 31 December 2019
Declaration Date:	1 July 2016
Interests:	
Chairman	Hobbiton Scenic Tours JV
Managing Director	ANiDEA Ltd
Managing Director	Lake McKay Station Ltd Polybotics
Managing Director	Harvey Investment Fund Ltd
Director	Country TV Ltd, Canterbury Fresh Ltd, Wool Industry Research Ltd, Scitox Ltd, Northland Properties Ltd, Topgene Ltd, BRP Ltd,
Director and consultant	Polybatics
Partner	iGlobe Investments Ltd
Member/Executive	ARPPA
Member	Agrbio and Biotech Sub Committee Return on Science
Member	NZ Institute Directors

Jacqui Hofmann	GDipInfSc, BA <i>Well.</i>
Position	Council member – Elected by Permanent members of the Professional Staff
Responsibilities	Council member Finance Committee member
Term:	1 January 2016 – 31 December 2019
Declaration Date:	1 July 2016
Interests:	
Member	Universities New Zealand Committee on Student Administration and Academic Services, NZQA subcommittee
Staff member	Massey University - Associate Director, Academic Services Student Administration

Ian Marshall	BCom (<i>Natal</i>) CANZ, CASA
Position	Council member – Council Appointee
Responsibilities	Council member Audit and Risk Committee chair Finance Committee member

Ian Marshall	BCom (<i>Natal</i>) CANZ, CASA
	Governance Committee member
Term:	9 October 2014 - 8 October 2018 1 January 2016 - 8 October 2018
Declaration Date:	1 July 2016
Interests:	
Member	Marlborough District Council Board
Chair	Audit Committee, OSPRI New Zealand Ltd
Chair	Audit Committee, Wools of New Zealand Ltd

Distinguished Professor Gaven Martin	MSc, PhD <i>Michigan</i> , FRSNZ FAMS, FNZMS
Position	Council member – Elected by Permanent members of the Academic Staff
Responsibilities	Council member Honorary Awards Committee member
Term:	1 January 2016 – 31 December 2019
Declaration Date:	1 July 2016
Interests:	
Vice President	Royal Society of New Zealand (Chair of various subcommittees)
Director	New Zealand Mathematics Research Institute
Chair of a variety of subcommittees	New Zealand Mathematics Society
Board member	Rotary Science Trust
Member	International Council for Science / Committee for Freedom and Responsibility in Science (ICSU)
Trustee	Sir Neil Waters Trust
Academy Councillor	Royal Society of New Zealand
Staff member	Massey University

David McNab	BBS (<i>Massey</i>) MInstD
Position	Council member – Elected by Students
Responsibilities	Council member
President	Massey University Extramural Students Society (EXMSS)
Software Developer	Vadacom Limited (Digital Telephony/PBX Development Company)
Beneficiary	Callaghan Innovation R and D Funding
Postgraduate Student	Massey University – Massey Business School

Ben Vanderkolk	LLB Cantab, IoD
Position	Council member – Minister of Tertiary Education Appointee
Responsibilities	Council member Performance Review Committee chair Finance Committee member Audit and Risk Committee member Governance Committee member
Term:	29 August 2011 – 30 November 2012 1 December 2012 – 30 November 2016

	1 January 2016 – 31 December 2018
Declaration Date:	1 July 2016
Interests:	
Deputy Chair	UCOL Council
Director	Massey Global Limited
Member	Bio Commerce Trust Board
Principal	BVA The Practice, Palmerston North and Wellington

Tina Wilson	
Position	Council member – Council Appointed Māori Member
Responsibilities	Council member

Carl Worker	MA (Hon) <i>Oxf.</i>
Position	Council member – Council Appointee
Responsibilities	Council member
Term:	26 May 2016 – 25 May 2020
Declaration Date:	29 September 2016
Interests:	
Full-time employee	Ministry of Foreign Affairs and Trade with the dual roles of MFAT Principal Business Adviser and New Zealand Ambassador for Counter-Terrorism.



MASSEY UNIVERSITY

VICE-CHANCELLOR'S OFFICE

To: Members of Council

From: Vice-Chancellor Professor Jan Thomas

Date: April 24, 2017

Subject: **Vice-Chancellor's Part I Report to Council**
Period: March to early April 2017

Purpose:

This report is presented to update Council on key achievements, highlights and major issues arising over the period March to early April 2017, and also seeks to give Council a flavour of the breadth and depth of University-associated activities.

As mentioned previously, this report is modelled on the style of Council reports provided in the past. Over 2017 it will be adapted to my style and to meet other reporting needs.

1.0 Ngā Take o te Wā Topical Issues

1.1 Vice-Chancellor Professor Jan Thomas - Kia ora colleagues

1.1.1 Vice-Chancellor e-log, February 24

This week I enjoyed my first meeting as trustee of the Massey University Foundation. Most great universities around the world have established foundations to drive philanthropic activity and Massey is no different. Foundations are set up to provide a focus on fundraising, which in turn helps the institutions provide things that would otherwise not be affordable – things that enable us to provide the best academic and working environment for our students and staff. They have a board, in our case chaired by Dr Russ Ballard who will be very familiar to many of you as a previous Chancellor. Our university is very lucky to have foundation board members whose time is generously given, to advance Massey into the future. The foundation is deliberately established with a degree of independence from the university, to provide confidence to donors and supporters that the corpus of funds it administers are invested well and managed to deliver the best possible outcomes for us. Annual reports are available online. I encourage you to look again at what the foundation is all about.

One recent example of foundation work is the opening of the Wildbase hospital on January 27 at the Manawatū campus. This would not have been possible without the fundraising efforts of the foundation. Other significant projects are under way. I am particularly attracted to the provision of scholarships for students. These can make a huge difference in the lives of individuals and their families. The financial support is important, but the affirmation of receiving a scholarship can be even more powerful. When I speak to scholarship winners I

am always delighted to hear about the boost in confidence it provides – someone actually recognises their potential and existing success, and believes in them.

In my previous role, I established a staff giving programme, matching dollar-for-dollar private donations towards scholarships. You can imagine how delighted I was to discover on my arrival here that Massey University has established a similar scheme where all staff donations to the foundation are matched dollar-for-dollar. On top of that the foundation is linked into the Government's donations rebate scheme where 33 per cent of any donation is instantly rebated rather than having to be claimed annually. So if I donate \$10 a fortnight from salary to the foundation it would cost me \$6.67 and the foundation would get \$20 towards a worthy project. That's a win-win in my view. Also unlike my experience elsewhere it's possible to direct it towards particular things. For my staff giving, I have chosen the Advancement Fund, which provides unrestricted cash for the foundation to use.

I am also enjoying meeting with executive teams from colleges and service areas. At this time of year there are a lot of planning days happening, and it's good to see the energy and capability displayed at these. Thanks to all who are welcoming me into these fora, providing me with honest feedback and assessment of the work to hand. Together we are building a better Massey and a better New Zealand – thanks for all your hard work to get us this far.

1.1.2 **Vice-Chancellor e-log, March 8**

Kia ora colleagues

Happy International Women's Day to you all. March 8 is a significant day for me and for all women. Today I am attending two functions to celebrate the achievement of women around the world. Like all senior professional women, I am often called upon to comment on the challenges faced. Sometimes I focus on the word *international* – it is the case that women around the world have significant challenges to their safety and living circumstances even before education and opportunity are considered.

I am often asked why it's important to celebrate International Women's Day, given we are living in a developed nation with equal opportunity enshrined in law. Sadly, cultural and societal expectations of men and women regularly disadvantage women, even in progressive societies such as New Zealand.

I have regularly spoken on workplace cultures that disadvantage the career progress of women in universities. Some of this reflects issues in the broader workplace. A current topic in the media is the well-documented gender pay gap between women and men performing equivalent roles. Many organisations are working to address this, and despite having relatively regulated pay scales, it still occurs in universities.

As a mother, I am acutely aware of the societal expectations on women as the primary carer. Universities are progressive institutions that have parental leave available for all staff, right? Yes, but availability does not equate to uptake, and in previous institutions I have documented many cases of fathers not taking leave available for fear it would negatively affect their careers, placing a heavy burden on women.

Women academics are often negatively affected by breaks in their career due to this imbalance. While we might wish otherwise, a consistent and strong track record remains important for grant applications and promotion in the academy. Yet I see changes. For example, I applaud the generous gift by Professor Tanya Monro at the University of South Australia to establish a [Research Momentum During Maternity Leave fund](#)

Universities also have the opportunity to lead other sectors in ensuring that all women and men are able to reach their full potential. Encouraging shared caring responsibilities by all, regardless of gender, is a start. Women's development programmes, mentoring and targeted support continue to be needed. However, continued work by everyone is needed to ensure

the subconscious behaviours and symbols that exists in workplaces – and shape outcomes – are put behind us.

Colleagues, I can assure you that I take my role as a senior woman in the sector seriously. I want to ensure that Massey University demonstrates, in all that it does, equal opportunity for women and for men. Supporting excellence, wherever it occurs, means consciously thinking about what we do and how we do it. We are well on the way – our Senior Leadership Team has seven women and five men! But we have work to do to ensure equitable outcomes across all areas.

Happy International Women's Day, colleagues. Thank you for all that you do.

1.1.3 **Vice-Chancellor e-log, March 17**

Kia ora anō colleagues

Firstly, thank you for your feedback on these e-logs. It is good to know that you are finding them of value in one way or another, and I appreciate the emails with comments and feedback that have flowed.

I have been really pleased to be part of the 2017 New Zealand Agrifood Investment Week held here in Manawatū. There has been an impressive range of activities including the Central Districts Field Days, conferences, hackathons, various workshops and functions. One of the highlights for me was listening to three young people in the Future Leaders event held at Wharerata at the Manawatū campus. They spanned across a senior secondary student, a university student and an early graduate. They were impressive young people: articulate, passionate and clear about their future in the primary sector. I also had the pleasure of chatting with two recent Massey Bachelor of Engineering (Hons) graduates who were talking to industry about robotic technology under development. They characterised some of Massey's special features – innovative, passionate, engaged, relevant, and working in partnership. As you all know, Massey leads the world in Agriculture and Food Technology, so it's no surprise that Massey shone at every turn. I was very proud.

I also know that we have a leadership role to play in developing advancing and articulating the Food Story of New Zealand. This is a country where there is much opportunity and multiple challenges. How we, as a nation, build value in this space is a collective effort, and the work of the Agrifood Investment Week organisers and participants enables those conversations to be had. It is good to be part of that.

The other highlight of my week was attending the Vice-Chancellor's Teaching Excellence awards. Two wonderful exemplars were successful – Dr Kathryn Hay, from the School of Social Work, and Dr Cami Sawyer, from the Institute of Fundamental Sciences.

These events are important. Massey needs to strive for excellence in everything it does. Excellent research is important for Massey. Excellent teaching is equally important. In my mind they go hand in glove. Excellent teaching and teaching scholarship need to be valued and rewarded through our systems and processes. Excellent teaching should not just occur because there are individual champions who believe in it. Nor should teaching and teaching scholarship be seen as somehow of lesser significance than research. Awards such as these celebrate success but as a university we need to work hard to constantly improve the quality of the learning environments we construct for students. Excellent curriculum, pedagogy and teaching is part of that environment. Working to ensure things like position descriptions, promotion or performance appraisal also value excellence in teaching and teaching scholarship is necessary in contemporary universities.

1.1.4 **Vice-Chancellor e-log, March 27**

Kia ora anō colleagues

Last week I had a wonderful time getting around the three campuses and chatting with staff. I really appreciate people taking the time to come to my forums and I valued the comments and questions. For those who weren't able to come, there should be a video out soon. Essentially though, I scoped out my first impressions of Massey and where we needed to get to in the next few years.

In particular, I spoke about things we need to focus on this year. We need to adjust our budget to ensure that we have sufficient surplus to be able to invest in our strategy. I am determined to position Massey so that each year, we have a healthy surplus through a whole of university effort, diversifying our revenue streams and the relentless pursuit of efficiency. Over time we have developed a very complex organisation that means our focus is too often taken away from what really matters – which is building a better New Zealand through our teaching and research.

I also spoke about ensuring that we accept nothing less than excellence in all that we do – excellence in research, excellence in teaching and student learning environments and excellence in how we relate to stakeholders. Excellence should be rewarded, and extended underperformance needs to be addressed. I feel this is my personal commitment to those who fund us –for example, students, tax payers, philanthropists – and to New Zealand as a nation.

We talked about projects. We need a framework to identify significant projects and then ensure they are scoped and planned well. Currently, too many projects are inadequately scoped, leading to delays and more expense. Ensuring the appropriate specialist resources are deployed to assist managers will be a start. Good visibility and assurance on projects currently under management will allow for effective coordination at the university-wide level.

We talked about working collectively to set the next five-year strategy and to understand what we stand for; what is the “elevator pitch” when we describe ourselves? What is that special something, that essence, that we can all stand behind and project to the outside world?

Finally, I spoke around the employment lifecycle, from recruitment to retirement, staff wellness and engagement. You are our finest asset, and how we build a workplace culture that ensures everyone can be at their best is important to me. I want everyone to feel that every day they are making a positive difference at Massey.

My first impressions of Massey have lived up to what I could see from afar. Its research is excellent and high impact, and our students and their experience is outstanding. We are doing the heavy lifting for New Zealand in so many ways. What we do each day really makes a difference. As I have become more familiar with our university though I also see so many good people who are deeply committed to our success. That's a wonderful asset for us.

This was reinforced so richly during the Defining Excellence Awards, celebrated last week in Auckland. I was so impressed and proud of the talent on display. Excellent teachers and excellent researchers; all passionate about what they do and all critically important for the success of us all. As well, we acknowledged a range of alumni who are doing extraordinary things, at least in part as a result of their Massey degrees. This awards evening also celebrated partnerships with external business and agencies who walk with us to deliver for New Zealand. It was a stellar line up of partners, and the work we were doing with them was truly impressive. What a difficult task for the judges. We really are an international university, impacting industries and communities worldwide.

1.1.5 **Vice-Chancellor e-log, April 3**
Tēnā koutou e hoa mā

I have been reading the recent report produced by the Tertiary Education Union *Education under Pressure*, which presents data from a sector survey completed last year. Much has

been made in the media of respondents feeling under pressure to pass students who have not reached a certain standard. Just over a half of university-based respondents (more than 300 people in total) indicated that they felt this pressure had increased over the past 10 years. Please be reassured that the University stands behind our academic staff as you hold to the standards required of students and it is useful to understand that this pressure has become more prevalent. Quality systems coupled with good teaching development and pedagogy should be sufficiently robust to provide assurance to stakeholders that this is not a systemic issue within Universities. I believe those systems and elements are in place at Massey.

However, I think there are other elements the report raised that should be discussed by us. Matters of workload, “managerialism” and a loss of staff “voice” were prominent. Similar discussions occur across the developed world, particularly as universities and individuals within them become necessarily more accountable in a fiscally constrained environment. The elements that concern me the most, are those around bullying. Indeed, quoted comments such as “There’s this attitude for the upper management that ‘if your staff aren’t screaming, then you’re not working them hard enough’...” and “I believe I work in an unsafe environment where bullying and intimidation by is rife”, worry me a great deal.

