



Massey University

ANNUAL REPORT 2006



We are a leading New Zealand
research university, with an
ethos of problem solving and
internationally recognised excellence.

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community relevance and engagement,
while maintaining intellectual independence.



Mission Statement

Massey University is committed to meeting the needs of New Zealand and New Zealanders, enhancing access to university study for diverse populations, preparing students for life-long learning, and meeting international standards of excellence in research and teaching. Massey University is an integrated multi-campus institution of higher learning that creates new knowledge and understanding; synthesises, applies and disseminates knowledge; develops advanced learning and scholarly abilities for a national and international student body; and promotes free and rational inquiry. We offer high-quality learning experiences that empower people and their communities to prosper in an increasingly knowledge-dependent and technologically advanced world.

Massey University is driven by a spirit of community relevance and engagement, while maintaining intellectual independence. We will use our multi-campus structure to meet the needs of our constituent regional communities, while our flexible delivery and distance (extramural) education capabilities give a national and international reach to our educational programmes.

Massey University recognises and respects the significance of mana whenua within its regions and the range of Māori organisations contributing to Māori development and advancement. We have demonstrated our commitment to Māori development by providing Māori academic leadership, research opportunities and educational qualifications that assist in the achievement of Māori aspirations.

Our integrated academic structures and organisational arrangements enable and support interdisciplinary and cross-disciplinary research and academic programmes. We pride ourselves on the relevance of our programmes; on our openness to students of diverse backgrounds spanning age, geographic location, educational background, ethnicity and culture; on the support we provide for our students; and on the relationship we have built with our alumni.

REPORT FROM THE

Chancellor



During the 2006 year Massey University consolidated its position as a leading contributor to the economic, social and cultural growth of New Zealand. The University was created more than 80 years ago precisely for this purpose: its founders were able to predict the future need for a teaching and research university with a broad reach, to provide knowledge and human capital to advance the country's development, particularly as a food exporting nation.

That capability and strategic importance continues to be recognised in the form of significant and, in most cases, increasing funding from the Government and the private sector. As examples, during 2006 two Government-funded Partnerships for Excellence aimed at enhancing the productivity of the equine and agricultural industries, came fully on stream and the ground-breaking Allan Wilson Centre for Molecular Ecology and Evolution received further funding. In addition, the Government selected the University to lead the first National Centre for Tertiary Teaching Excellence, a Wellington-based network that will ensure New Zealand has a supply of graduates equipped to drive future national growth.

These few examples amongst many are sufficient, I think, to provide context for the disappointment and astonishment felt by the University, its Council and its stakeholders over the extraordinary decision by the Tertiary Education Commission in late 2005. My report for that year contained hard words for the Commission and its decision to decline the University's application for an exemption to the five per cent fees maxima. At that stage the University's fees were (and remain) amongst the very lowest in the country. Massey was the only New Zealand university to shoulder a nil increase for the 2005 year and sought to rectify this with an increase larger than the five per cent maxima for 2006.

In the 2005 report I described the TEC decision as misguided and as showing a lack of foresight. I also called for an overhaul of the system under which tertiary education institutions are funded, favouring a greater emphasis on differentiation and strategic contribution.

It gives me little pleasure to report the consequences of the December 2005 decision by the TEC. This year the University is reporting a consolidated loss of \$1.5 million, following a run of healthy and well-managed surpluses. It is worth noting that had the University been able to maintain fees at levels similar to other universities within New Zealand then rather than this loss, a surplus within accepted guidelines would have been achieved.

The Commission has since recognised its own lack of foresight and, indeed, logic, and approved an exception to the maxima for 2007, thereby allowing fees to be increased by up to 10 per cent, but to levels which will still be below sector averages.

We were also pleased to observe that during 2006 the Government strengthened its resolve to take a more strategic approach to the funding of universities, by encouraging differentiation and specialisation, in the interests of economic growth, and including disincentives to the duplication of services.

However, the Tertiary Education Commission again appeared to be well behind the play. We were nonplussed by the TEC's position – or lack of position – on a move by Victoria University to offer an engineering degree in Wellington. This sat very oddly indeed beside the Government and sector encouragement that persuaded Massey to introduce a degree in engineering, delivered from Wellington, three years ago. It was also at odds with Massey's long history of involvement in engineering and our critical mass of staff and students. As we noted to the Government, it is a further indication that the role of the Commission at this stage is largely ineffectual.

While the restriction on fee increases was a primary cause, a decline in student numbers also contributed to the 2006 financial result. This decline is reflected across most of the sector and has been felt particularly by regionally-based tertiary education institutions. With its extramural programme, and its emphasis on upskilling and professional development, this university is also particularly vulnerable to changes in the employment market which remains buoyant.

Building for the future, and despite financial restrictions, the University has continued its strategy of selective investment in projects likely to provide significant returns to the University and to the economy. One example is our investment in the building of the new Hopkirk Research Institute, a joint venture between the University and AgResearch, creating a critical mass of animal health researchers. The project was launched in May 2006 by the Hon Steve Maharey, Minister of Research, Science and Technology and will open during 2007.

It is also reassuring to note the considerable increase in the value of the University's lands and buildings, in turn increasing the value of the balance sheet. The value of these assets increased by 39 per cent during 2006, reflecting the lift in overall property values in New Zealand.

During 2006 the University Council took a more proactive role in the University's continuing moves towards longer term planning, including distinctive positioning in the sector. In this we were guided in part by the awareness that, notwithstanding the accessible and diverse extramural programme, Massey University cannot be all things to all people. We continue to identify and foster areas of focused excellence and critical mass, including those which will increasingly be regarded as providing essential knowledge and expertise for the future, in New Zealand and internationally.

The Council also made progress in further improving the relationship between the governing body and our student body. We appreciated the spirit of cooperation and pragmatism that our various student associations brought to the table during consultation over the second application to the TEC for an exemption from the fees maxima. Their willing and constructive participation was all the more impressive, given our differing positions in the past on the need for adequate fee increases to allow the University to invest in the future interests of students.

I would also like to take the opportunity to thank fellow Council members for their contributions and support during 2006 and, in particular, the contributions made by our two alumni Council members, Dr Dick Hubbard and former Pro Chancellor Dr Elizabeth Gordon who have now ended their terms on the Council.

Service on the Council is not the only contribution that our graduates make to the University. We now have more than 90,000 alumni on our database and, in line with the penetration of the University's teaching programmes; they are based throughout New Zealand and throughout the world: During 2006 alone we opened three new alumni chapters in Australia.

We value our graduates as ambassadors for the University and celebrate their successes. Our graduates, above all, have a profound appreciation of the future value of a Massey University qualification, based on research-led teaching.

A handwritten signature in black ink that reads "Nigel Gould". The signature is written in a cursive style with a large, stylized 'N' and 'G'.

Nigel Gould
Chancellor
Massey University



REPORT FROM THE

Vice-Chancellor

As Vice-Chancellor of Massey University I take particular pride in reporting on a successful year despite financial constraints. During 2006, Massey continued to be ranked as one of the top three universities in New Zealand, according to international surveys.

This and other successes documented later in my report have been achieved through the professional commitment of our academic staff, the quality of their research and teaching, the supporting contribution of our general staff and the achievements of our students and graduates.

Two major milestones in the University's history were celebrated in 2006 – the 50th jubilee of the College of Education and the 40th anniversary of the School of Journalism in Wellington.

During 2006, Massey demonstrated its continuing commitment to excellence across a range of areas, including building sector capability, improving teaching, national networking, links with industry and commercialisation. This was recognized, in part, through the success of a number of funding bids, either led or co-led by Massey University, some of which are identified below.