Many of us have worked in toxic workplaces and know just how damaging they are to individual wellbeing and productivity. Good people leave or “bunker down”. In my experience, “presenteeism” (where people come to work but don’t do much) can be a big problem in universities. Those of you who were good enough to spend time with me during my forums will know that addressing these challenges are very important to me. There is no room for poor workplace behaviours at Massey, and we can’t afford even a small proportion of our staff to engage in “presenteeism”. A challenge in universities generally is that suboptimal management practices can lead to workplace issues, and ensuring that all our managers are well skilled to get the best out of staff is important. As Massey moves to greater accountability and effective management of performance, this becomes even more critical.

A focus for me is on wellness, and whole of university strategies around this will emerge. However, underlying that there will be a need to have strategies (and development opportunities) to assist managers to manage effectively. As well, we need to work hard to ensure that bullying is not tolerated. I am working with People and Development colleagues to this end. There is much that has been done to improve this issue, including mandatory briefing sessions for managers on creating positive workplaces and addressing workplace bullying; training of staff on how to raise concerns about these matters; extending the University Student Harassment support network to include staff; and the very recent appointment of a Positive Workplace Consultant Jan Eggleston, to raise awareness of the resources available and to identify gaps in our approach to these important issues. I am advised there are instances of individuals no longer working at the University because they have overstepped the boundaries of reasonable behaviour. I do want staff to feel confident in raising these issues in the knowledge they do not go unattended. I expect the highest possible standards of professional and personal conduct at Massey.

I don’t know how many Massey staff completed the TEU survey. However, I do have access to data generated from the Voice staff engagement surveys and I thought I would share some of that data on staff perception of bullying from our 2015 survey with you. Only 48 per cent of staff believed bullying is prevented at Massey and not much more (53 per cent) believe Massey resolves complaints. I don’t regard this as acceptable.

We have an obligation to each other to ensure we create a safe workplace. Understanding what constitutes bullying, knowing how to report this and feeling safe to report is important. So too is ensuring concerns are managed to completion as quickly as possible and ensuring that all parties involved are treated with respect and allowed natural justice. As we collectively strive for excellence in performance, some of these foundational elements of effective staff management become even more necessary.

Massey has HR professionals, a mediation service, a harassment support network, and a Positive Workplace Consultant, who are able to assist and advise you on any element of this. Of course, if any of this e-log has raised issues for you, please make sure you reach out for support through our employee assistance programme and from your loved ones. I know that if you have ever experienced bullying, this may be challenging to read.

We will be engaging in the Voice survey later this year. It is very important that staff actively participate so that we get accurate pictures on these issues and many more that will inform our planning. The data is held confidentially and managed externally so no one at Massey can access your response. I plan to speak with you all about our past Voice survey results before the 2017 survey. However, the more staff that participate the more granular we are able to get to identify parts of the organisation that may have particular issues. This will enable us to put in place effective strategies.

Workplace culture is critical for workplace productivity. I am keen to ensure that your voice is heard through this survey and through other mechanisms. Together we can ensure that the loyalty and commitment you have to this organisation continues for the benefit of us all.

Nāku iti nei

1.1.6 **Vice-Chancellor's All-Staff Forums - March 2017**

If you happened to miss one of the All Staff Forums held on each campus in March and would like to hear me discuss key priorities for 2017, the recording from the first Manawatū session is available on the Massey webcast site or by following the link below:

<http://webcast.massey.ac.nz/Mediasite/Catalog/catalogs/vcoffice>

1.2 **Massey University Defining Excellence Awards**

The annual Defining Excellence Awards recognise Massey University graduates, researchers and teachers who have made outstanding contributions in their careers or to their communities, as well as partner institutions or businesses that have worked closely with the University over several years. The awards were held in Auckland on March 23.

Massey University staff were among those recognised and celebrated at the University's Defining Excellence Awards.

Research Medals

Health researcher Professor Marlana Kruger from the College of Health and industrial designer Professor Tony Parker from the College of Creative Arts were presented with **Massey University Research Medals**. The medals honour an exceptional body of research carried out by staff over a period of years.

In addition the University's annual teaching and research excellence awards from last year were presented.

- **Team Research Award** - The Animal Welfare Science and Bioethics Centre - Professor David Mellor, Professor Craig Johnson, Professor Kevin Stafford, Dr Ngaio Beausoleil and Neil Ward, College of Sciences.
- **Research Excellence Awards** - Professor Tony Parker, College of Creative Arts and Professor Marlana Kruger, College of Health.
- **Research Supervisor Medal** - Professor Kevin Stafford, Institute of Veterinary, Animal and Biomedical Sciences.
- **Early Career Medal Awards** - Shannon Te Ao, College of Creative Arts, Dr Jodie Hunter, Institute of Education, and Dr David Aguirre, Institute of Natural and Mathematical Sciences.

- **Teaching Excellence Award** and also the **Massey Business School Richard Buchanan Teaching Excellence Award** - Associate Professor Margaret Brunton, School of Communication, Journalism and Marketing.
- **Teaching Excellence Support Award** - Martin McMorrow. National Centre for Teaching and Learning.

Distinguished Alumni Awards

- **Sir Geoffrey Peren Medal** - The University's most prestigious alumni award, the Sir Geoffrey Peren Medal, named after Massey's founding Principal, was presented to Ross McEwan, chief executive of the Royal Bank of Scotland. Mr McEwan graduated with a Bachelor of Business Studies in 1979.

The other alumni recipients are:

- Mavis Mullins (MBA 1996), director of Paewai Mullins Shearing, was presented the **Distinguished Alumni Service Award** for her work in agri-business.
- Pengbo Jiang (Master of Management 2016), senior consultant at Global Immigration in Wellington, received the **Distinguished Young Alumni Award**.
- Peter Chrisp (Master of Arts 1986), chief executive at New Zealand Trade and Enterprise, received the **Distinguished Alumni Achievement Award**.

Partnership Excellence Awards

The recipients of the **Partnership Excellence Awards**, which recognises businesses and other organisations the University has special relationships with, were The Warehouse Group in the domestic category and Weta Workshop in the international category. This was the first year the University presented two partnership awards.

Congratulations to all.

2.0 Te Rangahau me te Tohungatanga Research and Scholarship

2.1 Research and Scholarship update

- 2.1.1 A significant Massey-wide project that will have impact on Massey's ability to capture important data (financial and operational) is in the early stages of implementation by the Research and Enterprise Office. Currently Massey records financial information in its Research Information Management System only on research projects and bids that have been successful and has not captured and registered the number of unsuccessful/abandoned/withdrawn/deferred bids, hence the information feedback loop has been incomplete.

This project will mean the system captures the early registration of interest through to project completion for external income projects bids and creates a workflow process that will enable early engagement via email alerts by all relevant stakeholders at Massey. The project has the support of Finance, college research directors and the Assistant Vice-Chancellor Research, Academic and Enterprise.

- 2.1.2 The relationship between Massey University and Fonterra is strong, with recent discussion had about a possible think tank in terms of Fonterra's research strategy and how Massey staff could contribute to that. The Primary Growth Partnership contracting is coming to an end next year.
- 2.1.3 The University has been making good in progress working with a range of stakeholders in the Gisborne area to establish a presence in the region. A high-level engagement strategy meeting was held in Gisborne on April 10 between all stakeholders (including the Eastern

Institute of Technology) to see how the educational providers can meet the research and educational needs of the region. The intended outcome is an agreed engagement strategy between all stakeholders.

2.1.4 School of Sport and Exercise PhD student/lecturer Matt Miller was recently awarded pre-seed accelerator funding for an invention that he and fellow academic Dr Phil Fink have been working on. During this process Mr Miller applied for and was successful in getting an Emerging Innovator Grant from a fund administered by KiwiNet. He will be funded to travel to Taiwan and the United States to investigate the electronic bike manufacturing process and assess the potential of his bike brake power meter in this segment.

2.1.5 New spin-out company Hyperceptions Ltd has been incorporated and has its first contract to survey plantation forestry using the hyperspectral imaging camera.

2.1.6 **PBRF update**

As you will know, the 2018 PBRF national assessment is very important to Massey. Producing high quality distinctive research is fundamental to our core business and PBRF is a measure of our research quality and research output. In addition to ensuring that the University secures funds to invest in future research, PBRF outcomes (the Quality Score measure alongside the volume of funding) signifies our national standing in terms of the quality of our research and research outcomes, the way in which our research contributes to the building of research communities (nationally and internationally) and the quality and efficacy of our postgraduate supervision. Aligned with this, 2017 will be a year of focus and consolidation for Massey, both in terms of ensuring that academic staff have a good knowledge of the 2018 PBRF expectations and that there is a clear understanding of our institutional research expectations.

Assistant Vice-Chancellor Research, Academic and Enterprise Professor Giselle Byrnes has commenced fortnightly email newsletters to staff that directly engaged in research, with key information regarding research at Massey. Much of this is focused on preparations for the 2018 PBRF round. To date, there have been three newsletters, with information on:

- Confirmation of staffing categories to be used in the AQS denominator (different to 2012)
 - Notification of PBRF 2018 Information Sessions
 - Massey University internal schedule of activities leading up 2018 PBRF submission
- Future topics will include advice on the new Symplectic template, the definition of Research Contribution, advice for staff on developing a research narrative, and how to select the best Nominated Research Outputs, as well as many others.

Enquiries regarding the mailing list research-all@list.massey.ac.nz can be directed to Ngaire Ashton.

Three staff forums have also been scheduled as part of the more personalised approach to providing advice to staff on the 2018 PBRF round. On March 22, the first PBRF Information Session was convened and facilitated by the Professor Byrnes at the Manawatū campus (with dates booked for Auckland and Wellington in early April).

Alongside this, a web presence has been updated and staff can access a range of easy to find information on the PBRF round from this resource.

2.2 **Research Excellence**

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

2.2.1 **Conferment of the title Professor Emeritus**

The Massey University Council's Honorary Awards Committee has resolved that the title of Professor Emeritus be conferred to the following individuals:

- **Professor Tim Carpenter (College of Sciences)**
The committee acknowledged the contribution Professor Carpenter had made to the University. It noted in particular his leadership of the EpiCentre, his involvement in developing the international strategy for the control of foot and mouth disease and his collaborations and supervision of postgraduate students covering a diverse area in which his epidemiological knowledge and skills have been invaluable. It also noted Professor Carpenter's continuing involvement with the University in his retirement.
- **Professor Hans-Jurgen Engelbrecht (College of Business)**
The committee acknowledged the contribution Professor Engelbrecht had made to the University and in particular the Economics Group, School of Economics and Finance, and Massey Business School. It also noted his achievements in respect to consultancy work with the New Zealand Treasury and Ministry of Economic Development, being the PBRF subject area facilitator for economics, contribution to the New Zealand Association of Economics as a council member, Massey Academic Board member and a member of the Massey Business School Research Committee.

I join Chancellor Michael Ahie in thanking our two new Professors Emeriti for their outstanding contributions.

2.2.2 **Health Research Councils 'star' researchers**

Professors Jeroen Douwes, Centre for Public Health Research, Sally Casswell, and Karen Witten, SHORE and Whāriki Research Centre, Philippa Gander, Sleep/Wake Research Centre, and Bernhard Breier School of Food Technician, Associate Professors Leigh Signal, Sleep/wake Research Centre and Andrea 't Mannetje, Centre for Public Health Research, and Drs Lis Ellison-Loschmann, Ridvan Firestone, Centre for Public Health Research, and Bronwyn Sweeney, Sleep/Wake Research Centre, will appear on a video for the Health Research Council's website highlighting researchers the council regards as stars.

2.2.3 **2018 Society for Research on Nicotine and Tobacco's Langley Award**

Associate Professor Marewa Glover, School of Public Health, has been nominated for a 2018 Society for Research on Nicotine and Tobacco's Langley Award for basic research on nicotine and tobacco. This award is given tri-annually and honours scientists who have made ground-breaking advances in basic nicotine research in the areas of pharmacology, neuroscience and/or genetics.

2.2.3 **Top 30 most downloaded articles published in *Food & Function***

An article by Dr Lovedeep Kaur, School of Food and Nutrition, published last year, *High pressure processing of meat: effects on ultrastructure and protein digestibility* in *Food & Function*, was one of the top 30 most downloaded articles published in the journal in 2016, and has been included in the Food & Function 2016 Most Accessed Articles Collection.

2.2.4 **National HR Researcher of the Year**

On February 23, the Human Resource Institute of New Zealand held its annual awards ceremony, where Professor Jane Parker, School of Management, received National HR Researcher of the Year, recognising her relevant and impactful work in the field of Human Resource Management. Professor Jim Arrowsmith, School of Management, Auckland, was also admitted as a full fellow of the institute.

2.2.5 **Agriculture Research Fellowship**

Professor Rukmani Gounder, School of Finance and Economics, was awarded the Agriculture Research Fellowship to conduct research on *Agriculture Development in the Asian Nations: the Case Study of Indonesia*. She worked at Bogor Agricultural University (Indonesia) for

three weeks (mid-January to February) and presented a guest lecture and seminar. She also discussed joint research between Massey University and Bogor Agricultural University.

- 2.2.6 Valerie Chopovda (PhD student, mathematics) has been awarded the Gloria Olive Travel Award by the New Zealand Mathematical Society. The award will support her attending a conference and workshop in Italy this year. During the conference she will present her work on the four-body problem. (The Gloria Olive Award is named after a prominent member of the New Zealand Mathematical Society who left a legacy to the society. The award is one of the largest grants made by the society during the calendar year and is the only named travel award. This follows Ms Chopovda's earlier success in gaining a Kalman Summer Scholarship to attend the 2016 New Zealand Mathematics Research Institute summer school.

2.3 Research Collaborations

2.3.1 New Fonterra-Riddet chair in consumer and sensory science

Massey University, in partnership with Fonterra, is pleased to welcome the inaugural chair in consumer and sensory science Professor Joanne Hort. This chair has been established within the Massey Institute of Food Science and Technology through the Riddet Institute centre of research excellence. Professor Hort, from the University of Nottingham, England, is a world-renowned expert in sensory and consumer science. Her research focuses on using sensory science and instrumental techniques to understand how we perceive flavour. Professor Hort will work in partnership with the Fonterra External Research and Development team and leaders of consumer and sensory science to provide strategic leadership for Fonterra and Massey in areas of consumer and sensory science research.

- 2.3.2 Associate Professor Mandia Mentis and colleagues from the Institute of Education are currently hosting four colleagues from Mahidol University, Thailand, at the Auckland campus focused on inclusive education. Dr Mentis and colleagues will be travelling to Mahidol later in the year for professional learning and development and research collaboration.

- 2.3.3 Professor Bernhard Breier, School of Food and Nutrition, met with Professor Korinna Huber, from the University of Hohenheim and the Hohenheim Research Centre for Health Sciences, to establish an international collaboration network and partnership in the agrifood, nutrition and human health research domains.

- 2.3.4 On February 20, Dr Tracy Wilcox, University of New South Wales, presented a seminar via videolink to all three campuses on the research she conducted at her institution to scope and enhance the implementation of Principles of Responsible Management Education at her university. Associate Professors Gabriel Eweje, School of Management, and Margaret Brunton, School of Communication, Journalism and Marketing, have proposed to replicate the research at the Massey Business School to help us enhance implementation of the principles here.