Funding of \$1.5 million from the Innovation and Development Fund (IDF) was received for the *Manawatu Microscopy and Imaging Centre*. The Centre will house new Electron and Confocal Microscopes that will enable us to remain at the forefront of teaching and research in biological sciences. This is a resource that is available not only to University staff and students but also to Crown Research Institutes and businesses in the Manawatu. A grant of \$383,000 from the Growth and Innovation Pilot Initiative (GIPI) fund was received for *The Design Junction: An Approach to Building Design Capability in Small Wellington Firms*. This project will develop a new approach to fostering links between organisations that have design knowledge and expertise and it will include those involved in economic development, business development, training and education of the owners of small firms, and design experts.

Two Massey e-learning projects were also successful in receiving e-Learning Collaborative Development Fund (ECDF) funding totalling \$890,000 for: *e-Learning Framework for Formative Assessment*, which is being undertaken in collaboration with Victoria University of Wellington, Otago University and the Universal College of Learning, to devise a framework for e-learning supported formative assessment, and: *An ePortfolio application with implementation strategies for the New Zealand tertiary sector*, which is being undertaken in collaboration with Auckland University of Technology and Victoria University of Wellington, to develop an ePortfolio application for use in the New Zealand tertiary sector and to provide guidelines for its effective use.

Two projects were also successful in receiving On-Farm Innovation Fund funding, offered by Dairy InSight, totalling \$273,000 for: *A New Programme for Professional Development of Rural Professionals in Dairying*, which will lead to a unique programme of Advanced Level courses in key aspects of Dairy Production Systems and Business. People with increased knowledge at an advanced level will be able to meet the increasingly complex needs of the industry, with courses available extramurally to suit people in full time employment; and, the *Innovative Anaerobic Pond Design*, which are the first steps to identify measures that can be taken to enable the New Zealand dairy farm to become self sufficient in power. This project will investigate a compact system that will allow farmers to cost effectively cover their pond providing for economic gas capture while preserving the inherent simplicity of operation.

On the fundamental research front the University was successful in the 2006 Royal Society of New Zealand Marsden Grants, being awarded grants totalling \$5 million. Overall, Massey will lead or participate in research projects that were awarded funding in excess of \$6.3 million. Massey University is also the host institution of the *Allan Wilson Centre for Molecular Ecology and Evolution*, one of the seven national Centres of Research Excellence (CoREs). The Allan Wilson Centre was established in 2003 and, in 2006, received an extension of funding through to 30 June 2008.

During 2006, the quality of the University's research outputs continued to be recognised internationally with the Finance programme being ranked first amongst Australasian universities, as just one example. Growth also continued this year in Doctoral enrolments with some 1,023 students enrolled in a PhD in 2006, up from 1,004.

The development of commercialisation opportunities included the joint venture between Massey University, the Manawatu BioCommerce Centre and Speirs Foods, which will see New Zealand take a lead in the rapidly growing global market for omega-3 enriched functional foods through breakthrough technology developed by the *Riddet Centre*. In addition, further development was undertaken with ongoing support from grants from the Foundation for Research, Science and Technology to enable the next steps to be taken by *PolyBatics*, a bionanoparticle technology platform, and *Anzode*, a new battery technology.

In 2006, Massey University continued its commitment to enhancement in teaching and learning domains, including initiatives such as the Vice-Chancellor's Teaching Excellence Awards and the Vice-Chancellor's Teaching Symposium.

The *Vice-Chancellor's Teaching Excellence Awards* are annual awards that recognise academic excellence and commitment to innovative teaching. Each year two of the awardees are nominated for the annual National Tertiary Teaching Excellence Awards. As with last year, both of the University's nominees received teaching excellence awards at the *fifth National Tertiary Teaching Excellence Awards*. The theme of this years *Vice-Chancellor's Teaching Symposium* was: *Putting the e into Learning: Enhancing student outcomes through the contribution of e-Learning at Massey University*. The symposium took place on all three campuses in November where staff showcased innovative use of technology in teaching and learning and in student support.

Colleges continued to review academic programmes to ensure currency and relevance, including the introduction of new programmes such as the Master of Finance degree at Auckland and Palmerston North campuses, and extending the offering of existing programmes to other campuses such as the Bachelor of Engineering at Wellington. 2006 also saw the creation of a new advisory board for our College of Business. The board, whose chair is the chief executive of Business New Zealand, is unique in the breadth of its industry and geographical representation. It will advise the College on future directions, to ensure the continued relevance and value of its research and qualifications, including the important professional development programmes available to all aspirational New Zealanders through the extramural programme.

Ongoing progress continues towards the international accreditation of the College of Business by the AACSB (Association of Advanced Collegiate Studies in Business). Also during 2006, developments continued in our Veterinary Sciences programmes in anticipation of the audit in 2007 of the re-accreditation panel from the American Veterinary Medical Association (AVMA).

Ongoing implementation of the *Māori@Massey* strategy continues with the aim of achieving the best possible gains for Māori as part of Massey's distinctive role as a contributor to Māori tertiary education. 2006 initiatives included: the establishment of the *Te Matua Reo Kaupapa Working Party*, to implement the University's Māori language policy, approved in 2005; and, the establishment of the *Māori Communications Coordinating Committee* to guide the implementation of the Māori Communications strategy. Other initiatives included: hosting of *To Tātau Reo Rangatira: Inaugural Māori Language Conference* – a conference that addressed several Māori development themes through the medium of Te Reo; and, continued participation in the annual national *Hui Taumata Mātāuranga 2006*.

This year we were also very pleased to welcome Professor Sitaleki Finau, formerly a Professor of Public Health, Fiji School of Medicine, as the inaugural Director – Pasifika@Massey. This appointment will enhance the University's ability to further its commitment to the *Pasifika@Massey strategy* (established in 2005) and the associated domestic and international communities and stakeholders. One of the initial activities was the holding of the first University-wide fono.

In recognition of the international reach of the University's alumni the network of Massey's Australian alumni was launched in Melbourne, Sydney and Brisbane in July 2006. This is an aspect of our alumni overall engagement strategy and has been preceded by work with our Australian alumni over the last two years to establish and facilitate linkages with bodies of alumni and their host countries. In New Zealand, a network of regional chapters has been created so as to best engage with the wide range of the University's alumni in their own localities. This year chapters were launched in Auckland, Wellington and Palmerston North.

Massey University staff, students and alumni continued to be recognized through honours and awards. These included individuals receiving 2006 New Years Honours and Queen's Birthday Honours (details are provided in the statement of service performance section of this publication). Fittingly we were able to end the year by celebrating a further honour with Distinguished Professor

David Lambert from our Allan Wilson Centre for Molecular Ecology and Evolution, being awarded one of the four *James Cook Research Fellowship* in 2006. These fellowships, administered by the Royal Society of New Zealand, are widely regarded as the country's most prestigious science and technology awards which are made to 'forward thinking' researchers who will make a significant contribution to New Zealand's knowledge base. This scientist, amongst many other respected academics, epitomizes the distinctive quality Massey University seeks to exemplify through a forward-thinking and future-focused approach based on excellence.

This year, through the *Promotions to Professor* scheme, eight staff who exemplified academic leadership and excellence received promotion to the rank of Professor. Academic leadership within the University was also supported by the establishment and filling of new chairs, including Chairs in: Mechatronics; Agri-Food Systems; and, Computer Science.

The *Massey University Leadership Development Programme*, which was developed during 2006, was designed for two groups of staff: new and emerging leaders; and, experienced leaders. A pilot for each programme will commence in early 2007. Massey University is also a participant in the New Zealand Vice-Chancellors' Committee (NZVCC) *Women in Leadership programme* which was endorsed by NZVCC in late 2006 and will be run for the first time in 2007.

Consequent to a tripartite agreement between NZVCC, Combined Unions and Government, additional funding for University staff salaries was provided by Government in recognition of the low salary levels of New Zealand university staff relative to international comparisons. While this was a step in the right direction, and gratefully received, Massey will continue to work, alongside NZVCC, to seek appropriate funding for New Zealand universities to allow us to appropriately pay our staff, many of whom are recognised as world leaders in their respective fields.

In 2006, funding of \$20 million over five years was awarded to New Zealand's first *National Centre for Tertiary Teaching Excellence (Ako Aotearoa)*. This initiative is to be run by a consortium of providers led by Massey University, and will be based at the Wellington campus, with regional hubs in Auckland, Christchurch and Palmerston North. It will disseminate the latest research findings and best practice in the area of tertiary teaching and learning as well as commissioning research itself. Our leadership of this project endorses Massey's experience in teaching and research, and not least, in partnership and collaboration.

A joint *Centre for Disaster Research* was established in 2006 on the Wellington campus with GNS Science, placing New Zealand at the leading edge of hazards research. GNS is a Crown Research Institute (CRI), and is New Zealand's leading research and consultancy institute specialising in the geosciences and related technologies; geology, geophysics, geochemistry and geochronology. The Centre concentrates the skills of psychologists, sociologists, planners, geologists, risk assessors, Māori researchers, and economists from both organizations and will work with a range of agencies to improve New Zealand's capabilities to respond to natural disasters. They will focus on research, postgraduate teaching and commercial consultancy.

With the completion of a new building at the end of 2006, the opening of the *Hopkirk Research Institute* at Palmerston North campus is anticipated in early 2007. This is a joint venture between Massey and AgResearch and the building will house the largest concentration of animal health scientists in the Southern Hemisphere.

This was also the first full-year of operation of the *New Zealand School of Music*, which is a joint initiative between Massey and Victoria University of Wellington. 2006 also saw the first students to graduate from the School.

During 2006, Massey University has also taken a lead, through New Zealand Vice-Chancellors' Committee, in the *MANU-AO* programme aimed at establishing an inter-university (all eight New Zealand universities) Māori academic network in 2007. Massey also led the development of an initiative to coordinate and implement e-learning guidelines across the New Zealand tertiary sector. The current project involves 22 tertiary education institutions in active collaboration with Massey. These include universities, polytechnics, wananga and a private training establishment. The outputs will be available and useful for the entire tertiary sector.

The University also successfully negotiated a number of new international partnerships, most notably in China, Thailand and Japan. This included: a tripartite agreement established between Peking University, Shihezi University, China, and Massey University; and, a tripartite agreement with Landcare Research and Punjab Agricultural University, India, and Massey University. These agreements, and others already in place, will be a positive factor in building high-quality undergraduate and postgraduate recruitment and provide a foundation for ongoing research collaboration and for research training initiatives that will benefit postgraduate students and staff in both institutions.

Massey University, along with the University of Auckland, Lincoln University, Crown Research Institutes and the Ministry of Research Science & Technology, is a member of a New Zealand consortium which submitted a research funding proposal to the European Commission Research Directorate. The proposal entitled: "*Food Research in Europe and New Zealand (FRENZ-net): A complementary network to stimulate consumer-focused research collaboration across Food sectors*" was successful. This funding success represents a significant breakthrough for New Zealand participation in the European Union (EU) Framework programmes. The synergies developed from the New Zealand and EU participants in FRENZ-net will form a strong foundation for ongoing collaboration by New Zealand researchers with their counterpart EU researchers who have access to \$NZ4billion worth of funding allocated to Framework 7 for agricultural, food and biotechnology research and to the key decision makers in Europe. Collaborations of this nature are important to New Zealand to ensure that our research continues to be high quality, relevant and internationally linked.

The University hosted a number of international conferences in 2006, including: the *Asian Finance Conference* - this is the first time the conference has been held in New Zealand and included a presentation from Nobel Prize winner Professor William Sharpe; the *3rd International Conference on Autonomous Robots and Agents* - this is the second year in a row the conference has been hosted.

It attracted delegates and keynote speakers from around the world; and, the *11th World Congress - Developing management and organisational capability to improve business performance* - this World Congress on Total Quality Management was held in Australasia for the first time. It attracted speakers and other participants from more than 30 countries, contributing to more than 150 presentations.

The twin tasks for 2006 have been a cycle of strategic planning, aimed at consolidating and maximising the University's strengths, particularly in the light of the new Tertiary Education Strategy, and identifying ways to accommodate a challenging fiscal environment without in any way compromising the quality of our services. It is to the great credit of the University's management team that this crucial objective was achieved.

During 2006, the University was restricted by limitations in its income from domestic student fees, partly as a result of continuingly inadequate Government funding compounded by the University's low fee regime. Massey's income per student is amongst the lowest in the university sector. This situation is the result of a number of historic factors. In 2000, the government put in place a fees freeze (termed the fee stabilisation scheme) at a time when Massey had the lowest fees in the university sector. In 2004, the freeze was lifted but replaced by a fees maxima which allowed for an increase in fees of no more than five per cent per annum. This was compounded by the Massey University Council decision in 2004 not to increase fees for 2005.

In October 2006, the University Council accepted management's recommendation to seek approval for increases to its domestic tuition fees for 2007 beyond the fees maxima, in order to achieve a level of fee income to enable us to maintain the quality of our research, research training and teaching, deliver on our Charter goals and Profile objectives, and enable the University to meet its financial targets. In December 2006, the Tertiary Education Commission advised that it had agreed to our request for this ten per cent fee increase. It should be noted that, under the circumstances, the fee increases approved for 2007 are comparatively modest and Massey's fees remain amongst the lowest in New Zealand.

This exemption will assist towards achieving our medium-term academic and financial targets. Nonetheless we will continue to be prudent during 2007 and continue to monitor expenditure while maintaining and enhancing quality. We are committed to continuing to provide a world-class educational experience to our students, on campus and extramurally, and will continue to invest in the enabling infrastructure and support services for staff and students. We are committed to continuing to lead the country in the generation of knowledge in specific fields and being recognised as the university that contributes significantly to New Zealand's cultural, economic and social growth. To quote the Chief Executive of Business New Zealand, Phil O'Reilly: "*This resolute commitment to regional, national (and international) contribution is part of Massey University's DNA.*"

An Increasing Focus on Excellence was the title of my presentation to staff at the annual Planning Roadshow, delivered on all three campuses in late May-early June. This is part of our annual planning process which also saw the document *Strategic Positioning – The Massey Way* completed as a draft for consultation during 2006. This document provides an overall positioning statement

for the University about how we intend positioning Massey University for the future in support of a continued emphasis on focused excellence in our distinctive areas of academic specialisation. This document does not present new information or strategies, but rather consolidates existing strategic directions into one umbrella document to ensure that Campus and College positioning strategies and other University strategies, issues and decisions can be made in the context of the wider coherent strategy for Massey going forward.

We welcomed the Government reforms announced in 2006, that will create a reformed funding system that takes into account the strategic direction of the nation as a whole, that recognises the importance of universities in fulfilling those national objectives, and creates a system that provides greater certainty and facilitates longer-term planning as components of national economic and social goals.

In support of these national development initiatives, along with Massey's own vision, Massey University is a contributor to the New Zealand consortium that is investing in the development of the *Australian Synchrotron* facility. The Synchrotron is a stadium sized scientific tool that creates beams of intense light, used for investigating molecular structure. Synchrotron applications span from fundamental physical and biomedical sciences to medical imaging, nanolithography, microscopy and drug discovery. Massey, along with the University of Auckland and the Ministry of Research Science and Technology, have led the New Zealand delegation for what is the single biggest investment in infrastructure for science and technology ever made in Australasia, and will provide New Zealand scientists (seven New Zealand universities) access to the \$A220 million Australian synchrotron facility, to be launched in 2007 in Melbourne.

Massey University is also a party to the *Kiwi Advance Research and Education Network (KAREN)*, which will establish a next generation telecommunications link for New Zealand educators, researchers and innovators. The physical network structure was put in place during 2006.