- 2.3.5 Professors Jackie Sanders and Robyn Munford, School of Social Work, met with the Principal Youth Court Judge John Walker at Te Aroha Noa Community Services in Palmerston North. Professors Sanders and Munford are advisors on a three-year Vodafone-funded project "Creating sustainable, transformative outcomes for marginalised youth: Engaging family/whanau in change processes to enable the healthy development of young people". This project utilises the evidence generated from their research on families/whanau and vulnerable young people.

PARTH, an online tool working in partnership with Youthline, has been launched. This is a valuable tool for people working with vulnerable young people.

2.3.6 World Health Organisation recognition for EpiCentre

As a result of 14 years of research about diagnostic test validation using advanced absence-of-goldstandard (latent class) methods, the World Organisation for Animal Health (OIE) has

approved the application by the Australian Animal Health Laboratory (Jilong), EpiCentre (Massey), and University of Melbourne for recognition as OIE Collaborating Centres For Diagnostic Test Validation Science. Apart from the prestige of this recognition, the added benefit is that as an OIE-CC, any course work on this topic that Massey offers will now have the OIE seal. This gives it international recognition and credibility. Moreover, OIE is expected to recommend diagnostic test users worldwide to seek Massey's advice when it comes to validating tests in the field. Once a year, OIE is inviting a rep of OIE-CCs for a regional or global meeting, funded by OIE. A substantial contributor to the EpiCentre's role is Associate Professor Geoff Jones of the Statistics and Bioinformatics Group, Institute of Fundamental Sciences, without whom this recognition would not have been achieved. Professor Mark Stevenson, a long-term EpiCentre staff member who recently accepted a chair at the University of Melbourne, is heading the OIE-CC.

2.4 Generating Research Income

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

- 2.4.1 Matt Miller and Dr Philip Fink, School of Sport and Exercise, have been awarded \$94,000 of PreSeed investment to develop a commercially viable brake power meter in partnership with Sensitivus Gauge (Denmark) who are contributing \$120,000 to the development.
- 2.4.2 Additionally, Mr Miller has been awarded \$20,000 from the KiwiNet Emerging Innovator Fund, gained support from a commercial and industry mentor, and attend two key industry events:
 - The Taipei Cycle Show in Taipei, Taiwan on March 21-25, and
 - the Sea Otter Classic in Monterrey, California, United States on April 20-23.
- 2.4.3 Associate Professor Jasna Rakonjac, Institute of Fundamental Sciences has been awarded \$164,000 of investment from a Massey Foundation Donor to fund two projects; a PhD student investigating biological nano-filaments to unlock novel applications, and the funding of resources required to further develop a novel antimicrobial aimed at fighting antimicrobial resistant bacteria.
- 2.4.4 Professor Bernd Rehm, Institute of Fundamental Sciences has been awarded \$56,000 for the development of novel self-assembled protein particles for vaccine delivery.
- 2.4.5 Associate Professor Marewa Glover, School of Public Health is named on an international grant for Cancer Research United Kingdom – topic *E-cigarettes and weight control: an exploratory study*.
- 2.4.6 Dr Agnes Szavo has been awarded a Lotteries Health Post-Doctoral Fellowship to work with Dr Andy Towers, School of Public Health, on modelling longitudinal alcohol use trends over time in Massey University's Health, Work and Retirement longitudinal study.
- 2.4.7 Dr Nick Kim, School of Public Health, has been invited to undertake an Envirolink project for the Tasman District Council, entitled *Arsenic Bioavailability in Orchard Soils of the Waimea Plains*. Envirolink is a \$1.6m Ministry of Business, Innovation and Employment fund that can be accessed by regional councils whose aim it to improve science input to the environmental management activities of regional councils; increase engagement of regional councils with the environmental research, science and technology sector; and contribute to greater collective engagement between councils and the science system generally.
- 2.4.8 Dr Penny Truman, School of Public Health, received a \$30,000 Massey University Pre-Seed Accelerator Fund – topic *Isolate new monoamine oxidase inhibitors from tobacco smoke*.

- 2.4.9 The SHORE and Whāriki Research Centre received World Health Organisation funding of \$10,833 to support the development of a draft Sri Lanka national strategy and action plan on alcohol.
- 2.4.10 Dr Lovedeep Kaur, School of Food and Nutrition, has been awarded a financial grant by the Eric Ojala Sub-Trust to present at the International Congress of Meat Science and Technology to be held in Ireland in August; and to visit Deutsches Institut für Lebensmitteltechnik e.V. (Germany).
- 2.4.11 Massey University is now a full Technical Partner to the Management Agent for the Fleming Fund (Mott MacDonald), a £265 million investment by the British Government and Wellcome Trust to improve surveillance and reduce the impacts of antimicrobial resistance using a One Health approach in 30 low and middle income countries across South Asia, Southeast Asia and Africa. The initial project is for five years, with possible extension for another five years.
- 2.4.12 Unlocking Curious Minds 2017 funding of \$25,966 has gone to Dr Daniel Thomas, Institute of Natural and Mathematical Sciences, and his team for the project, *O tatou tamariki, nga Kaitiaki Taiao. Our children, our environmental guardians*. This project will teach school pupils about the home ranges of cats by studying their daily wanderings using GPS. The team will work with intermediate school pupils and their families to study predator foraging by tracking the movements of cats, challenging young learners at three schools on the Coromandel Peninsula to think critically about the impact of introduced predators on native animal populations.
- 2.4.13 Dr Jagadish Thaker, School of Communication, Journalism and Marketing, secured funding of \$27,511 from the Government's Unlocking Curious Minds 2017 contestable fund for a project called *Experiential learning about climate change*.
- 2.4.14 Dr Sarah Shultz, School of Sport and Exercise, secured funding of \$47,973 from the same fund for a project called *New Zealand National Biomechanics Day: FORCE is needed to start a MOVEMENT*.

3.0 Te Whakaako me te Ako Teaching and Learning

3.1 Teaching and Learning update

3.1.1 Vice-Chancellor's Teaching Excellence Awards 2017

Dr Kathryn Hay, from the School of Social Work (College of Health), and Dr Cami Sawyer, from Institute of Fundamental Sciences (College of Sciences), were recognised for their excellence in teaching and learning at the Vice-Chancellor's Teaching Excellence Awards held at Manawatū on March 14. Dr Hay and Dr Sawyer are superb ambassadors for teaching excellence at Massey University. Dr Hay will be the University's nomination for the National Tertiary Teaching Excellence Awards. Both will be acknowledged again at the Defining Excellence Awards function in March next year.

3.1.2 Teaching Awards framework

The University's Teaching Awards framework is being redeveloped. The goal of the new awards framework is to acknowledge high-quality teaching practice from early career to sustained commitment to teaching excellence. The framework will provide opportunities for teaching staff to apply for a range of awards with the view to encouraging more staff to apply for the Vice-Chancellor's teaching excellence awards. This will boost the visibility and profile of Massey's record of teaching excellence and increase the number and quality of the portfolios that are submitted at a national level for awards and recognition.

3.1.3 Hubs of Excellence

Employment into the roles in the Hubs of Excellence is almost complete. Only one position remains vacant and this will be re-advertised in the next month. Priority plans in each of the colleges are being developed. A service level agreement between colleges and the National Centre for Teaching and Learning is under development to ensure that expectations of both college and centre staff are well understood and that deliverables and timeframes are monitored effectively.

3.2 Teaching and Learning Excellence

3.2.1 Pūhoro Māori Science Academy surpasses national pass rate

A unique Massey University academy that guides young Māori into careers in science has resulted in pass rates that surpass nationwide averages. The Māori Science Academy's Pūhoro programme began last year and is designed to guide secondary schools pupils through NCEA, prepare them for transfer to tertiary study and ultimately to employment in a scientific career.

The following results show the academy members' performance (achievement rates) in core external achievement standards in NCEA level 1 physics, chemistry and biology.

- Chemistry (AS90944): Non-Māori: 67 per cent, Māori: 62 per cent, and Pūhoro students: 87 per cent.
- Physics (AS90940): Non-Māori: 74 per cent, Māori: 71 per cent, and Pūhoro student: 76 per cent
- Biology (AS90948): Non-Māori: 72 per cent, Māori: 64 per cent, Pūhoro students: 76 per cent

Selection into the programme is based on the pupils' desire to join the programme and commitment to undertake the additional requirements, including the tutorial/mentoring sessions. Those already excelling in science are not chosen; instead those who are on the cusp of success or who need extra help are admitted.

Officially launched in January last year, the Pūhoro programme engaged 97 pupils and more than 400 whānau, with participants representing 42 iwi throughout Aotearoa and comprised of schools in Manawatū and Bay of Plenty. Schools include Te Wharekura o Mauao, Murupara Area School, Hato Pāora College, Feilding High School, Freyberg High School, Awatapu College, Manukura, Palmerston North Boys' High School and Palmerston North Girls' High School.

This year the programme welcomed an intake of 106 year-11 and 86 returning year-12s at the first full academy workshop of the year, where students launched water rockets and practiced dissection and suturing techniques.

Pūhoro Navigators work within schools to complete a tutorial/mentoring session once per week and one field trip per term. Throughout 2016, pupils attended weekly tutorial and mentoring sessions. Pūhoro delivered 124 tutorials and 45 mentoring sessions across eight schools.

The programme is funded by Massey University and Te Puni Kōkiri, with support from the Palmerston North City Council, Te Tumu Paeroa and the New Zealand Qualifications Authority.

Congratulations to academy programmes director Naomi Manu and the many Massey staff involved in supporting this initiative.

- #### 3.2.2
- New scholarships for Pasifika undergraduate and postgraduate students were established by the Pasifika Directorate and released for applications in February. The value of the scholarships is \$2000 for undergraduate and \$5000 for postgraduate scholarships. There was significant interest and applications closed on March 3. The Pasifika director continues his

involvement with the Capturing the Diversity Dividend in Aotearoa/New Zealand project where he examines the contribution made by Pacific migrants and their impact on societal values in Aotearoa. The project is funded by the Ministry of Business, Innovation and Employment. It is a joint project with Waikato University.

- 3.2.3 Te Rau Puawai (Māori Mental Health Workforce Development) Headstart Hui was held at the Auckland campus from February 23-25 and attended by 86 bursars.
- 3.2.4 The Māori and Pasifika Veterinary Science and Technology Experience ran as a two-week pilot programme in January, led by Professor Chris Riley and Eloise Jillings (Institute of Veterinary, Animal and Biomedical Sciences) and Dr Bevan Erueti (Institute of Education), and supported by Richard Burchell, and Cristin Dwyer both of Massey's Veterinary Teaching Hospital, and Associate Professor Jenny Weston, Institute of Veterinary, Animal and Biomedical Sciences. The goals of the programme were to expose pupils to veterinary science (and science in general) earlier in their secondary school programmes, and to help the veterinary school explore and understand ways to better collaborate with Māori and Pasifika youth. Over the course of the programme, which was funded by a Ministry of Business, Innovation and Employment "Unlocking Curious Minds" grant, two groups of years seven, eight and nine pupils from Manawatū schools experienced first-hand the science and technology that is involved in animal health. The decision to focus the programme on Māori and Pasifika recognised that Māori and Pasifika are under-represented in this profession, and that this may have consequences for animal health and care, as while there is not a lot of data in veterinary medicine, research in human medicine shows that, given a choice, people will pick a doctor who is more ethnically similar to themselves, and patients who do have doctors who are more ethnically similar report greater levels of satisfaction with their care. Because the veterinary profession as a group, does not reflect society, it may have a smaller impact than it could. Māori and Pasifika educational achievement is also a key focus for the Ministry of Education and the Tertiary Education Commission.
- 3.2.5 **Massey University Worldwide**
Massey University Worldwide organised and facilitated an internal Senior Staff Symposium on Transnational Education that examined the global opportunity offered by cross-border delivery of higher education, and Massey's supply-side response to date. One of the outcomes of the symposium was recommended refinements to the overall strategy for Massey University Worldwide. On March 29 meetings were held by the Worldwide governance group and the board of Massey Global Ltd. These two groups are now aligned, with the former having oversight of strategy and the latter having oversight of company operations.
- 3.2.6 Senior members of the Institute for Leadership and Strategic Studies at the University of North Georgia visited the Centre for Defence and Security Studies at Manawatū on February 17. The university is interested in collaborating with Massey to provide mutually beneficial opportunities for students and faculty. They expressed interest in the study abroad opportunities for their students to provide them the opportunity to study in other English-speaking countries.
- 3.2.7 The Singapore retail industry has a sustained need to train and educate middle and high-level executives to provide the leadership the industry needs. The Retail Academy of Singapore approached Massey to collaborate on an MBA with a specific focus on retail. The academy is accredited by the Council of Private Educators and is therefore fully supported by the Singapore Government to collaborate with Massey to offer the MBA. Currently, there is no other provision of this kind on offer in Singapore.
- 3.2.8 This year's VEX Robotics Nationals were held on February 25 and 26 at the Auckland campus, nine years after the first national competition. Presented by the Robotics Education and Competition Foundation, the competitions involve teams of students designing and building a robot to play against other teams from around the world in a game-based engineering challenge. Winners of this event, a Tauranga team called House of Science, will

go on to compete against the best in the world at VEX Worlds in Louisville, Kentucky, later this month.

- 3.2.9 Meg Jolly, Bachelor of Communication (Media Studies) student, received an outstanding mark of 100 per cent for her New Zealand photography scholarship work, resulting in her receiving a scholarship of \$6000.
- 3.2.10 Oliver Vincent, Bachelor of Agricultural Sciences student, received a Dairy New Zealand scholarship.
- 3.2.11 Ryan O’Callaghan, Bachelor of Agricultural Sciences student, received the 2016 Heath Harris Memorial scholarship.
- 3.2.12 Jack Arthurs-Shoppe, Bachelor of Sciences student, received a scholarship through Balance Agri-Nutrients.
- 3.2.13 Charlotte Newson, Bachelor of Arts student, was awarded the Colliers Marcus Kitt Memorial Bursary (\$5000).
- 3.2.14 Tess Norquay, Bachelor of Design (Hons) student, won the Fabric Store Award for Excellence in Design work \$3000 at the iD International Emerging Designer Awards at Dunedin Fashion Week.
- 3.2.15 Megan Stewart, Bachelor of Design student, won the NZME and Viva Editorial Prize (awarded to best New Zealand collection) at the iD International Emerging Designer Awards at Dunedin Fashion Week.

3.3 Generating Teaching and Learning Income

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

- 3.3.1 Nanjing Agricultural University has secured China Scholarship Council funding to send four students to Massey on the Study Abroad Programme for one year. These students will undertake Massey Graduate Diploma in Business Studies courses with the School of Economics and Finance. This is a positive follow-up development from the Assistant Vice-Chancellor Operations, International and University Registrar’s visit to Nanjing in October last year.
- 3.3.2 The first Academic English Programme at Guangming High School as part of the Shanghai Foundation Pathway has commenced delivery, with 17 students. The students will staircase to Foundation Studies in Manawatū in semester two. A second delivery is planned for this year at Guangming.
- 3.3.3 Dr Alyson McGee, Institute of Education, was part of a group of academics representing the College of Humanities and Social Sciences hosting six Colombian agent organisations on a Massey-wide visit to find out more about the institute’s offerings so they can promote them in Colombia. The agents were interested in short courses for English teachers that are run in conjunction with the Centre for Professional and Continuing Education and also the Ministry of Education in Teaching English to Speakers of Other Languages leadership.
- 3.3.4 International English Language Testing System candidate numbers have grown significantly in response to changes to Immigration New Zealand requirements. Auckland campus figures provided below show the growth in activity, which is also being experienced in Wellington.