In 2006, the University continued to invest in facilities and infrastructure which included: the Sir Neil Waters Lecture Theatre Complex on the Auckland campus; the renovated Registry and Student Life Services building on the Palmerston North campus; and, the newly refurbished facilities for engineering on the Wellington campus. The College of Education has also moved its presence in the Hawke's Bay to facilities provided at the Eastern Institute of Technology campus. In addition, a video-conferencing launch now sees all three campuses connected through this interactive media.

The University was also pleased to receive the internationally recognised *Qualmark*, New Zealand Tourism's official mark of quality, for our newest student halls of residence on the Palmerston North campus, being ranked as New Zealand's best student accommodation.

This year was also marked by the one millionth traveller on the unlimited access, city-wide, free bus scheme, for students and staff at Palmerston North, supported by Massey University, the City and Regional Councils and the Universal College of Learning.

Throughout this report I have sought to demonstrate the efforts and successes of Massey University in the pursuit of its Charter commitments. Massey continued to build networks of excellence through collaborative relationships and sharing of staff expertise, knowledge, specialised equipment and infrastructure, as well as associated funding, costs and benefits. Through the pursuit of this strategy and through the professional commitment and achievements of our academic and general staff, our students, alumni and other supporters and stakeholders, Massey University delivers quality international research and teaching.

During 2006, Massey University continued to embrace its Charter commitments to actively work with stakeholders and partners to advance research and teaching to the benefit of New Zealand and New Zealanders. The task at hand is to shape the University's future in line with the future needs of its students, supporters and other stakeholders, while recognising budgetary realities. The University has built a reputation for innovation and a willingness to embrace change. I am pleased to report that the endeavors, and achievements of 2006 place us in a strong position to continue and, as necessary, evolve those traditions.

A handwritten signature in black ink, appearing to read 'Judith Kinnear', written in a cursive style.

Judith Kinnear
Vice-Chancellor

Year in Review

JANUARY

- Summer School achieves another record, as demand continues to grow.
- Centre for Precision Agriculture Director Dr Ian Yule and colleagues trial pasture and soil sensors towed behind all-terrain vehicles. These win an innovation award at National Fieldays in June.
- Entomology Professor Qiao Wang conducts a successful search of the Murray River in New South Wales for a tiny wasp parasite to combat Australian eucalyptus borer, which has been damaging trees in the United States.

FEBRUARY

- Finance Professors Henk Bergman and Ben Jacobsen are inaugural recipients of a national award for research documenting the effects of war on world stock markets.
- Classes begin for students in the new Bachelor of Engineering degree on the Wellington campus, the first for the city.
- The Masters of Finance degree is introduced at the Auckland and Palmerston North campuses.
- Dr Ian Bond, Institute of Information and Mathematical Sciences, reports on the discovery of a new planet in the international magazine *Nature*.
- The Auckland campus opens its new \$9 million teaching block and the new student dining hall opens in Palmerston North as the new Turitea Halls of Residence are completed.
- Professor Andrea McIlroy is appointed Deputy Vice-Chancellor (Wellington).

MARCH

- A bid to establish a world-class microscopy research centre at Palmerston North is successful with funding of \$1.5 million from the Tertiary Education Commission's Innovation and Development Fund.
- Professor James Chapman is elected President of the International Academy for Research in Learning Disabilities – the first person from outside the United States to hold the position.

- Epidemiologist Professor Roger Morris is asked by the British Government to help prepare for a possible bird-flu outbreak in Europe.
- Psychology PhD candidate Jack Noone is awarded a \$45,000 scholarship by the Retirement Commission to study the psychological factors of retirement planning.
- The Palmerston North campus hosts a delegation of Canadian First Nation peoples to hear presentations on Māori development and share experiences in land settlements.
- The Bachelor of Engineering degree's international status is boosted with accreditation under the Washington Accord.
- In a first for New Zealand-based mathematicians, Professor Graeme Wake is awarded a premiere research medal at the Australia and New Zealand Industrial and Applied Mathematics conference.
- Angela McCaughran, Carla Eaton, Carlene Starck and Keren Dittmer win Government Top Achiever doctoral scholarships, recognising their scientific research proposals as some of the best in New Zealand.
- Artist-in-residence Penni Bousfield holds drama workshops for Palmerston North secondary school students, leading up to the annual Summer Shakespeare festival.
- The Wellington-based Centre for Affective Product Design headed by Dr Anders Warell is awarded more than \$1 million for its Design for Desirability project.

APRIL

- Princess Maha Chakri Sirindhorn of Thailand visits the University and a \$10,000 Faculty Development Fellowship for Thai university staff is announced.
- A team from the Institute of Food, Nutrition and Human Health starts a research project on the nutrition needs of older people as part of the wider Foods for the Future project.
- Middle East correspondent Robert Fisk visits the School of Journalism in Wellington.
- Turakina Girls' High pupils help with a bumper harvest of taewa (Māori potatoes) in a project led by Nick Roskruge, Kaiārahi Māori for the College of Sciences.
- Westpac announces it will sponsor the Asian Finance Conference to be held in June, hosted by Finance academics from the College of Business.
- A two-year College of Education research project reveals that play centres bring benefits to the community, well beyond a child's years of participation.

- The winners of the Vice-Chancellor's Teaching Awards for teaching excellence are: Dr Juliana Mansvelt from the College of Humanities and Social Sciences; Dr Mark Brown from the College of Education; Associate Professor Trevor Kitson and Dr Chris Scogings from the College of Science.
- A controversial new book by Dr Glynn Harper, Centre for Defence Studies, on the history of the Victoria Cross attracts international attention.
- The School of Aviation joins an elite group of international providers who deliver the Masters of Aviation.
- A Government-funded study led by Dr Al Rowland, Institute of Molecular Biosciences, finds a significant level of genetic damage in the DNA of nuclear test veterans.
- Massey tops all other New Zealand universities for increasing the number of women appointed to senior academic positions.
- Honorary doctorates are awarded to historian Professor John Dunmore and journalist Geoff Baylis at graduation ceremonies in April/May.

MAY

- The top women graduates from the School of Design are honoured by Governor-General Dame Silvia Cartwright at the Zonta Design Awards.
- Dr Kathleen Vossler receives her EdD at graduation ceremonies in Palmerston North. She is the University's first Doctor of Education.
- Dr Elizabeth Hudson from the University of Virginia is the first Director of the New Zealand School of Music, a joint venture with Victoria University.
- Vice-Chancellor Professor Judith Kinnear and her counterpart Professor Sylvia Faucheux toast a new memorandum of understanding with the University of Versailles.
- Award-winning research led by Professor Janet Hoek, Department of Marketing, confirms that smokers gain no benefit from so-called light cigarettes.
- Research by the Centre for Public Health Research indicates a fourfold increase in the cost of workplace-related diseases and injuries.
- Mathematical sciences researchers reveal the extent of hacking attacks on information held by businesses, government departments and voluntary organisations.
- An article in *Science* magazine by evolutionary biologists Professor David Penny and Dr Lesley Collins challenges established theories in eukaryote evolution.

JUNE

- Research on farmers' markets by Dr Alan Cameron from the College of Business sparks national interest in the retailing revival.
- Dr Christine Cheyne from the School of Sociology, Social Work and Social Policy is appointed to the board of the European Union Centres Network.
- A unique qualification in corporate and institutional governance is introduced by the Department of Management.
- Graduates of the School of Journalism celebrate its 40th anniversary.
- The United States Air Force commissions research into the catalytic properties of gold by scientists Associate Professor Richard Haverkamp and Dr Aaron Marshall.
- New Zealand literature lecturer Dr Jack Ross, English and Media Studies, has three books published, including poetry and short story anthologies he co-edited and his own novel.
- The University showcases its expertise in animal breeding and biotechnology at the annual national Agricultural Fielddays at Hamilton.
- Bachelor of Engineering students in Wellington compete in the Robo-olympics for which they build their own cars.
- The first stage of a wireless networking service is completed, as part of an upgrade to be available across all campuses.
- The University appoints its first Director of Pasifika, Professor Sitaleki Finau.
- Industrial biotechnology research is boosted with a new bioreactor facility in the Institute of Technology and Engineering.
- An ultra-fast wireless broadband system is one of many projects for the new Auckland-based Centre for Microchip Design.
- PhD students Damien Fleetwood and Hayley Lawrence are winners at the MacDiarmid Young Scientists Awards.
- Around 200 Thai government officials are expected on English Language courses over the next 18 months.