	2015 to end Feb	2016 to end Feb	2017 to end Feb
Auckland campus	100	141	315
Auckland – Crown (off-site)	23	14	0
Auckland – Unique (off-site)	14	0	0
Auckland Total	137	155	315

4.0 Kaihautū Leadership

4.1 Engaging with our communities

4.1.1 External Relations and Development update


This key focus of this period has been student recruitment – domestic and international – to achieve semester one targets, using paid, owned, shared and earned channels, including events and individual student consultation to support enrolment.


Prospect behaviour was again closely monitored. Last year resulted in improvements to where and how prospects find information to progress to the next step as well as the quality of that information and customer service support. Trends were mapped against those of last year. Of particular note during this campaign cycle, has been later engagement and enrolments by some target segments. Identifying this behaviour has enabled us to be more responsive and to deploy interventions, paid and unpaid, to help create more urgency among prospects to enrol, which saw a flurry of late enrolment activity.

Better understanding the student journey is important to gain live insights into what motivates different students to enrol, including what type of information and support they need from Massey, when, where and how. The report will be shared across the University to help design a more student-focused and responsive process and to better understand the roles and accountabilities of each University touchpoint along the journey. This will help us improve enrolment outcomes for students and the University.

The other key focus of this period has been building connections to profile the University and grow its reputation with key influencers and stakeholder groups. Among the activities have been a number of University and partner events, and sponsorships including: Finance 2017; Big Gay Out; Central District Fielddays and the AgriFood Investment Week in Manawatū; the Ballance Farm Environment Awards; and Polyfest. A major University event on our annual calendar, the Defining Excellence Awards, was successfully delivered at the end of March to a larger audience including more external guests. This provided another opportunity to recognise and celebrate our research and teaching excellence, aspirational alumni and valued partners.

 As at February 28 Massey had 64,916 followers and is the fourth most followed university in New Zealand.

 As at February 28 Massey had 11,803 followers, an increase of 1.3% on the previous month.

 As at February 28 Massey had 3940 followers, an increase of 2.7% on the previous month.

 As at February 28 Massey had 91,427 likes, an increase of 1.5% on the previous month.

4.1.2 **Pukeahu ki Tua, Think Differently Wellington update**

2017 Areas of focus:

- Phase 1 Evaluation including publication of the Projects Lessons Log 2015-16 will be made available to staff by end of 2017.
- The Pukeahu ki Tua Contestable Fund 2017 will run in semester two, sponsoring collaborative, cross-college, staff and student projects that can be piloted in Wellington.
- Addressing the results of 2016 Student Experience Survey: Postgraduate student engagement in collaboration with the University's Student Survey and Evaluation Unit, focusing on how we can better engage postgraduate students with Massey support and programmes.
- Support, in collaboration with External Relations and Development, the mapping of Wellington region stakeholder engagement with government, business and civil society.

4.1.3 **New Migrant Update**

The first meeting for the New Migrants Advisory Group has been arranged and progress in 2016 will be reviewed and activities for 2017 confirmed. One key focus will be to align activities with the Grow North Strategy. A key activity for 2017 will be Chinese Language Week and planning for both on-campus and off-campus activities are well underway. (Spanish Language Week is being planned for August).

4.1.4 **Te Puna Whakatipu portfolio update**

Te Puna Whakatipu is identified as the University's Strategic Initiatives Hub, with the mandate to create better futures for New Zealand and the world, drawing upon the university's capability, facilities and knowledge platforms in agriculture, food, health, business and design.

It leads four pan-university initiatives on behalf of the Office of the Vice-Chancellor: The agrifood business strategy; Food HQ, the sustainability strategy and the Global Centre for Indigenous Leadership.

4.1.4.1 **Te Puna Whakatipu**

A collaboration space has been developed at the Manawatū campus. With capacity to host up to eight people the space has been fitted out to provide an environment for project-based teams to meet and collaborate. A small meeting room now complements the larger work space downstairs.

4.1.4.2 **AgriFood Business Strategy**

During this period the director of agrifood business, Professor Claire Massey, represented the University at several events during AgriInvestment Week and at a meeting with the Deputy Minister of Agriculture from Argentina. Other activities included the co-ordination of a team responding to a request from the Ministry of Foreign Affairs and Trade Agricultural Services Panel, for registrations of interest in a five-year dairy development project in Tanzania. The team (led by Associate Professor Peter Tozer) was shortlisted, interviewed and has been successful. A design mission is planned for May 2017.

Director of business innovation and strategy Professor Hamish Gow continued delivery of a programme of work to Meat and Livestock Australia. The programme will assist MLA to develop an integrated cross-industry innovation system. This is a significant programme of work, which has already been successful in attracting investment from the New Zealand-based funding body AGMARDT.

4.1.4.3 **Sustainability Portfolio**

Dr Allanah Ryan, director of sustainability, began the engagement process for the development, design and production of a Massey University Sustainability Strategic Plan. A draft plan was released to staff and students, who have been invited to provide submissions on how the University can deliver a strong academic programme of sustainability-related

research, teaching and engagement and improve the environmental stewardship of our campuses.

Further information about this process and the draft strategy can be found on the Massey website (search for sustainability strategy). Please direct any queries about the draft plan or process to Dr Ryan.

4.1.4.4 **FOODHQ**

Key initiatives progressed by acting programme director Professor Claire Massey included hosting visits by members of the Danish Food Cluster and the Food Valley in the Netherlands. During the visit by Food Valley an agreement was signed to allow FoodHQ to become part of the World Food Innovation Platform, a website used to promote the activities of FoodHQ organisations.

4.1.4.5 **Global Centre for Indigenous Leadership**

During a planning workshop held in February, centre director Professor Selwyn Katene worked with prospective partners to affirm their support for the centre, approve five joint projects to be undertaken during the year and agreement of a draft memorandum of understanding. Professor Katene promulgated the benefits of the centre to a wider audience during speaking opportunities at four New Zealand-based conferences.

4.1.5 **International**

The Internationalisation Framework 2017-25 has been finalised and published in hard copy and on the web. The framework sets out a pathway for the University to strategically engage and continue to successfully grow our international profile, reputation and reach. It informs and is informed by, the international engagement plans of the colleges and professional service units.

A key visit to the University during this period was a delegation led by Dr Jasir Al Herbish, Saudi Arabian Vice-Minister responsible for Scholarship Affairs. The visit provided an opportunity to position the University as the preferred institution for top Saudi students under a new large-scale scholarship programme, with particular Saudi interest in aviation, education, veterinary and health science programmes. Education New Zealand advised afterwards that the Massey presentations “made the most impact with the Vice-Minister”, who personally requested Education New Zealand send to Massey the first student scholarship application to follow up his visit.

4.1.6 **Massey Business School Finance Minister’s first speech**

New Finance Minister Steven Joyce gave a wide-ranging speech at his first appearance at Finance 2017, an annual event co-hosted by the Massey Business School and the Auckland Chamber of Commerce. The Auckland business community, academics and media turned out in large numbers to hear Mr Joyce’s first speech in his new role, and Auckland infrastructure dominated the discussion. Most national media outlets, including One News and Newshub, attended Finance 2017 to cover Finance Minister Steven Joyce’s first speech. Massey Business School and the Auckland Chamber of Commerce use any profits from the event to provide \$1000 scholarships to the top first-year finance and economics students at Massey’s Auckland campus. The scholarship winners were Samantha Asser and Allan Ramage.

4.1.7 Dr Gretchen Good and Dr Suzanna Phibbs, School of Public Health, work on the New Zealand earthquakes for people with visual impairments was published on the American Foundation for the Blind’s homepage.

4.1.8 Associate Professor Rozanne Kruger, School of Food and Nutrition, attended the Community of Practice of Nutrition and Dietetics Academic Educators working group of Dietetic Educators across Australia and New Zealand via Zoom on February 3. The aim of this group is to interact regarding optimisation of dietetic education by building the capacity of dietetics educators to implement best-practice competency based assessment.

- 4.1.9 MEASINA mobile app developed by Niko Toluono and Mosotele Seta Efaraimo allows people to engage with Samoan language and customs wherever they are. Since its launch in August, the app has had more than 2000 downloads from places as diverse as Alaska and Afghanistan. Mr Toluono says he is amazed at how broad the app audience has been but he says it proves the programme is filling a need for Samoans to connect with their culture. The app provides information in English and Samoan and has been developed with a team of Matai (high chiefs) who provided the cultural components. It covers topics such as the different salutations for each of Samoa's 300 villages, along with podcasts on how to create speeches, protocols for gift giving at weddings and funerals and Samoan proverbs and their origins. MEASINA was a finalist in the National Pacific Business Trust Awards held in Auckland in November.
- 4.1.10 A delegation from the Indonesian Ministry of Defence visited the Centre for Defence and Security Studies at the Wellington Campus on February 8. The purpose of the visit was for a round table discussion on geostrategic development and the Asia-Pacific security environment. Professor Rouben Azizian, Centre for Defence and Security Services briefed the Indonesian delegation on strategic issues from a New Zealand perspective. Staff from Centre for Defence and Security Services involved in the meeting were Dr Marc Lanteigne, Mr Oiroa Kaihau and Dr Anna Powles.
- 4.1.11 Dr Farah Palmer, School of Management, and Dr Rachel Batty, School of Sport and Exercise, are hosting an international rugby conference *The World in Union (New Zealand)*, coinciding with New Zealand Lions Series with international delegates coming from around the world and New Zealand.

4.2 Research Dissemination

- 4.2.1 A new book *Treāty on the Ground – Where we āre heāded, ānd why it matters* edited by Rachael Bell, Margaret Kawharu, senior Māori advisor Auckland, Kerry Taylor, Michael Belgrave and Peter Meihana, School of Humanities, was released by Massey University Press for Waitangi weekend, and has been well reviewed.
- 4.2.2 Dr Andrew Colarik, Centre for Defence and Security Studies had a co-edited book published: *Cyber Security and Policy. A Substantive Dialogue*, by Massey University Press.
- 4.2.3 Dr John Moremon, Centre for Defence and Security Studies had a chapter published: *Aircrew Loss and Bereavement: Exploring Casualty Files of the Royal Australian Air Force, 1939-45*, in *New Directions in War and History: Debating Military History*, Sydney: Big Sky Publications. Institute of Education
- 4.2.4 From the Institute of Education, Rose Atkins and Dr Peter Rawlins had a co-authored chapter published: *How to use assessment to enhance learning in social studies*, in *Teaching social studies for critical active citizenship in Aotearoa New Zealand*, New Zealand Council For Educational Research Press
- 4.2.5 College of Humanities and Social Sciences Pro Vice-Chancellor Distinguished Professor Paul Spoonley had a chapter published: *The Asianisation of Aotearoa: Immigration Impacts*, in *'A Land of Milk and Honey? Making Sense of Aotearoa New Zealand*, Auckland University Press.
- 4.2.6 Dr Ian Goodwin, School of English & Media Studies, had a co-edited book published: *Youth drinking cultures in a digital world: Alcohol, social media and cultures of intoxication*, by Abingdon United Kingdom: Routledge.

- 4.2.7 Drs Andrew Brown and John Griffiths, from the School of Humanities edited a book: *The Citizen: Past and Present*, published by Massey University Press. The following members of the School of Humanities have chapters included in this publication:
- Dr Emily Beausoleil, *Twenty-first Century Citizenship: Critical, Global, Active*;
 - Dr Professor Michael Belgrave, *All the Rights & Privileges of British Subjects: Māori & Citizenship. Taking the Long View*;
 - Dr Rachael Bell, *The Formation of the 'Good Citizen': Using History to Build a Future in Mid-Twentieth-Century New Zealand*;
 - Dr Andrew Brown, *Medieval Citizenship: Bruges in the Later Middle Ages*;
 - Dr John Griffiths, *From "Citizens" to "Dilettantes" and Back Again? The Workers Educational Association and its Students since 1945*';
 - Dr Karen Jillings, *Citizenship, Community and Disease in an Early Modern City*;
 - Dr David Littlewood, *Personal, Local and Enduring: Masculine Citizenship in First World War Britain*;
 - Dr James H. Richardson, *The People and the State in Early Rome*;
 - Dr Chris van de Krogt, *Jews and Christians as Second-Class Citizens in Islamic Egypt*;
 - Dr Geoff Watson, *Sport and Citizenship in New Zealand*.
- 4.2.8 Dr Trisia Farrelly, School of People, Environment and Planning, had a co-authored chapter published: *Polystyrene as hazardous household waste*, in *Hazardous Household Waste Management* (Environmental Engineering).
- 4.2.9 Professor Richard Shaw, School of People, Environment and Planning, had a chapter published: *We're all in this together? Democracy and Politics in Aotearoa New Zealand in The Land of Milk and Honey?* Auckland University Press.
- 4.2.10 Professor Antonia Lyons from the School of Psychology had a co-edited book published: *Youth drinking cultures in a digital world: Alcohol, social media and cultures of intoxication*, by Abingdon UK: Routledge in which she co-authored the following chapters: *Masculinities, alcohol consumption and social networking*; *Introduction to youth drinking cultures in a digital world*; and *Neoliberalism, Alcohol, and Identity: A Symptomatic Reading of Young People's Drinking Cultures in a Digital World*.
- 4.2.11 Gerald Shone, Bachelor of Science graduate, has published a book, *U-Boat in New Zealand Waters*.
- 4.2.12 Associate Professor Mark Henrickson, School of Social Work, is the editor in chief publication of the book *Getting to Zero: Global Social Work Responses to HIV*.
- 4.2.13 Bonnie Etherington, Master of Creative Writing graduate, published her first novel *The Earth Cries Out*.

4.3 Celebrating Excellence – Other Awards and Recognition

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

- 4.3.1 Professor John O'Neill, Institute of Education, was appointed as an overseas panel member for the Faculty of Education Programme Review 2017 at Le Lunivesite Aoao o Samoa National University of Samoa; and, in his capacity as current chair of the New Zealand Council of Deans of Education, was appointed to the Ministry of Education's Scholarship Programme Review Group.
- 4.3.2 Dr Gina Salapata, School of Humanities, was elected honorary secretary of the Australasian Society for Classical Studies.