JULY

- The Allan Wilson Centre for Molecular Ecology and Evolution welcomes further Government funding for centres of research excellence.
- Dr Mark Brown and Dr Juliana Mansvelt win two of the coveted Tertiary Teaching Excellence awards, presented by Minister of Tertiary Education Dr Michael Cullen.
- Research from the Centre of Social and Health Outcomes Research and Evaluation provides insights into the growing culture of party pills.
- The University's Māori language policy, Matua Reo Kaupapa, is launched to coincide with Matariki, the Māori New Year.
- The Swiss government adopts an animal management and biosecurity system developed in the Institute of Veterinary Animal and Biomedical Sciences.
- Researchers from the Centre for Environmental Technology and Engineering develop a new form of biodegradable plastic, using cowpats.
- Patients will have more involvement in their own health care as a result of a new project on mobile computing by Information Systems researchers.
- Nobel Prize winner Professor William Sharpe is one of an outstanding line up of international speakers at the Asia Finance conference at Auckland.
- The Real Estate Analysis Unit reveals that for the first time in three years, seven regions have shown an improvement in home affordability.
- Massey and Landcare scientists develop a web-based tool to help control possums infected with tuberculosis.
- Massey Finance research ranks 28th in a respected international measure, and highest amongst Australasian universities.
- Professor Harjinder Singh, co-director of the Riddet Centre, is recognised as one of the most highly cited researchers in the Thomson Scientific newsletter Science Watch.

AUGUST

- Professor Lawrence Rose, head of the Department of Commerce, becomes new Pro Vice-Chancellor of the College of Business.

- Vulcanologists, earth scientists and natural hazard planners from throughout New Zealand come together to discuss opportunities to work together at a symposium hosted by the Volcanic Risk Solutions group, headed by Dr Shane Cronin.
- Professor of Theoretical Chemistry Peter Schwerdtfeger is elected to the council of the Royal Society of New Zealand.
- The Institute of Fundamental Sciences launches an online mathematics resource for school students with tutorials, interactive practice sessions and quizzes.
- Four Sport Management graduates are appointed to key roles for the Asian Games in Doha in December.
- Fashion students dominate the prestigious Hokonui Fashion Awards in Gore, taking six awards from nine categories.
- The Office of Development and Alumni Relations launches alumni chapters in Melbourne, Sydney and Brisbane.
- The Government announces \$20 million funding for the establishment of New Zealand's first Centre for Tertiary Teaching Excellence, to be led by Massey and based at the Wellington campus, with regional hubs in Auckland, Christchurch and Palmerston North.
- Professors Jacqueline Rowarth and Peter Kemp are to fill two new chairs in Pastoral Agriculture and Pasture Science respectively.
- A University-led, Government-funded network reports progress in building capability in social sciences research.
- Art makers join art historians at a symposium featuring work by the School of Fine Arts and Victoria University's Art History department.

SEPTEMBER

- Massey's finance programme is placed 25th in an international ranking measure, and is the highest placed University in New Zealand and Australia.
- Dr Craig Pritchard scoops the prize for Best Symposium in Management Education and Development at this year's International Academy of Management conference in Atlanta, Georgia.
- Massey is again ranked among the world's top universities in the Shanghai Jiao Tong University annual rankings.

- Massey University research medals are announced. Outstanding Individual Researcher: David Lambert; Outstanding Supervisor: Professor Robyn Munford; Outstanding Research Team: Centre for Public Health Research; Early Career Medalists: Dr Sarah Ross and Dr Barbara Holland.
- Five Marsden grants and fast-start awards are awarded to University researchers.
- World authorities on leadership Professor Kenneth Cloke and Dr Joan Goldsmith visit the University for a series of lectures.
- Research by psychologist Dr Antonia Lyons confirms the feminisation of binge drinking and double standards for male and female drinking.

OCTOBER

- The College of Education celebrates its 50th anniversary with Golden Jubilee celebrations in Palmerston North.
- The Palmerston North free bus service for students and staff carries its millionth passenger, is extended for five years after a highly successful trial, and is hailed as a model for other cities.
- He Wairere Pakihi, a book profiling 17 businesses owned and operated by Māori, is launched by the Māori Research Unit in the College of Business.
- Student satisfaction with services increases for the second year in a row, with the majority rating services as satisfactory.
- Massey equine vet Dr Ian Dacre performs New Zealand's first root canal on a horse.
- An agreement for a PhD programme between the Department of Applied and International Economics and two Vietnamese universities is regarded as a prototype.
- Social scientists and historians publish the first part of a study on the historical and legal dimensions of the non-profit sector.
- Extramural students scoop the top awards at the Blues awards in Palmerston North. In Auckland, two College of Sciences students take the honours.
- Attempts by Auckland campus scientists to identify a mysterious humming noise heard by North Shore residents attracts international interest.
- Visual artist Mark Themann will work on innovative video productions during his writer-in-residency at the Palmerston North campus.

- Associate Professor Peter Lineham finds more immigrants to New Zealand are becoming Catholic, and the church is now the country's second largest.
- Prime Minister Helen Clark is guest of honour at the Massey University Food Awards in Auckland. Sealord takes the Premier award for its calamari rings.
- The University launches its own wine label, courtesy of award winning winemaker and alumna Jane Hunter.
- Athlete and academic Associate Professor Peter Snell returns from the United States to work with Massey scientists as the Massey University Foundation Fellow in Health and Exercise Science.

NOVEMBER

- In a joint venture with the Manawatu Biocommerce Centre and Speirs Foods, the Riddet Centre will lead New Zealand's entry into the rapidly growing global market for functional foods enriched with omega-3.
- New halls of residence at the Palmerston North campus receive the highest ratings from Tourism New Zealand.
- Social policy research Dr Christine Cheyne is appointed to a panel inquiring into local government rates.
- Judith Dell Panny from the School of English and Media Studies is awarded \$35,000 by the Copyright Licensing Authority to write a biography of poet C K Stead.
- The Academy of Māori Research and Scholarship hosts the inaugural Māori Language Conference, the first at which papers are presented entirely in Māori.
- A new centre for Mathematics Biology will promote the use of mathematical techniques within the life sciences.
- School of Design graduate Rodney Leong wins the Supreme World of Wearable Arts Award, after being runner-up last year.
- Four Massey people are among the nation's top scientists recognised in the Royal Society's annual awards dinner in Auckland: Professor Jeff Hunter, Dr Craig Johnson, Dr Catherine McCartin and Professor Ian Warrington.
- Product development and mechatronics lecturer Dr Olaf Diegel wins an individual award at the New Zealand Engineering Excellence Awards.

- World-renowned expert in biochemical engineering Professor Yusuf Chisti is awarded an honorary doctorate from the Technical University of Iasi in Romania.

DECEMBER

- The opening at the Auckland War Museum of *Vaka Moana, Voyages of the Ancestors* is a triumph for historian Professor Kerry Howe, one of the curators and also editor of a book published to coincide with the exhibition.
- Acclaimed biologist, Distinguished Professor David Lambert, is one of four recipients of a James Cook Research Fellowship.
- Professor Mick Roberts from the Institute of Information and Mathematical Sciences receives the New Zealand Mathematical Society's Research Award for 2006.
- The University and GNS Science open a joint Centre for Disaster Research, based in Wellington and combining the skills and knowledge of psychologists, sociologists, planners, geologists, risk assessors, Māori researchers, and economists.
- Scientists from the Volcanic Risk Solutions group and GNS Science install equipment on Mount Ruapehu that will measure flow depth of lahar and record the shaking as it flows down the mountain.
- Wellington-based science technician Sheinach Dunn is awarded the inaugural Todd Foundation Scholarship in Energy Research, worth up to \$78,000, to research hydrogen as a clean-burning fuel.
- The School of History, Philosophy and Politics hosts a conference to mark 150 years since the birth of former prime minister William Ferguson Massey, after whom the University is named.
- Five Sport Management graduates fill key roles in the organisation and management of hundreds of thousands of spectators and athletes at the Asian Games in Doha.
- The year is set to end as it began – with record enrolments for Summer School.

2006

The Council



Chancellor

Mr Nigel J Gould JP, BCA *Vict.*,
FCA



Elected by the Academic Board

Professor Ray J. Winger, MS,
PhD *Wisc.*, FNZIFST, FIRST
UK, MAIFST



Vice-Chancellor of the University

Professor J.F. Kinnear, MSc,
PhD *Melb.*, BEd *LaTrobe*,
GradDipComputerSim.
Swinburne UT., FLS



Elected by the Permanent Members of the General Staff

Mrs Andrea L. Davies, BBS,
MBA



Elected by the Court of Convocation

Dr Liz Gordon, MA, PhD



Representative of Federation MUSA Inc

Mr Joshua Clark



Appointed by the Minister of Education

Dr Russell Ballard, CNZM,
BArgSc, MAgrSc, PhD *Flor.*,
FNZIM



Elected by the Court of Convocation

Mr R (Dick) Hubbard, ONZM,
BTech, Hon DSc, FNZIFST,
FNZIM



President of EXMSS

Mrs Elizabeth Hawes, BA,
PGDipBusAdmin, PGDip Arts



Appointed by the Massey University Council on the Nomination of the Vice-Chancellor
Mr Chris Kelly, MVSc, MACVSc



Joint MUSA/EXMSS Appointment
Ms Brenda Tipene-Hook, BHthSc



Appointed by the Minister of Education
Mr Stephen Kos, LLB (Hons) *Vict*, LLM *Cantab*



Elected by the Academic Board
Professor Sylvia Rumball, ONZM, MSc *NZ*, PhD *Auck*, FNZIC



Appointed by the Minister of Education
Professor Ngatata Love JP, BCom, BCA (Hons), PhD *Well*, ACIS, ANZIM



Elected by the Permanent Members of Academic Staff
Professor Antonios Vitalis, BA (Hons) *Open DMS*, MSc, PhD *Lond.*, CEng, MIMech, MErgS



Appointed by the Massey University Council on the Nomination of the Vice-Chancellor
Mrs Mavis Mullins, MBA



Appointed by the Minister of Education
Mrs Alison Paterson, FCA FInstD

2006

Officers of the University

Vice-Chancellor

Professor Judith Kinnear, MSc, PhD *Melb.*, BEd LaTrobe, GradDipComputerSim. *Swinburne UT., FLS.*

Deputy Vice-Chancellor (Academic), (Research)

Professor Nigel Long, MSc *Auck.*, PhD *Q'ld.*, FNZPsS

Deputy Vice-Chancellor (Māori)

Professor Mason H Durie, CNZM, MBChB *Otago*, DPsych McGill, D.Litt, FRANZCP, FRSNZ

University Registrar

Mr Stuart Morriss, MPP *Well.*, BAgrSc, DipBusStud.

Chief Operating Officer (Until December 2006)

Mr Kerry Jaques, BBS, CA

General Manager Strategy and Finance (From December 2006)

Mr John Griffiths, BBS (Hons), MCom (Hons) *C.Sturt.*, CA

Director - Human Resources

Mrs Sheryl Bryant, BEd, PGDip BusAdmin (Human Resources) (Resigned 13 April 2006)

Mrs June Dallinger, BA

Deputy Vice-Chancellor (Auckland and International)

Professor John Raine, BE (Hons) *Cant.*, PhD *Cant.*, CEng, FIMechE., FIPENZ, MSAE

Deputy Vice-Chancellor (Palmerston North)

Professor I. J. Warrington, MHortSc, DSc (Hons), DLitt, FRSNZ, FNZSHS

Deputy Vice-Chancellor (Wellington)

Professor Andrea McIlroy, BA *Well.*, MBA, PhD, DipTchg

Pro Vice-Chancellors

College of Business: Professor Lawrence C. Rose, PhD *Texas A & M*, FFin (from September 2006)

College of Creative Arts: Professor Sally J. Morgan, BA Hons, *Sheff Hallam*, MA *Warw.*, KASKA

Royal Academy of Fine Arts *Antwerp*

College of Education: Professor James Chapman, MA *Well.*, PhD *Alta.*, DipTchg, FIARLD

College of Humanities and Social Sciences: Professor Barrie Macdonald, BA(Hons) *Well.*, PhD *ANU*

College of Sciences: Professor Robert Anderson, MAgrSc, PhD *C'nell*, DDA, FNZIAS

Directory

Bankers

Bank of New Zealand

Auditor

Audit New Zealand on behalf of the Auditor-General

Valuer

Quotable Value New Zealand

Legal Advisors

Buddle Findlay, Wellington

Cooper Rapley, Palmerston North

Russell McVeagh, Wellington

Andrea Craven, Palmerston North

Kensington Swan, Wellington

Davenport Harbour Lawyers, Auckland

Phillips Fox, Wellington

Insurers

Vero Insurance New Zealand Limited

Axiom Risk Insurance Management Limited

QBE Insurance (International) Ltd

Internal Auditor

PricewaterhouseCoopers

FINANCIAL REVIEW 2006

Introduction

The consolidated result for Massey University in 2006 was a loss of \$1.52 million. This compares with the original budget of a surplus of \$6.6 million, the adjusted budget done in early 2006 of \$0.486 million surplus and the reforecast done mid year of \$5.2 million loss. The University itself made a loss of \$1.79 million.

Student numbers fell short of the target of 20,889 Equivalent Full Time Students (EFTS) by 1,066 EFTS. The global downturn in international student enrolments continued in 2006 and Massey University was no exception to this trend. Domestic student enrolments also fell and the factors that impacted were seen as similar to 2005. That is; high employment affecting extramural enrolments especially, and adverse demographic trends in the University's traditional catchment areas. The phasing out of some sub-degree programmes at the Wellington campus also reduced numbers as teaching of these programmes concluded in 2006. It also needs to be noted that the transfer of students to the New Zealand School of Music (NZSM), a Massey University – Victoria University joint venture impacted by about 250 EFTS.

The University's revenue is affected by the fees maxima scheme and while it was pleasing to have its financial situation recognised by having an exemption granted late in 2006, this does not, of itself, fully address the fiscal issues confronting the University.

Statement of Financial Performance

The University's consolidated loss for 2006 (\$1.5 million, 0.4% of Revenue) compares unfavourably with last years surplus (\$3.7 million, 1.0%). It is also \$8.1 million worse than the original budget of \$6.6 million surplus. The loss of over 1,000 EFTS as compared to target (noting factors above) affected the final result significantly. Since the revenue effect of that may have been as much as \$11.0 million, the result could have been considerably worse.

There were a number of one-off items that affected the result: these included another contribution of \$0.8 million towards the Student Centre at Palmerston North by the Massey University Students Association. While funding from the Government for the Tri-partite (joint Government, Unions and Universities) agreement was welcome, more needs to be done to narrow the University based pay gap between New Zealand and other countries.

The result is well short of the 3% or Revenue surplus guideline as promulgated by the Tertiary Advisory Monitoring Unit of the Tertiary Education Commission.