- 4.3.3 Dr Tracey-Lynne Cody, Institute of Education, received the award for the Best Female Actor (Musical) for her role as Mrs Lovett (Sweeney Todd). This was a Globe Theatre Award for 2016 which included all non-professional theatre productions across the Manawatū (27 productions).
- 4.3.4 School of English and Media Studies Associate Professor Elspeth Tilley's play: *Waiting for Go* won second equal place in People's Choice voting for week five of the Sydney Short and Sweet Festival in February.
- 4.3.5 Dr Lauri Toikka, New Zealand Institute of Advanced Studies, has been selected as an Outstanding Reviewer for 2016 by the *Institute of Physics Publishing Company*. He was also awarded a Recognised Reviewer award 2016 by *Elsevier Publishing*.
- 4.3.6 Lily Tootill, Bachelor of Arts student, won the Olympic Cup at the Horse of the Year Show. Competing against 21 campaigners including an Olympian.
- 4.3.7 Kerry-Lee Probert, Operations and Security Manawatū, won six medals in swimming, four of which were gold, at the New Zealand Masters Games in Whanganui.
- 4.3.8 Dr Magda Dunowska, Institute of Veterinary, Animal and Biomedical Sciences, won a silver medal in equestrian competitive trial riding during the Masters Games.
- 4.3.9 Nicole Patterson, Finance, won a silver medal and a personal best time in the women's walking half-marathon during the Masters Games.
- 4.3.10 Megan Blatchford-Peck, Recreation and Sports Centre, won two gold medals for track cycling during the Masters Games.
- 4.3.11 Jane McLaughlin, Manawatū campus Events Management, headed the coordination of a successful attempt at the Guinness World Record for the most people simultaneously standing with arms lined – set at the campus during Orientation week.
- 4.3.12 The following staff successfully competed in the Te Matatini (aka Māori Kapa Haka Olympics):
- Nadell Karatea-Kokiri, Te Putahi-a-Toi
 - Rahere Filiata, Tatai Angitue, Institute of Education
 - Roberta Kaiwai-Paterangi, Tatai Angitue, Institute of Education
 - Tina Blake-Ponga, Te Putahi-a-Toi
- 4.3.13 Dr Matthew Harris, School of English and Media Studies, received the 28th Award, namely the best Short for movie *Madam Black*, at the Rialto Channel New Zealand Film Awards (the Moas).
- 4.3.14 Associate Professor Angie Farrow, School of English and Media Studies, received second place from a field of almost 250 entries from around the world in the International New Works of Merit Playwriting Context with the play *The Politician's Wife*, a play about the refugee crisis.
- 4.3.15 Mavis Mullins, MBA 1999 graduate and past Massey University Council member, has been admitted to New Zealand's Business Hall of Fame. The ceremony will take place in July.
- 4.3.16 **20th Anniversary of Te Pūtahī-a-Toi**
Massey University's School of Māori Art, Knowledge and Education, Te Pūtahī-a-Toi, celebrated its 20th birthday in March. The striking Te Pūtahī-a-Toi complex, at the Manawatū campus, opened on March 8, 1997, and marked the coming of age of Māori studies at the University from its beginnings under Sir Hugh Kawharu in the Department of Social Anthropology and Māori studies in 1971. By 1988 Professor Sir Mason Durie headed a new Department of Māori studies but it would take nearly 10 years for the department to get a permanent home.

This anniversary year also marks the start of a new era for the school with the completion of a whare kai building that will enable the complex to provide manaakitanga, or traditional hospitality to visitors, and the appointment of a new head of school, Dr Meihana Durie. Te Pūtahi-a-Toi is part of the College of Humanities and Social Sciences and contributes to programmes in the Colleges of Business and Science and the Institute of Education.

4.3.17 **Massey ranked in 21 subjects in QS world rankings**

Massey University has been ranked in 21 subject areas – six more than last year – in the latest Quacquarelli Symonds World University Rankings.

Massey now has five subject areas ranked in the world's top 100 by QS – two more than before. They are: agriculture and forestry, art and design, development studies, nursing, and veterinary science.

Two subjects are ranked in the top 50. In veterinary science Massey is ranked 23rd in the world this year, up from 25th last year; in agriculture and forestry it is ranked 27th, up from 30th.

Massey is one of only two New Zealand universities that QS recently ranked in its top 300 in the world for graduate employability.

QS subject rankings go to 500. The other 16 ranked for 2017 are: linguistics, computer science and information systems, chemical engineering, electrical engineering, biological sciences, psychology, chemistry, geography, environmental sciences, mathematics, accounting and finance, business and management studies, education, economics and econometrics, sociology, and statistics and operational research.

5.0 **Kia Tuawhiti Enabling Excellence**

5.1 **Head of School of Engineering and Advanced Technology**

Professor Jane Goodyer has been appointed the Head of the School of Engineering and Advanced Technology for an initial three-year period, effective March 13, succeeding Professor Don Cleland, who has held that office since 2008 and prior to that as the Head of the Institute of Technology and Engineering since 2006.

Professor Goodyer completed a BEng (Hons) I Class in Production Engineering in 1990 at Coventry Polytechnic. She began working in the automotive industry in the United Kingdom, conducting various manufacturing systems re-design projects before returning to Coventry where she completed her PhD in 1998 and began her academic career. She moved to Massey University in 2006 as a senior lecturer and was appointed programme director of engineering programmes in 2008 and has contributed as a consultant to the Tertiary Education Commission on their Engineering 2 Employment programme.

Influential in the decision to appoint Professor Goodyer is that she is a systems specialist and applies her thinking to both industry and education. She has worked with companies, such as Jaguar, Land Rover, Aston Martin and Ford (United States), specifically helping organisations improve manufacturing effectiveness. This work in the United Kingdom has continued in New Zealand, focusing on helping organisations sustain improvement both in the manufacturing and horticultural sectors. Professor Goodyer is a strong advocate of making New Zealand engineering education world-class and is advising the Tertiary Education Commission on new models of engineering education such as Degree Apprenticeships. Her interest in education also extends to creating interest in young people to consider a career in STEM. Her latest initiative is the Hello Cafe programme; a national outreach programme for girls aged 10-13

who work alongside women engineers to solve problems to help under-served communities, such as humanitarian engineering.

5.2 **Director Health, Safety and Wellbeing - People and Organisational Development**

New director health, safety and wellbeing Wendi Croft started on February 15. A wellbeing strategic plan is beginning to be drafted, which will include the establishment of a wellbeing steering group, with representatives from the various colleges and groups that have contributions and activities under way in this area. It will include a culture framework, clear key performance indicators and a plan to address the organisational as well as individual wellbeing of our Massey people.

5.3 **Harassment advisory pilot**

As mentioned in my last report a new harassment advisory role has been established for a one-year pilot to support improvement to staff survey results in relations to bullying and harassment.

Jan Eggleton, an independent positive workplace consultant, has been engaged by the University as part of the initiatives in relation to bullying and harassment. Ms Eggleton's role will be to assist the University to improve its response to the issue of bullying and harassment involving any of its staff.

The main focus of her role will be to look at the processes and procedures we have in place to consider and report on how these might be improved. Her role is intended to promote and improve staff and manager awareness of how to deal with bullying and harassment in the workplace to create a positive workplace and ensure a safe environment for all staff.

She will provide support and training to lift the profile and expertise of the Harassment Contact Network. She will also be a point of contact for staff and managers who are dealing with issues of bullying and harassment to provide general advice on how to manage the issues and be able to direct staff to the appropriate processes for dealing with the issues raised.

5.4 **Ping4alerts! Emergency alert mobile application**

As students made their way on to campuses in March, they were asked to download Massey University's emergency alert mobile application ping4alerts!

The University will use the app to communicate with students, staff and anyone else on its campuses during emergencies. It has the ability to send messages to users who are within a specific geographic location – or who have identified an interest in that location – meaning recipients are those most likely to be directly affected by an incident.

It will be used in addition to existing communications methods, such as email, Massey's website and social media channels. The app is free to download. Instructions for downloading and using ping4alerts! can be found at massey.ac.nz/ping.

5.5 **Update: Improvement actions from Kaikoura earthquake response**

At the end of last year the University was impacted by the Kaikoura earthquakes, including the closure of the Wellington campus and the cancellation of exams. Following the earthquakes, we invited staff to share feedback on the University's response. In addition to, and in accordance with our Strategic Emergency Management Framework, post-event reports were prepared and a debrief was held to identify improvement actions.

Those key actions aimed at improving the University's response to future emergency events, include:

- Develop and deliver a communication campaign for staff and students detailing how and when the University will communicate following an emergency event.

- Further develop and refine business continuity plans and stakeholder communication strategies for essential functions, including exams.
- Improve transparency in decision-making processes following emergency events.
- Develop a guidance document for head of departments and managers that details critical welfare matters to cover with staff, including accessing EAP services, leave requirements and available psychosocial and welfare support, following an emergency event.

These actions, and others drawn from feedback, will be incorporated into campus emergency management committee work plans and the 2017 work plan for the Emergency Management National Coordinator.

Further information on the University's arrangements for emergency management can be found under 'emergency management' on the Massey website. If you have any questions about the key actions above or Emergency Management at Massey, please feel free to contact Jodie Banner or Theresa Parkin.

- 5.6 There are a lot of issues being advanced through the Senior Leadership Team at the moment, these include: Massey Auckland @ Albany Campus Development business case; Massey University Botanical Gardens; student fees-setting process and principles; Emergency Management policy review; Major Capital Projects status report to the quarter ended December 31, 2016; Technology Enablement Advisory Board; Performance Report for Council; Legislative Compliance review 2016; Business Continuity Management – update; Internal Audit and External Audit status report; Risk Management report; Internal Audit charter and delivery of 2017 Internal Audit plan; review of Delegations of Authority Framework; Acquisition of a diamond DA42 simulator; December 2016 month-end finance report; Strategic Innovation grant report; notes from SLT Planning January 25-26; monthly portfolio update papers-from Assistant Vice-Chancellors (Research, Academic and Enterprise; External Relations and Development; Strategy, Finance, Information Technology and Commercial Operations; People and Organisational Development; Operations, International and University Registrar; Māori and Pasifika), and Pro Vice-Chancellors (Business; Creative Arts, Health; Humanities and Social Sciences; and Sciences).

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

5.7 Massey University Committee Appointments

- 5.7.1 On the recommendation of the chair of the Human Ethics Chairs Committee I have appointed Dr Ralph Bathurst as acting chair of the Massey University Human Ethics Committee: Northern, for the remainder of 2017, effective immediately.

6.0 Te Whai Wāhi/Ngā Wero Opportunities/Threats

- 6.1 As reflected in item 2.1.6 PBRF update above, the Performance-Based Research Fund activity continues to be an ongoing area of focus for the University. For 2018, the University is working – with the colleges – to ensure that we are fully prepared for the next round. A PBRF Governance Group, chaired by the Assistant Vice-Chancellor Research, Academic and Enterprise Professor Giselle Byrnes, involving senior representation from all colleges, meets monthly to coordinate, oversee and plan the University's strategic approach to the 2018 PBRF round. This group, which has been meeting since at least 2015, is working to ensure a whole-of-university approach is taken to the next round and that we consider PBRF preparation as business as usual for our research workforce.

6.2 **Productivity Commission report *New Models of Tertiary Education***

I attach a summary of the recent Productivity Commission report, *New Models of Tertiary Education* for your information. Clearly, there are a number of recommendations that would have a significant impact on the university sector and Massey – such as deregulation and opening up the market to more international competition and an increasing number of providers or universities. (Please refer to Appendix I).

The summary concludes that it is unlikely that the government will implement any changes prior to the election and that it could be some time before the Government provides a formal response. We are closely monitoring progress and plan to work more closely with the Ministry as they develop the policy in response to the Productivity Commission report.

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

7.1 As mentioned in item 1.1.4 and 1.1.6 above, during March I presented all-staff forums at each campus and was delighted with the staff attendance and engagement with these. Staff were clearly curious about me, what I bring to Massey and where I want to take it. Feedback has been very positive and I will work hard to meet staffs expectations of me. I am keen to hear what's on people's minds – their highlights and challenges.

Appendices attached:

Appendix I: Productivity Commission report, *New Models of Tertiary Education* (Ref. item 6.2)

Jan Thomas

Summary of New Models of Tertiary Education, a Productivity Commission report

Attachments:

- New Models at a Glance, Productivity Commission

Purpose

This paper provides a summary of the recent Productivity Commission report, *New Models of Tertiary Education*.

Background

On 30 October, 2015, the then Minister of Finance, Bill English and Minister for Tertiary Education, Skills and Employment, Steven Joyce, requested the Productivity Commission (the Commission) undertake an Inquiry into New Models of Tertiary Education.

The Terms of Reference asked the Commission to investigate how the tertiary education system can adopt new models of tertiary education to respond to strategic challenges and opportunities of:

- Technological change
- Increasing tuition costs
- Increasing internationalisation
- Changes in employer demand and student demand
- Demographic change.

It also noted that “there are numerous emerging models of provision, but considerable inertia in New Zealand where tertiary providers appear reluctant to be “first movers” or “early adopters” shifting away from the traditional models. In comparison, some overseas tertiary providers appear to be faster and more ambitious in adapting to these trends, and in using new technology to respond to changing demand and improving the quality of education and research.

In March and September 2016, the Commission released for consultation an Issues Paper and then a Draft Report before finalising their Final Report in March 2017. They received 176 submissions from tertiary providers, academics, industry and employer groups, research institutions, interested individuals and community groups. Massey University provided submissions on the Issues Paper and the Draft Report and the Massey Business School, College of Creative Arts, College of Humanities and Social Sciences provided feedback on the initial Issues Paper.

The final 500 page report with 49 recommendations was released on 21 March with Minister Goldsmith stating “The Government will keep an open mind on all of the recommendations, with the exception of the Commission’s view that interest should be reintroduced on new student loan borrowing.”

The next step is for the Government to provide a formal response to the Report. This will be released by the Minister and will be drafted by the Ministry of Education in consultation with Ministry of Business, Innovation and Employment and the Tertiary Education Commission. It is unlikely that any changes will be implemented before the election.

Summary of the Report

The attached poster provides a good summary of the Commission’s views and report findings.

While the Report is titled: *New Models of Tertiary Education*, it does not articulate any new complete and coherent models. The Commission retains its original view that the current system is over regulated, granting monopolies and protecting the interests of government and current providers.

They suggest that a more market approach would provide incentives for innovation, greater responsiveness to student demand and enable more New Zealanders to participate and succeed.

The Commission does not address constraints to innovation such as funding levels, but instead has focused on better information to students, deregulation, greater flexibility and funding driven by student demand. Below is a summary of key recommendations.

Better information

The Commission found students' decisions on what, when and where to study are an important driver of the tertiary system but that information aimed at students is fragmented and difficult to navigate. They also proposed that improved measures of provider performance would also assist students, employers and government agencies in their investment decisions. The Report also proposed changes to facilitate greater student mobility, particular in credit transfer and recognition of prior learning.

Recommendations in this section include:

- Improved information and career education for students.
- Identify and publish what kinds of study, at what providers, result in best outcomes.
- Every student should receive an invoice from their provider for government-subsidised education, showing the full price of education, and taxpayers' contribution alongside the fee payable.
- Government's monitoring and reporting of provider performance should include measures that are adjusted for students' prior achievement.
- Abolish University Entrance (UE) and enable providers to set their own entry standards. The Commission considered UE performed no useful function and confers a market advantage on one type of provider.
- TEC should change the way it measures completions so that provider performance is not penalised if students transfer to continue learning at a different provider or move into work.

Regulations that permits new models

The Commission strongly supports a move to a risk based approach and the introduction of self-accreditation alongside strong performance requirements. And while most universities supported the Committee on University Academic Programmes (CUAP), the Commission considered it was not conducive to innovation and have recommended its removal. They considered education services could be dealt with under the Commerce Act.

Another contentious issue is the "unbundling" of teaching and research. The Commission considered that the current system valued research more than teaching with consequences of a lack of diversity of teaching models on offer.

A theme of the Report was the lack of provider diversity in the tertiary sector and how the current system favours current providers. The Commission stated that innovation was more likely to come from new entrants and recommended that the government identify and remove barriers to new entrants and reduce restrictions on who can use the terms university, polytechnic, etc.

Recommendations in this section include:

- All providers should be able to apply to NZQA for self-accrediting status.
- New Zealand universities should initially be grand-parented self-accrediting status. After an initial cycle of self-accreditation process they should be required to demonstrate they were meeting the standards of self-accrediting providers.
- Government should introduce legislation to repeal the statutory provisions relating to the Vice-Chancellors Committee. Cross –institution collaboration on course development and quality

control for self-accrediting providers should be voluntary and subject to the normal provisions of the Commerce Act.

- Government should remove statutory requirements that every degree level programme must be taught mainly by people engaged in research.
- Government should extend funding eligibility to students who do not intend to pursue full qualifications and remove specifications that limit the provision of short qualifications.
- Ministry of Education should systematically identify and remove regulatory barriers to new entrants in the tertiary education system subject to quality standards.
- Any provider should be able to apply to NZQA to use the terms “university”, “polytechnic”, “institute of technology” and “college of education”.
- Financially competent TEIs should own and control their assets and be fully responsible for their own debts.

Purchasing to reward new models

The final report did not recommend the Commission’s controversial Student Education Account, but proposed a number of changes to the Student Loan Scheme, Fee setting regulations, and how government funding is allocated to providers.

The Government has already indicated it will not reintroduce interest to new student borrowing. In regard to fee setting the Commission is recommending greater flexibility for providers to set different fees for different courses acknowledging cost of course and also allow revenue from higher fees to allow disadvantaged students to pay lower fees.

The Commission strongly supports the principle that funding should follow student demand and that the system should more easily reallocate funding between providers.

Again, the Commission includes a recommendation to support new entrants, by allowing TEC to retain centrally some EFTs to allocate to new entrants.

Recommendations in this section include:

- Redesign funding approach
 - Funds are reallocated mechanistically between providers in response to student demand.
 - Make a small number of EFTS available for new entrants.
- TEC should:
 - Run a tender process to identify the price at which providers are willing to supply in particular field or regions, or for students with particular characteristics; or
 - Purchase from a preferred supplier for a fixed period of time in return for a commitment on the part of the provider to specialise.
- Use price not volume to maintain desired level of delivery.
- Over time government should reduce subsidies to study with high private returns.
- Changes to the *Student Loan Scheme*:
 - higher repayment threshold
 - interest on new borrowing
 - extend borrowing tertiary courses that are NZQA approved but not TEC funded
- Replace the *Annual Maximum Fee Movement* fee price regulation with a policy that specifies a regulated price for courses.
 - Allow TEIs to set higher fees for some courses, on the condition that revenue raised is used to reduce fees, particularly for low-SES students.
- Discontinue Performance Linked Funding. Government should design a new pricing mechanism to incentivise providers to continually improve performance in adding value to students.
- TEIs should contribute directly to their local communities by paying full rates.
- Permit providers to use a proportion of their SAC funding to run “experimental courses”.

System Architecture

The final section of the Report focuses on the system architecture and role of central agencies. Many submitters raised concerns about the need for greater clarity in this area. In this section recommendations include:

- Transfer from Ministry of Education and TEC to Treasury responsibility for monitoring and managing the Crown's ownership interest in TEIs.
- Develop a new Tertiary Education Strategy that articulates clear goals and a plan for changes with a performance framework to measure progress.

Response to the Final Report

Government

On release of the report, Minister Goldsmith stated that the Government would not reintroduce interest on student loans. He indicated that the Government would take its time to respond to the report and that he was open to all the other recommendations. It is unlikely that any changes will be implemented before the election and any legislative changes would require Parliamentary "urgency" to pass within the next few months.

The submission to the Commission from the Ministry of Education (MoE) and Ministry of Business, Innovation and Employment (MBIE) provides some insight into their response to the recommendations, such as:

- Creating more flexibility – particularly for credit recognition and transfer and range of option to improve flexibility of student pathways
- Incentivising employers to see training as part of their core business
- Reviewing current policy settings and operational practices with a focus on regulatory quality, competition and barriers to entry
- Allowing tertiary education providers to offer shorter, more discrete units of learning
- Reviewing the appropriate role of government in funding short study units for different people, different content, and at different levels, in light of the public and private benefits of training. They note that private benefits to workers and employers from such training are generally higher and argue for largely private funding.

Finally, MoE and TEC are looking at overseas models such as Georgia State and Arizona State Universities for practices that stimulate innovation.

Education sector

While there were a number of public responses when the report had been released, there has been little ongoing public conversation.

One of the key messages coming from the sector was concern that the Commission did not acknowledge that the current system and providers were efficient and effective by international standards. They were also disappointed that the Commission took a narrow view of education seeing it as a marketable commodity for individual benefit and analysis did not include the public benefit and returns to investment in education.

Providers are waiting to see the government's response and whether it will pursue a more fundamental review of the system or whether it will "tweak" some of the current settings to introduce more flexibility and stimulate innovation.

Summary

The Report provides some useful analysis and raises issues that could and should be implemented by government such as providing students with better advice and ensuring they can navigate the system more easily - although these are not new issues. Further work on allowing providers greater flexibility in the application of funding and supporting smoother transitions for students between providers could also be beneficial.

Clearly, there are a number of recommendations that would have a significant impact on the university sector and Massey – such as deregulation and opening up the market to more international competition and an increasing number of providers or universities.

It is unlikely that the government will implement any changes prior to the election and as stated above, could be some time before the Government provides a formal response. We are closely monitoring progress and plan to work more closely with the Ministry as they develop the policy in response to the Productivity Commission report.”

26 April 2017

New models of tertiary education at a glance

The Terms of Reference for this inquiry ask the Commission to investigate how the tertiary education system can adopt new models of tertiary education, to respond to the strategic challenges and opportunities of:

- New technology
- Rising tuition costs
- Internationalisation
- Changing student & employer demands
- Demographic change



The inquiry evidence base:

- 176 submissions
- 130+ face-to-face meetings
- Extensive engagement with tertiary providers and government agencies
- Leading practices from overseas providers and engagement with international experts



New Zealand's current tertiary education system

Tightly constrained by government settings...

- Government control is pervasive. Government regulates the price, volume and location of much delivery.
- Resources do not move around much in the system, and not in response to student demand or quality.
- Quality is controlled by NZQA and the Vice-Chancellors Committee, and serves to reinforce existing ways of doing things.
- The effect of regulation is to bestow market power, grant local monopolies and require cartel structures. This mainly protects the interests of government and public providers.

It performs well for some, but not all...

- Over time government has asked, and incentivised, providers to serve school leavers studying full-time and on campus. But there is unmet demand from others.
- The system has reduced its capacity to serve those who can't access traditional campus-based education.
- Māori and Pasifika students are increasingly accessing higher levels of study. But they still don't participate or achieve at higher levels at the rates they could.
- Students are disempowered and mobility between providers and courses is thwarted.

And adoption of new models is limited

- Where innovation occurs within funded providers, it stays small. Innovation at scale largely happens outside the funded system or when government 'creates' an innovation.
- Most providers graft new technologies onto existing ways of doing things, rather than using technology to deliver in fundamentally new ways.
- Providers' culture and capability reinforce traditional ways of doing things. Incumbent providers have neither the scope nor incentive to innovate.

A tertiary education system that supports new models

Information to support new models

- Improve information and career education for prospective students.
- Adjust measures of provider performance to take account of the student intake – their "value add".
- Encourage providers to use data analytics and learning analytics.
- Enable providers to set their own entry standards; abolish UE.
- Measure what types of study, at what providers, result in the best outcomes for different types of students, and make this information easy for the public to access and interpret.
- Take steps to promote student mobility, including more articulation agreements between providers.

Regulation that permits new models

- Allow high-quality providers to self-accredit. Disestablish CUAP. But set tougher consequences for poor performance.
- Streamline quality assurance processes for providers that do not self-accredit.
- Redress incentives that privilege research, and that require research-led teaching of degrees.
- Remove funding restrictions on short qualifications, courses not leading to a qualification, and higher levels of industry training.
- Give financially competent TEIs more autonomy over managing assets and finances.
- Remove barriers to new entrants and joint ventures among providers.

Purchasing that rewards new models

- Charge interest on student loans, or at least adjust balances for CPI.
- Allow students to borrow, with interest, for non-TEC-subsidised courses.
- Regulate maximum fees, rather than fee movement. Give providers more flexibility to set higher fees in exchange for service obligations.
- Reallocate EFTS mechanistically between providers in response to student demand.
- Adjust prices, rather than EFTS allocations, to achieve other objectives.
- Make a small number of EFTS available for new entrants.
- Allow providers to experiment with, and evaluate, new models without heavy penalties for failure.

System architecture to support new models

- Make Treasury, rather than TEC/MoE, responsible for monitoring government's ownership interest in TEIs.
- Release a new Tertiary Education Strategy that articulates clear goals and a plan for change, with a performance framework to measure progress.



MINUTES OF MASSEY UNIVERSITY COUNCIL
THE MEETING OF MASSEY UNIVERSITY COUNCIL
HELD IN THE COUNCIL ROOM, UNIVERSITY HOUSE

on

FRIDAY 3 MARCH 2017 AT 10. 40am

PART I

PRESENT: Mr Michael Ahie (Chancellor), Dr Helen Anderson (Pro Chancellor), Mr Colin Harvey, Ms Jacqui Hofmann, Mr Ian Marshall, Mr Gaven Martin (Distinguished Professor), Mr David McNab (via teleconference), Professor Jan Thomas (Vice-Chancellor), Mr Ben Vanderkolk, Ms Tina Wilson and Mr Carl Worker.

IN ATTENDANCE: Mr Stuart Morriss, Assistant Vice-Chancellor Operations, International and University Registrar
Ms Cathy Magiannis, Assistant Vice-Chancellor Strategy, Finance, IT and Commercial Operations
Professor Sally Morgan, Academic Board Chair
Mr James Gardiner, Director Communications
Mrs Priscilla Jeffrey, Executive Secretary

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.

1.0 INTRODUCTION

1.1 WELCOME

The Chancellor opened the meeting welcoming those present including the new Vice Chancellor, Professor Jan Thomas noting that this was her first Council meeting.

1.2 HEALTH AND SAFETY BRIEFING

Mr Morris reminded members to be aware of the cords on the floor in the room when walking and to take care when taking the stairs to Wharerata.

1.3 APOLOGIES

No apologies were received.

1.4 DECLARATION OF INTEREST

In accordance with the Education Act 1989, the Chancellor called for members to declare any direct or indirect pecuniary interests further to those on the Interests Register.

Members were requested to provide any updated information for the Register to the Executive Secretary.

1.5 MEETING AGENDA REVIEW

No changes were made to the Agenda.

1.6 MINUTES OF COUNCIL MEETING - PART I

**1.6.1 C17/01
MEETING HELD ON 2 DECEMBER 2016**

17.01 RESOLVED THAT THE MINUTES OF THE MASSEY UNIVERSITY COUNCIL MEETING HELD ON FRIDAY 2 DECEMBER 2016 (PART I) BE RECEIVED AS A TRUE AND CORRECT RECORD.

HARVEY/MARTIN
Carried

1.7 MATTERS ARISING

There were no matters arising from the minutes of 2 December 2016.

**1.8 C17/02
FOLLOW-UP SCHEDULE AS AT 3 MARCH 2017**

The Chair advised that both he and Ms Tina Wilson had reviewed the Te Reo training video and it was ready for distribution to all Councillors.

The Follow-up Schedule as at 3 March 2017 was noted.

ACTION: *The Executive Secretary to email to all members of Council the Te Reo training video and hard copy of the University's Waiaata.*

**1.9 C17/03
COUNCIL AGENDA PLAN AS AT 3 MARCH 2017**

The Chair advised that there would be a meeting of the Palmerston North City Councillors with the Massey University Council on 5 May 2017 at Wharerata.

The Council Agenda Plan as at 3 March 2017 was noted.

2.0 KEY REPORTS

2.1 CHANCELLOR'S REPORT – PART I (ORAL)

The Chair gave a brief report on his activities since his commencement as the Chancellor.

**2.2 C17/04
VICE-CHANCELLOR’S REPORT (HON STEVE MAHAREY) – PART I**

The former Vice-Chancellor’s report was noted.

**2.3 C17/05
VICE-CHANCELLOR’S REPORT (PROFESSOR JAN THOMAS) – PART I**

The Vice-Chancellor, Professor Jan Thomas, spoke to her report noting that time between the last Council meeting and the March 2017 Council meeting spanned over two Vice-Chancellors and it was thought appropriate to capture the Hon Steve Maharey’s report and her report separately.

Professor Thomas advised that she had received a warm welcome to the University and had a wonderful few weeks to settle into the job. She was intending to get about the campuses and meet as many people as she could. There was a lot of getting to know. Two days had been invested with the Senior Leadership Team in planning and where the University was going.

In response to a query regarding the Academic Standing Results under 4.2 of the Vice-Chancellor’s report, the Assistant Vice-Chancellor Operations, International and University Registrar, Mr Stuart Morriss, advised that the table was a way of mapping student pass rates. The header figure “1401” represented the year and which semester had been captured.

3.0 DECISION ITEMS

3.1 COUNCIL RELATED DOCUMENTS

**3.1.1 C17/06
LETTER OF REPRESENTATION: DELEGATION**

17.02 RESOLVED THAT COUNCIL DELEGATE THE AUTHORITY FOR SIGNING THE LETTER OF REPRESENTATION TO THE CHANCELLOR AND VICE-CHANCELLOR.

MARTIN/WILSON
Carried

**3.1.2 C17/07
REVIEW OF MASSEY UNIVERSITY COUNCIL CODE OF CONDUCT 2016**

Members considered clause 5 of the Code of Conduct in respect to the interaction between the Councillors and University staff. In discussion it was suggested that the document should be adopted with a minor amendment initially then referred to the Governance Committee for further discussion and amendment where appropriate after which it then be resubmitted to the Council for approval.

17.03 RESOLVED:

3.1.2.1 THAT, SUBJECT TO A MINOR AMENDMENT BY DELETING THE WORD “AND” AFTER THE WORD “FAITH” AND BEFORE THE WORD “IN” IN THE LAST LINE OF BULLET POINT 2 UNDER THE HEADING “1. INTEREST OF THE INSTITUTION” ON PAGE 1 OF THE REPORT, THE MASSEY UNIVERSITY COUNCIL CODE OF CONDUCT 2017 BE APPROVED.

3.1.2.2 THAT THE MASSEY UNIVERSITY COUNCIL CODE OF CONDUCT BE REFERRED TO THE GOVERNANCE COMMITTEE FOR FURTHER CONSIDERATION AND SUBMITTED TO THE 5 MAY 2017 MEETING OF THE COUNCIL.

WORKER/WILSON
Carried

3.1.3 C17/08
GUIDELINES FOR THE CONDUCT OF COUNCIL AND COUNCIL COMMITTEE MEETINGS 2017

A member requested that the wording of the document be modernised. It was suggested that the Guidelines for the Conduct of Council and Council committee meetings should be referred to the Governance Committee for consideration.

17.04 RESOLVED:

3.1.3.1 THAT, SUBJECT TO A MINOR AMENDMENT BY DELETING THE DATE “2016” AND SUBSTITUTE IT WITH THE DATE “2017”, THE GUIDELINES FOR THE CONDUCT OF COUNCIL AND COMMITTEE MEETINGS FOR 2017 BE APPROVED.