Major variance against the budget and last year's performance are discussed below:

1. Total Operating Revenue

Revenue increased 1.0% over 2005 and as compared to budget. Revenue from Government Grants was above last years due mainly to increased Performance Based Research Fund income and a contribution to fund the Tripartite employment settlement. It was also above budget despite a fall in domestic students.

Student fees were well below 2005 and the budget. International student fees had been budgeted to be less but the shortfall was greater than expected. Domestic student fees had been expected to increase modestly for 2006 but in the event there was a shortfall against both last year and the budget. Charges for Services were up on 2005 and well above budget due in part to charges to the NZSM. Otherwise increases came from Contract Research and Trading income. Interest income was lower than 2005 but well up on budget. This was due to larger sums on deposit than anticipated and higher interest rates.

2. Total Cost of Operations

The University budgeted for a small increase in costs for 2006 over 2005 of 1.1%. In the event, costs exceeded budget by 1.5%. A good deal of the increase was in Contract and Trading Expenses and was directly related to the higher consulting and research revenue obtained. Staff costs were over budget by 0.5% and above 2005 by 1.9%. EFTS related staff costs were below budget by 0.5% and only 1.5% above 2005. Contract and Trading related staff costs were 5.4% up on last year and 11.7% up on budget. In some areas staff costs increased more than the related revenue and attention is being paid to those projects.

On average academic staff increased pay rates by 6% over the year with general staff going up by about 4%. This was combined with continuing enhanced severance payments and to some extent has masked the reduction in staffing that has occurred during the year. The Tripartite settlement noted above was not budgeted for and accounted for an increase in staff costs of about 1.2% for the year.

3. Depreciation

This has increased due to the effect of the revaluation of buildings in 2006.

4. Employee Entitlements

The amount required to be provided in the annual accounts for 2006 increased again by \$1.5 million. This was despite slight increases in short term interest rates and reductions in staffing. It was largely due to increases in salaries, as noted above, during the year and slightly lower, long term interest rates. As this is an actuarial calculation, greater weight is given to long term interest rates which thus has a greater influence on the final figures.

Statement of Financial Position

The University's strong balance sheet has been enhanced by a significant revaluation of land and buildings in 2006. The increase of \$245 million or 49% obviously reflects the huge rise in New Zealand property values over the past three years. Cash on hand has increased over the year due to a reduction in originally planned capital expenditure and because of a loan raised and drawn down for the Hopkirk Institute Building and two suspensory loans in respect of two Partnerships for Excellence (PFX) projects.

1. Working Capital

This has improved as a result of the loans noted above. The actual ratio at year end was 1.0:1 while the

budget was 0.74:1. 2005 was 0.91:1. It is likely that this ratio will deteriorate in 2007 as a result of capital spending continuing at levels above operating cashflows.

2. Non Current Assets

The significant change here, as noted above, is the increase in fixed assets due to the revaluation of land and buildings. The university continues to have major capital projects under way including:

- Information Services Centre (incorporating library and computer facilities) – Wellington and Albany
- Refit of College of Sciences facilities – Palmerston North.

3. Non Current Liabilities

These have increased due to the loans noted above. The loan appearing as due in 12 months in Current Liabilities has an interest rate reset due in 2007 and will not be repaid at that time.

Statement of Cash Flows

Cashflows have been better than expected. This has been partly due to lower capital spending but also to the PFX loans noted above. Cash carried forward from 2006 is \$7.2 million higher than at the end of 2005. The PFX suspensory loans were not budgeted for and amounted to \$9.5 million. These will be transferred to Trusts to carry out the activities for which the funds were granted. The loan for the Hopkirk Institute building was budgeted for in 2006.

Net operating cashflows were above budget and above 2005. This was mostly due to additional PBRF funding. Payments to employees and suppliers were slightly up on 2005 and also above budget. Investing activities were lower than budget by \$11.1 million and last year by \$17.5 million. The main factor here was the planned reduction in capital spending once the fall in EFTS was confirmed in the first quarter of 2006. Net cashflow from investing is still greater than the operating cashflow. Financing activities are the AgResearch and PFX loans that were drawn down late in the year.

Conclusion

Massey University has had a difficult financial year. EFTS numbers fell below planned levels and firm action had to be taken to curtail costs. This included planning for a lower capital spend than originally budgeted. While some relief from the fees maxima limit has been granted for the 2007 year, considerable effort still needs to be made to achieve financial viability. A Financial Recovery Plan is being developed that will target return to a 3% surplus in 2009. When this level of surplus is achieved on a consistent basis, it will be possible to reinvest, to further the University's main aims of quality teaching and research.



T Sew Hoy
Director – Finance Operations

SUMMARY FACTS AND FIGURES

		2006	2005	2004	2003	2002
Students						
	Note					
Equivalent Full-Time Students (EFTS)	1	19,821	21,128	22,649	22,690	21,079
Change Over Previous Year (%)		(6.19%)	(6.72%)	(0.18%)	7.86%	5.84%
Total Student Enrolments		37,022	39,657	41,436	41,662	39,745
Change Over Previous Year (%)		(6.64%)	(4.49%)	(0.54%)	4.82%	7.25%
Examination pass rate -internal student (passed/sat)		89.4	90.0%	89.1%	87.1%	87.7%
-extramural study (passed/sat)		90.1	90.1%	90.1%	89.8%	88.5%
Staff						
College Academic Staff (Full-Time Equivalent)		1,214	1,255	1,307	1,283	1,166
Student: Staff ratio		16.3	16.8:1	17.3:1	17.5:1	18:1
Total General Staff (Full-Time Equivalent)	2	1,490	1,574	1,583	1,601	1,444
Total General: College Academic Staff		1.23	1.25	1.21	1.25	1.23
Financial Performance						
Net Cost of Services per EFTS		\$13,420	\$12,212	\$11,316	\$10,731	\$10,218
Net Operating Surplus/(Deficit) (\$000)		(1,520)	3,694	14,762	14,282	16,459
Return on Total Assets		(0.15%)	0.53%	2.48%	2.44%	3.01%
Return on Total Income		(0.43%)	1.05%	4.20%	4.40%	5.43%
Financial Position						
Capital Expenditure per EFTS		\$2,237	\$2,652	\$1,605	\$1,899	\$1,363
Short Term Liquidity		0.96:1	0.85:1	1.13:1	0.99:1	0.84:1
Working Capital Ratio		1.02:1	0.91:1	1.19:1	1.05:1	0.92:1
Debt to Equity		3.15%	1.31%	1.37%	0.37%	0.49%
Change in Equity		40.98%	0.57%	2.61%	8.22%	4.31%

Notes

¹ EFTS funded includes MOE Funded plus Full-Fee/International/excludes NZ School of Music

² General staff includes Technical and Casual and excludes Contract and Trading

STATEMENT OF RESPONSIBILITY

In the financial year ended 31 December 2006, the council and management of Massey University were responsible for:

- the preparation of the financial statement and the judgements used therein
- establishing and maintaining a systems of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

In the opinion of the Council and management of Massey University the financial statements for the financial year fairly reflect the financial position and operations of Massey University.



N Gould
Chancellor



J Kinnear
Vice-Chancellor



J Griffiths
General Manager, Strategy and Finance

AUDIT NEW ZEALAND

Mana Arotake Aotearoa

AUDIT REPORT

TO THE READERS OF MASSEY UNIVERSITY AND GROUP'S FINANCIAL STATEMENTS AND PERFORMANCE INFORMATION FOR THE YEAR ENDED 31 DECEMBER 2006

The Auditor-General is the auditor of Massey University (the University) and group. The Auditor-General has appointed me, Laurie Desborough, using the staff and resources of Audit New Zealand to carry out the audit of the financial statements and statement of service performance of the University and group, on his behalf, for the year ended 31 December 2006.