3.1.3.2 THAT THE GUIDELINES FOR THE CONDUCT OF COUNCIL AND COMMITTEE MEETINGS FOR 2017 BE REFERRED TO THE GOVERNANCE COMMITTEE FOR CONSIDERATION.

ANDERSON/HOFMANN
Carried

**3.2 C17/09
STUDENT FEES SETTING PROCESS AND PRINCIPLES**

17.05 RESOLVED:

3.2.1 THAT THE PROCESS AND TIMELINE FOR SETTING INTERNATIONAL AND DOMESTIC FEES FOR 2018 BE NOTED; AND

3.2.2 THAT THE PRINCIPLES FOR SETTING OF FEES FOR 2018 AS OUTLINED IN A – I OF THE REPORT ENTITLED “STUDENT FEES SETTING PROCESS AND PRINCIPLES”, BY THE ASSISTANT VICE-CHANCELLOR OPERATIONS, INTERNATIONAL AND UNIVERSITY REGISTRAR BE AGREED.

MARSHALL/HARVEY

Carried

3.3 COUNCIL DELEGATIONS

**3.3.1 C17/10
CONFERMENT OF DEGREES AND DIPLOMAS AND CERTIFICATES TO BE AWARDED AT GRADUATION CEREMONIES 2017**

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

- 26, 27 and 28 APRIL 2017 IN AUCKLAND;
- 8, 9, 10 and 11 MAY 2017 IN PALMERSTON NORTH;
- 25 and 26 MAY 2017 IN WELLINGTON; AND
- 24 NOVEMBER 2017 IN PALMERSTON NORTH

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

HARVEY/MARTIN

Carried

3.4 UNIVERSITY POLICIES

**3.4.1 C17/11
PAYMENTS TO COUNCIL MEMBERS POLICY 2017**

17.07 RESOLVED THAT, SUBJECT TO THE FOLLOWING AMENDMENTS, THE COUNCIL APPROVE THE PAYMENTS TO COUNCIL MEMBERS POLICY 2017 AS SET OUT IN APPENDIX ONE OF THE REPORT, DATED 3 MARCH 2017:

- THE DELETION OF THE WORDS “AND PROFESSIONAL DEVELOPMENT” AFTER THE WORD “HOSPITALITY” AND BEFORE THE WORD “OF” UNDER CLAUSE 1(II).
- THE CLAUSE RELATING TO THE METHOD OR PAYMENTS BE RENUMBERED BY DELETING THE NUMBER “8” AND SUBSTITUTED WITH THE NUMBER “6”.
- THE WORD “FORTNIGHTLY” BE DELETED AND SUBSTITUTED WITH THE WORD “QUARTERLY” UNDER THE HEADING “METHOD OF PAYMENTS”.

MARSHALL/HOFMANN
Carried

**3.4.2 C17/12
EMERGENCY MANAGEMENT POLICY**

17.08 RESOLVED THAT, SUBJECT TO AN AMENDMENT BY INCLUDING TRAVEL IN THE POLICY, THE CHANGES TO THE EMERGENCY MANAGEMENT POLICY BE APPROVED.

MARTIN/WILSON
Carried

4.0 ITEMS FOR NOTING

4.1 ACADEMIC BOARD REPORT

**4.1.1 C17/13
REPORT FOR MEETING HELD ON 16 NOVEMBER 2016**

The report was noted.

**4.2 C17/14
REGISTER OF CONTROLLED ENTITIES – AS AT DECEMBER 2016**

The Register of controlled entities as at December 2016 was noted.

**4.3 C17/38
FINANCIAL REPORT TO 31 DECEMBER 2016**

In considering the Financial Report to 31 December 2016 a member requested that future financial reports list the key highlights for the year in the main report.

The Financial Report to 31 December 2016 was noted.

ACTION *Assistant Vice-Chancellor Strategy, Finance, IT and Commercial Operations to reformat the Financial Report to include the Key Highlights in the covering report.*

5.0 INFORMATION/BACKGROUND ITEMS

5.1 C17/15

TRACKING COUNCIL DECISIONS AND DELEGATIONS REPORT: PART I

In discussion it was questioned the purpose of the tracking of Council decisions and delegations report.

It was suggested that this report be merged into the Follow-Up Schedule and that be the main tracking mechanism for Council decisions and delegations. It was noted that the date for action 2 “Delegation to Acting Vice-Chancellor” should read “2016” and not “2017”.

The Part I Tracking Council Decisions and Delegations Report was noted.

6.0 EXCLUSION OF THE PUBLIC

THE CHANCELLOR MOVED THAT, EXCLUDING

- Mr Stuart Morriss, Assistant Vice-Chancellor Operations, International and University Registrar
- Ms Cathy Magiannis, Assistant Vice-Chancellor Strategy, Finance, IT and Commercial Operations
- Mr James Gardiner, Director Communications
- Professor Sally Morgan, Academic Board Chair
- Mr James Gardiner,
- Mrs Priscilla Jeffrey, Executive Secretary

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

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

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

Item	Reason for Proposed Public Exclusion
Item 8.1.1 C17/16	These matters were considered in Part II of

Item	Reason for Proposed Public Exclusion
Confirmation of Minutes – meeting held on 2 December 2016	the meeting held on 2 December 2016
Item 8.1.2 C17/17 Confirmation of Minutes – Sub-Committee meeting held on 20 December 2016	These matters were considered in Part II of the meeting held on 20 December 2016
Item 8.2 Matters Arising	These matters were considered in Part II of the meeting held on 2 December 2016
Item 8.3 C17/18 Follow-up Schedule as at 3 March 2017	These matters were considered in Part II of the meetings held on 2 December 2016 and before
Item 9.1 Chancellor’s Report	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k) To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 9.2 C17/19 Vice-Chancellor’s Report – Key Strategic Issues	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k) To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 10.1 C17/20 Honorary Awards Committee Recommendations	To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 10.2.1 C17/21 Confirmation of E-Ballot – Chancellor Election	To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 10.2.2 C17/22 Confirmation of E-Ballot – Pro Chancellor Election	To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 10.4 C17/23 Appointment of Directors – AgriOne Ltd and Chair Massey Global Ltd	To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 10.5 C17/24 Update on Massey University Worldwide	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 10.6 C17/25 Massey Auckland @ Albany Campus Developments Business Case	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 10.7.1 C17/26 Proposed Council Committee Membership 2017	To protect the privacy of natural persons Reference: Section 9 2 (a)

Item	Reason for Proposed Public Exclusion
Item 11.1 C17/27 Financial Report for the Twelve Months Ending 31 December 2016	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 11.2 C17/28 Major Capital Projects Report	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 11.3 C17/29 Letters of Support ALPP and MGL	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 11.4 Student Management Solution Implementation Programme Update - <i>Verbal</i>	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 11.5 C17/30 Performance Report – Quarter Four 2016	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 11.6 C17/31 Enrolment Report – as at 12 February 2017	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 11.7.1.1 C17/32 Honorary Awards Committee Report of meeting held on 8 November 2016	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 11.7.1.2 Honorary Awards Committee Oral Report of meeting held on 14 February 2017	To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 11.7.2.1 C17/33 Finance Committee Report of meeting held on 18 November 2016	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 11.7.2.2 C17/34 Finance Committee Report of extraordinary meeting held on 2 February 2017	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 11.7.2.3 Finance Committee Oral Report of meeting held on 17 February 2017	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 11.7.3.1 C17/35 Audit and Risk Committee report of meeting held on 18 August 2016	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k)
Item 11.7.3.2 Audit and Risk Committee report of meeting held on 18 November 2016	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 13.1 C17/36 Tracking Council Decisions and Delegations – Part II	To prevent the disclosure or use of official information for improper gain or improper advantage Reference: section 9 2 (k) To protect the privacy of natural persons Reference: Section 9 2 (a)
Item 10.5 Performance Review Committee Recommendations (<i>to be distributed and returned at the meeting</i>)	To protect the privacy of natural persons Reference: Section 9 2 (a)

CHAIR
Carried

14.0 ITEMS MOVED FROM PART II TO PART I

Nil

At the conclusion of business for Part I a member requested that the University look at providing electronic agendas for future meeting. The size of the Agendas was unwieldy.

Part I of the meeting finished at 11.45am

Signature: _____

Date: _____

Council Follow-up Schedule Part I – 5 May 2017

From last meeting

Note: *bracketed italics are completed actions*

Item	Outcome	Action	Milestone dates
1. Review of Incorporating Māori Protocols within the Governance Setting of the University	<ul style="list-style-type: none"> • Council members were to be extended invitations to staff training for te reo and to be provided with the on-line application for te reo pronunciation. • Mr Ahie considered a short karakia needed to be provided to Council members for their use as required. 	<ul style="list-style-type: none"> • Executive Secretary to email all members of Council the Te Reo Training Video and hard copy of the University's Waiata. 	<ul style="list-style-type: none"> • May 2017 Council meeting - <i>completed</i>
2. Financial Report to 31 December 2016	<ul style="list-style-type: none"> • Key highlights for the year were requested in the main report 	<ul style="list-style-type: none"> • Assistant Vice-Chancellor Strategy, Finance, IT and Commercial Operations to reformat future Financial Reports to include the Key Highlights in the covering report. 	<ul style="list-style-type: none"> • May 2017

Council Follow-up Schedule Part I –

Ongoing Issues

Note: *bracketed italics are completed actions*

Item	Outcome	Action	Milestone dates
1.	•	•	•

COUNCIL AGENDA PLAN MARCH TO DECEMBER 2017

	Friday 3 March (Manawatu) Function: <u>Close off of previous year;</u> <u>Establishing parameters for new year; Strategy</u> <u>approval for the current year</u>	Friday 5 May (Manawatu) Function: <u>Approve Business Cases; Consolidation</u> <u>of business for current year</u>
	<ul style="list-style-type: none"> • VC scene setting • Preparation for grads and Honorary Awards • Annual Accounts for previous year (delegation) • Review of Council performance 	<ul style="list-style-type: none"> • Monitoring progress re enrolments • Induction of new members • Approve Domestic, International and Other Student Fees • Approve Business Cases
Strategic Discussions	<ul style="list-style-type: none"> • VC scene setting 2017 	<ul style="list-style-type: none"> • Visit by Palmerston North City Council
Site visits	Manawatu Campus tour as required	Manawatu Campus tour as required
Key Reports	<ul style="list-style-type: none"> • Chancellor’s Report • Vice-Chancellor’s Reports 	<ul style="list-style-type: none"> • Chancellor’s Reports • Vice-Chancellor’s Reports including an environmental scan
Decision Items	<ul style="list-style-type: none"> • Performance Review Committee Recommendations • 2016 Annual Accounts and Statement of Service Performance signing delegation to Chancellor and Vice-Chancellor • Student Fee Setting Process and Principles • Conferring of Degrees & Awarding of Diplomas and Certificates at graduation ceremonies delegation • Terms of Reference- Council Committees • Review Council Code of Conduct • Review Guidelines for Conduct of Council and Council Committees meetings • Payments to Council Members Policy • Policies as per schedule 	<ul style="list-style-type: none"> • Student Fee Setting (Domestic and International) • Graduation Dates – 2018 • Business Cases • Policies as per schedule
Items for noting	<ul style="list-style-type: none"> • Financial Reports • Major Capital Projects Report • Controlled Entities Report • Massey Worldwide Report • Albany Campus Developments • Massey Ventures Limited Chair’s visit • Student Management System Renewal Project • Health and Safety Report • Academic Board Reports • Honorary Awards Committee Report • Audit and Risk Committee Report • Review of Council Evaluation 2016 	<ul style="list-style-type: none"> • Financial Reports • Enrolment Report • Massey Worldwide Report • Albany Campus Developments Report • Performance Report: Quarter One • Finance Committee Reports • Audit & Risk Committee Report • Academic Board Reports
Information / Background	<ul style="list-style-type: none"> • Tracking Council Decisions and Delegations 	

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

COUNCIL AGENDA PLAN MARCH TO DECEMBER 2017

	<p>Friday 7 July (Wellington) Function: <u>Consolidation of business for current year; Council Strategy Day (6 July)</u></p> <ul style="list-style-type: none"> Establish Council agenda plan and schedule for following year 	<p>Friday 1 September (Albany) Function: <u>Approval of Investment Plan; Consolidation of business for current year</u></p> <ul style="list-style-type: none"> Approve Investment Plan
Strategic Discussions	<ul style="list-style-type: none"> 	
Site visits	<ul style="list-style-type: none"> Wellington Campus tour 	Albany Campus tour
Key Reports	<ul style="list-style-type: none"> Chancellor’s Reports Vice-Chancellor’s Reports including an environmental scan 	<ul style="list-style-type: none"> Chancellor’s Reports Vice-Chancellor’s Reports including an environmental scan
Decision Items	<ul style="list-style-type: none"> Review Proposed Meeting Schedule 2018 Policies as per schedule 	<ul style="list-style-type: none"> Investment Plan 2017-2019 (as required) Honorary Award Committee Recommendations Policies as per schedule
Items for noting	<ul style="list-style-type: none"> Financial Reports VC Performance Review Report Enrolment Report Health and Safety Report Massey Worldwide Report Albany Campus Developments Report Māori Protocols Review Report Finance Committee Report Honorary Awards Committee Report Academic Board Reports Sydney Campbell Foundation annual report 2016 Massey Global Limited Annual Report 2016 Massey Ventures Ltd Annual Report 2016 MU Foundation Annual report 2016 	<ul style="list-style-type: none"> Financial Reports Performance Report: Quarter Two Major Capital Projects Report VC Performance Review Report Enrolment Report Health and Safety Report Massey Worldwide Report Albany Campus Developments Massey University (Management and Valuation) Property Foundation Annual Report 2016 Agri One Ltd Annual Report 2016 Finance Committee Report Audit & Risk Committee Report Academic Board Reports Honorary Awards Committee Report
Information / Background		<ul style="list-style-type: none"> Tracking Council Decisions and Delegations Council Graduation Schedule 2018

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

COUNCIL AGENDA PLAN MARCH TO DECEMBER 2017

	<p>Friday 3 November (Manawatu) Function: <u>Budget approval & Final Decisions for current year and prep for following year</u></p> <ul style="list-style-type: none"> • Approve Ten Year Capital Plan and Review Operating Budget for following year • Approve Business Cases 	<p>Friday 1 December (Manawatu) Function: <u>Budget approval & Final Decisions for current year and prep for following year</u></p> <ul style="list-style-type: none"> • Approve Operating Budget for following year
Strategic Discussions		
Site Visits		
Key Reports	<ul style="list-style-type: none"> • Chancellor’s Report • Vice-Chancellor’s Reports including an environmental scan 	<ul style="list-style-type: none"> • Chancellor’s Report • Vice-Chancellor’s Reports including an environmental scan
Decision Items	<ul style="list-style-type: none"> • 2017 Ten Year Capital Plan • Business Cases • Renewal of Insurance 2017-report delegation • MVL SCI 2018 • Health and Safety Plan for 2018 • Draft Agenda Plan 2018 • Policies as per schedule 	<ul style="list-style-type: none"> • 2018 University Operating Budget • Student Bad Debt Write-off • In Council graduation • Council Committee membership • Policies as per schedule
Items for noting	<ul style="list-style-type: none"> • Review Operating Budget 2018 • Financial Reports • VC Performance Review Report • Enrolment Report • Massey Worldwide Report • Albany Campus Developments • Finance Committee Report • Audit & Risk Report Committee • Academic Board Reports • Honorary Awards Committee Report 	<ul style="list-style-type: none"> • Financial Reports • Major Capital Projects Report • VC Performance Review Report • Enrolment Report • Health and Safety Report • Massey Worldwide Report • Albany Campus Developments • Finance Committee Report • Academic Board Reports • Honorary Awards Committee Report
Information/ Background	<ul style="list-style-type: none"> • Council Graduation Schedule 2018 	<ul style="list-style-type: none"> • Council Evaluation 2017

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



The Chancellor
Massey University Council

Dear Chancellor,

Report from the Academic Board Meeting: 15 February 2017 Part I

At the Academic Board meeting held on Wednesday 15 February 2017 the following items are referred to Council for information.

1. Advice on Matters of Academic Policy

Academic Board consulted on the Qualification Policy and Framework that is out for discussion. The Board felt that the procedures for introducing new qualifications and the impact of new on existing was well documented but that the procedures for closing was not as well outlined, especially for considering the wider Academic Strategy and the strategic interests of the programme and the programmes impacted by the closure.

The Board then went on to discuss the approval process for the business case for a new qualification proposal. It was raised that whilst there is discussion and decision at a university level for the academic rationale and resourcing has academic impacts there is no equivalent university level approval process for the business case. The financial justification is considered alongside the academic rationale up to a college level but no higher. However, it was also acknowledged that within the colleges management and academic decision making is mixed and in most cases PVCs sign off on both.

Academic Board's role is as guardian of academic integrity without fear or favour and must approve proposals on this basis. Then the management structures within the colleges must decide how those qualifications are offered. In the past the two decisions were not always joined accurately and it was suggested that as the Senior Leadership Team doesn't see the academic proposals a holistic and strategic view of the whole university offer and what was good for the whole university was missing.

The Board also discussed low or no enrolment procedures and it was suggested that it should be strengthened. However, the Board was reminded that the Qualification Policy and Framework only brings together all relevant policies and procedures and doesn't have the power to amend them. The Low and No Enrolment procedures were approved by Academic Committee separately.

2. Information to Council with Respect to Major Academic Directions

Strengths at Massey: The First Year experience

Professor Leberman updated Academic Board on the pilot of the Strengths @ Massey programme that was run in semester two 2016. This was a collective effort across the university from academic and professional staff on all campuses to develop a first year experience programme for the best start possible for students at Massey. Using an online tool, students identified talents/strengths to focus on over a nine week programme of fifty-minute group sessions with trained staff to develop their strengths and provide support for their transition to Massey. All students in the pilot benefited from the programme

particularly in the areas of connections, expectations and identity. Knowing that people at Massey cared, understanding the differences at Massey and having a regular group to meet with were all seen as positive outcomes.

It has been agreed to extend the pilot through 2017 in an amended form based upon the early experiences, condensing it to five weeks and focusing on the strengths section rather than the transition to Massey. First semester will be Manawatu and Wellington, second semester will be Auckland and Distance.

The Board was interested in how the 2017 pilot will be recruited and promoted and whether it will target specific groups within the first year cohort, it was confirmed that it will be available to all first year students who are interested and that the goal of the programme is to provide a proper first year experience programme for Massey to give students the strongest possible start for success and improve retention at Massey by leveraging their strengths. Out of the first pilot another goal is to fit into current practice and be part of a number of elements and student success initiatives that will make a competitive difference for Massey. Professor Leberman agreed to confirm the retention rate of the original 41 students, feedback seemed to indicate a good retention and that the groups had chosen to stay together in 2017 to continue. The number of initiatives already in place was raised as an issue if there were too many strengths across the different initiatives it could become confusing.

There was some concern raised that by using a commercial tool as the basis of the programme there was a risk of it losing relevance once another tool gained prominence. Professor Leberman agreed that there were limitations to any approach but it had shown positive effects for students. It would continue to be an option as it would not be effective for all students.

The Board raised the option of creating programmes of academic study to create the sort of cohort bond that improved the student experience and retention such as there is in professional programmes such as Vet and Nursing who already do this well. It was acknowledged that general programmes would need a different approach such as what was happening in the BA with BASE+.

3. Report of Academic Approvals Taken Under Delegation

No approvals were taken under delegation for February.

4. Sub-Committee Matters

No sub-committee matters were approved in February.

5. Items of Early Notice

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

6. For Information

Conferring of Degrees and awarding of Diplomas and Certificates

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

Distinguished Professor Sally Morgan
Chair, Academic Board



The Chancellor
Massey University Council

Dear Chancellor,

Report from the Academic Board Meeting: 15 March 2017 Part I

At the Academic Board meeting held on Wednesday 15 March 2017 the following items are referred to Council for information.

1. Advice on Matters of Academic Policy

There was no advice on matters of academic policy for March.

2. Information to Council with Respect to Major Academic Directions

There were no discussions with respect to major academic directions in March.

3. Report of Academic Approvals Taken Under Delegation

No approvals were taken under delegation for March.

4. Sub-Committee Matters

- Academic Board approved the College of Sciences College Board Terms of Reference.
- Academic Board received the Academic Committee and Teaching and Learning Committee's Annual Reports.

CUAP Decisions

Academic Board approved for forwarding to CUAP the following proposals:

• New minor/endorsement – Bachelor of Arts/Diploma in Arts (Portuguese)

The College of Humanities and Social Sciences were very confident of the strategic value of offering a new minor/endorsement in Portuguese while acknowledging that the current university environment was focusing on an overall reduction of minors. Whilst they were unsuccessful in bidding for one of the Centres for Asia-Pacific Excellence they had built up strong relations with a number of highly regarded South American universities and were keen to continue building on that with a line of sight on the review in three years' time. They also acknowledged that a 75 credit minor was no longer the standard for the university and that they were committed to a review of all their minors with the intention of reducing them to 60 credits where appropriate and they preferred to offer Portuguese in alignment with the other Bachelor of Arts minors until that review occurs.

There was a discussion by the Board around the small number of anticipated EFTS and the credit size and the university commitment to all languages taught and the special position Te Reo in New Zealand. There was a robust discussion about the focus of Academic Board on

academic quality rather than fiscal viability and it was agreed that the Board had to be assured that there is academic robustness in any proposal and be happy that any qualification or endorsement may not be delivered as originally proposed should it not be fiscally viable.

- **New Qualification – Postgraduate Certificate in Social Work**

The Board discussed the need to acknowledge Tangata Whenua more strongly in the outcome statements of the Graduate Profile as social workers in New Zealand work with a large number of Māori clients. It was recognised that the Registration Board had made recommendations that were reflected in the proposal.

It was recommended that the College of Health consider their outcome statements in regards to the position of Māori.

- **Specialisation deletions – Master of Veterinary Science**

5. **Items of Early Notice**

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

6. **For Information**

Conferring of Degrees and awarding of Diplomas and Certificates

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

Distinguished Professor Sally Morgan
Chair, Academic Board



UNIVERSITY OF NEW ZEALAND

MASSEY UNIVERSITY COUNCIL

5 May 2017

March 2017 Month End Finance Report

Purpose

The purpose of this paper is to provide Council with the financial performance and financial position of Massey University and its controlled entities (the group) for the three months ended 31 March 2017.

Discussion

The income statement, balance sheet, cash flow statement and KPIs for the three months ended 31 March 2017 are attached to this paper.

For the purpose of this paper the group includes the following entities:

- Massey University (the parent);
- Massey University Foundation Trust (MUF);
- Massey Ventures Limited (MVL) and its controlled entities;
- Massey Global Limited (MGL) and its controlled entities;
- Applied Leadership in Professional Practice (ALPP) Limited; and
- 50% share of Agri One Limited.

Key highlights for the year have been summarised in the report.

Consultation

The March 2017 finance report has been presented to SLT.

Financial implications and Treasury Comment

Financial Implications

No

Treaty of Waitangi Implications

Not applicable.

Equity and Ethnic Implications

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

No

Ethnic Implications

No

Gender Implications

No

Disability Implications

No

Other (state _____)

No

Publicity & Communications

Not required.

Recommendations

It is recommended that Council:

1. Note the contents of the Finance Report for the three months ended 31 March 2017.

Cathy Magiannis
Assistant Vice-Chancellor
Strategy, Finance, IT and Commercial Operations
26 April 2017

MASSEY UNIVERSITY GROUP FINANCIAL RESULTS
YEAR TO DATE 31 MARCH 2017

INCOME STATEMENT

	YTD ACTUAL (\$000)	YTD BUDGET (\$000)	YTD VARIANCE (\$000)	FY BUDGET (\$000)
Government Grants	47,861	48,157	(296) 🟡	196,742
Student Fees	48,677	47,715	962 🟢	175,587
Interest	826	859	(33) 🟡	3,411
Other Income	32,117	31,021	1,096 🟢	122,838
Trust	1,239	1,081	158 🟢	4,969
Total Income	130,720	128,833	1,887 🟢	503,547
Salaries Costs	69,776	73,106	3,330 🟢	290,351
Other Direct Costs	30,559	33,236	2,677 🟢	145,284
Depreciation and Amortisation	13,209	14,778	1,569 🟢	58,897
Interest Costs	0	0	0 🟢	4
Trust Costs	130	301	171 🟢	2,054
Total Costs	113,674	121,421	7,747 🟢	496,590
Operating Surplus	17,046	7,412	9,634 🟢	6,957

Income Statement Comments

The group's YTD operating surplus for the three months to 2017 was ahead of budget by \$9.6m. This was mainly as a result of timing differences between budget and actual in the EFTS related expenses mostly as a result of inaccurate budget phasing. It is expected this will "turnaround" as the year progresses.

Government Grants

Government grants were below YTD budget by \$0.3m as a result of a budgeted increase in PBRF income which will not be achieved. Student Achievement Component (SAC) funding was in line with budget. It should be noted that any achievement above 100% of SAC funding was phased in to the budget for the second half of 2017.

Student Fees

Student fees were \$1.0m above YTD budget. The main driver was a higher semester one international business student intake than planned, partially offset by a softening of College of Sciences (CoS) domestic students (semester one and double semester).

Other Income

Other income was \$1.1m above YTD budget. This was a result of increased income from research (\$1.0m), trading (\$0.5m) and consultancy (\$0.1m) activities, partially offset by a \$0.5m reduction in sales income from subsidiaries (Agri One and ALPP) due to revised business plans showing weaker performance than originally anticipated.

Trust

Trust income was \$0.2m ahead of YTD budget, due to favourable market conditions resulting in higher unrealised gains by MU Foundation (MUF).

Salaries Costs

YTD salaries costs were \$3.3m below budget primarily due to:
+ Higher than expected annual leave taken (\$0.9m); and
+ Reporting lines delaying appointment of staff due to anticipated required savings (\$3.5m).

The above positions were partially offset by increased research activities and uncontrollable staff related costs, such as retirement and recruitment costs (\$1.1m).

Other Direct Costs

Other direct costs were \$2.7m below YTD budget. This was attributed to \$1.3m lower asset related costs, such as maintenance, cleaning and energy costs; \$0.4m underspending in subsidiaries; and \$1.0m underspend across contracted services, consultancy, consumables, computing, catering, marketing and printing.

Depreciation

Depreciation was \$1.6m below budget. This was primarily due to delays in software related capital projects and a lower level of equipment purchases in 2016 resulting in lower than budgeted capital items.

Trust Costs

A reduction in the disbursement of scholarships and awards have contributed towards YTD actual being lower than budget.

The first university-wide forecast for 2017 is currently being compiled and will be included in the May 2017 finance report.

BALANCE SHEET

	YTD ACTUAL (\$000)	YTD BUDGET (\$000)	YTD VARIANCE (\$000)	FY BUDGET (\$000)
Current Assets	241,835	219,782	22,053 🟢	131,972
Non-Current Assets	1,061,698	1,090,234	(28,536) 🟡	1,120,799
Current Liabilities	190,111	181,911	(8,200) 🟡	130,494
Non-Current Liabilities	46,215	48,758	2,543 🟢	43,543
Net Assets	1,067,207	1,079,347	(12,140) 🟡	1,078,734
Equity	1,067,207	1,079,347	(12,140) 🟡	1,078,734

KPIs

KPIs	Compliance	
	FY Actual	FY Forecast
Tertiary Education Commission (TEC) *	🟢	🟢
TEC Borrowing consent - Monitoring Level	🟢	🟢
TEC Borrowing consent - Breach Level	🟢	🟢
BNZ Negative pledge	🟢	🟢
Non TEC	🟢	🟢

Debt Summary

Debt Summary	Total Actual (\$000)	Current Actual (\$000)	>1 Month Actual (\$000)	>2 Months Actual (\$000)	>3 Months Actual (\$000)
General	14,232	10,323	1,646	527	1,736
Student	16,909	3,207	10,913	1,149	1,640
Total	31,141	13,530	12,559	1,676	3,376

Balance Sheet Comments

Liquidity and Solvency

Liquidity and Solvency continue to be managed within set targets.

The positive working capital balance at 31 March 2017 was primarily due to:

- Higher than expected opening cash position (due to delays in the 2016 capital plan) and therefore more cash being available for investment; and
- Oteha Rohe site remaining classified as available for sale.

Student debt as a percentage of total University debt was 54%, in line with University's income cycle. The debtor's turnover days (a non-TEC KPI) as at 31 March 2017 was 25 days, which was below the target of 30 days.

Non-Current Assets

Delays in the capital plan, combined with the revaluation of one building in late 2016 were the main contributors towards non-current assets being lower than budget.

Current Liabilities

Current liabilities were above YTD budget due to a higher level of short-term receipts in advance, partially offset by lower level payables.

Non-Current Liabilities

Non-current liabilities were below YTD budget due to a lower level of long-term research income in advance than expected.

STATEMENT OF CASHFLOW

	YTD ACTUAL (\$000)	YTD BUDGET (\$000)	YTD VARIANCE (\$000)	FY BUDGET (\$000)
Cash At Beginning	35,814	52,053	(16,239) 🟡	52,053
Net From Operating Activities	64,884	59,296	5,588 🟢	66,156
Net From Investing Activities	(42,779)	(72,484)	29,705 🟢	(90,421)
Net From Financing Activities	0	0	0 🟢	0
Net Cash flow	22,105	(13,188)	35,293 🟢	(24,265)
Net Foreign Exchange	(97)	0	(97) 🟡	0
Cash At End	57,822	38,865	18,957 🟢	27,788

Cash Flow Statement Comments

Opening cash was \$16.2m lower than budget as available funds were invested in 2016.

For the three months to 31 March 2017 net cash flows from operating activities were \$5.6m higher than budget, mainly due to higher receipts of international student fees and lower level of payments to suppliers.

The net cash outflows from investing activities were \$29.7m lower than YTD budget mainly as a result of the available cash being invested late in 2016 rather than in early 2017 as budgeted.

Note

*TEC's Surplus to Total Revenue target is 3%.
Massey University Council agreed a budget target of 1.4% for 2017.

Key	
🟢	>=2.5%
🟡	<2.49%>(2.49%)
🔴	<=(2.5%)