Unqualified opinion

In our opinion:

- the financial statements of the University and group on pages 35 to 60
- comply with generally accepted accounting practice in New Zealand; and
 - fairly reflect:
 - the University and group's financial position as at 31 December 2006; and
 - the results of operations and cash flows for the year ended on that date.
 - the performance information of the University and group on pages 61 to 148 fairly reflects its service performance achievements measured against the performance targets adopted for the year ended on that date.

The audit was completed on 28 April 2007 and is the date at which our opinion is expressed.

The basis of our opinion is explained below. In addition, we outline the responsibilities of the Council and the Auditor, and explain our independence.

Basis of opinion

We carried out the audit in accordance with the Auditor-General's Auditing Standards, which incorporate the New Zealand Auditing Standards.

We planned and performed the audit to obtain all the information and explanations we considered necessary in order to obtain reasonable assurance that the financial statements and statement of service performance did not have material misstatements whether caused by fraud or error.

Material misstatements are differences or omissions of amounts and disclosures that would affect a reader's overall understanding of the financial statements and statement of service performance. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

The audit involved performing procedures to test the information presented in the financial statements and statement of service performance. We assessed the results of those procedures in forming our opinion.

Audit procedures generally include:

- determining whether significant financial and management controls are working and can be relied on to produce complete and accurate data;
- verifying samples of transactions and account balances;
- performing analyses to identify anomalies in the reported data;
- reviewing significant estimates and judgements made by the Council;
- confirming year-end balances;
- determining whether accounting policies are appropriate and consistently applied; and
- determining whether all financial statement disclosures are adequate.

We did not examine every transaction, nor do we guarantee complete accuracy of the financial statements and statement of service performance.

We evaluated the overall adequacy of the presentation of information in the financial statements and statement of service performance. We obtained all the information and explanations we required to support our opinion above.

Responsibilities of the Council and the Auditor

The Council is responsible for preparing financial statements in accordance with generally accepted accounting practice in New Zealand. Those financial statements must fairly reflect the financial position of the University and group as at 31 December 2006. They must also fairly reflect the results of its operations and cash flows for the year ended on that date. The Council is also responsible for preparing performance information that fairly reflects the service performance achievements for the year ended 31 December 2006. The Council's responsibilities arise from the Education Act 1989 and the Crown Entities Act 2004.

We are responsible for expressing an independent opinion on the financial statements and statement of service performance and reporting that opinion to you. This responsibility arises from section 15 of the Public Audit Act 2001 and the Crown Entities Act 2004.

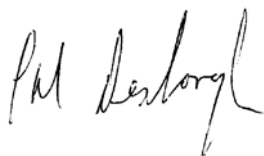
Independence

When carrying out the audit we followed the independence requirements of the Auditor General, which incorporate the independence requirements of the Institute of Chartered Accountants of New Zealand.

In addition to the audit we have carried out assignments in the following areas of:

- auditing the Chief Executive Officer's declaration on the Performance-Based Research Fund External Research Income;
- auditing the NZ IFRS opening balance sheet,
- assurance review of the new Agresearch Building on Massey University's campus,
- audit of the Allan Wilson Centre financial commitments by Massey University.

These are compatible with those independence requirements. Other than the audit and these assignments, we have no relationship with or interests in the University or any of its subsidiaries.



Laurie Desborough
Audit New Zealand
On behalf of the Auditor-General
Palmerston North, New Zealand

Matters relating to the electronic presentation of the audited financial statements and Statement of Service Performance

This audit report relates to the financial statements and the statement of service performance of Massey University and group for the year ended 31 December 2006 included on the Massey University and group's web-site. Massey University and group's Council is responsible for the maintenance and integrity of the Massey University and group's web site. We have not been engaged to report on the integrity of the Massey University and group's web site. We accept no responsibility for any changes that may have occurred to the financial statements and the statement of service performance since they were initially presented on the web site.

The audit report refers only to the financial statements and the statement of service performance named above. It does not provide an opinion on any other information which may have been hyperlinked to or from the financial statements and the statement of service performance. If readers of this report are concerned with the inherent risks arising from electronic data communication they should refer to the published hard copy of the audited financial statements and statement of service performance and related audit report dated 28 April 2007 to confirm the information included in the audited financial statements and statement of service performance presented on this web site.

Legislation in New Zealand governing the preparation and dissemination of financial information may differ from legislation in other jurisdictions.

STATEMENT OF ACCOUNTING POLICIES

for the year ended 31 December 2006

The Reporting Entity

Massey University was established as a university under the Massey University Act 1963 (founding legislation).

These financial statements have been prepared in accordance with the Crown Entities Act 2004 and Section 220 of the Education Act 1989.

Massey University comprises the following areas of significant activity for teaching, research and community service:

Colleges of

- Business
- Creative Arts
- Education
- Humanities and Social Sciences
- Sciences

The group consists of Massey University and its subsidiaries, Creative Campus Enterprises Limited 100% owned, Massey University Foundation 100% owned, Estendart Limited and E-Centre Limited both 100% owned by Massey Ventures Limited. Massey Ventures Limited 100% owned.

All the above-mentioned companies have a balance date of 31 December.

Measurement Base

The financial statements have been prepared on a historical cost basis, modified by the revaluation of certain fixed assets.

Accounting Policies

The following accounting policies which materially affect the measurement of financial performance and financial position have been applied:

1. Basis of Consolidation

The Consolidated Financial Statements are prepared from the financial statements of the University and all subsidiaries as at 31 December 2006 using the purchase method. Corresponding assets, liabilities, revenues, expenses and cashflows are added together on a line by line basis.

2. Budget Figures

The budget figures are those approved by the Council at the beginning of the financial year.

The budget figures have been prepared in accordance with generally accepted accounting practice and are consistent with the accounting policies adopted by the Council for the preparation of the financial statements.

3. Allocation of Overheads

Administrative and indirect teaching and research costs are allocated to significant activities on the basis of total equivalent full-time students (EFTS) in each college. Exceptions to this rule are allocated on the following basis:

- (i) Regional Facilities Management - by floor space
- (ii) Recreation Centre - by internal full-time students
- (iii) Student Services - by internal equivalent full-time students
- (iv) Annual leave - by general staff numbers for general staff and from academic department leave records for academic staff

4. Revenues

Government Grants, which include a capital component, are recognised as income on entitlement.

Trust Funds, including donations of a capital nature, are recognised as income when money is received, or entitlement to receive money is established.

Income for research which is externally funded is recognised in the Cost of Services Summary (see note 3) as "Charges for Services" when research expenditure is incurred. Research funds which are not expended at year end are included in the Statement of Financial Position as "Receipts in Advance".

5. Foreign Currencies

Foreign Currency transactions are converted at the New Zealand dollar rate of exchange ruling at the dates of the transactions. Foreign currency balances have been converted into New Zealand dollars using the exchange rate at the close of business on 31 December 2006. Foreign exchange gains and losses have been recognised in the Statement of Financial Performance.

6. Investments

Government Stock investments are stated at cost plus/less the proportion of any premium/discount on purchase allocated over the time to maturity. Other investments, including those in subsidiaries, are stated at the lower of cost or net realisable value.

7. Receivables

Accounts Receivable are stated at their estimated realisable value after providing for amounts not considered recoverable.

8. Inventories

Inventories, excluding livestock, are valued at the lower of cost (using the first-in first-out basis) or net realisable value. Livestock are valued at herd values (average market values), as supplied by the Inland Revenue Department. All consumables are charged direct to expenditure.

9. Fixed Assets

(i) Valuation

Asset Category	Valuation By	Frequency	Last Valuation
• Land and Buildings	Quotable Value New Zealand	Triennially	1 January 2006
• Furniture and Fittings			
- Equipment	Valued at historical cost		
- Implements	Valued at historical cost		
- Furniture	University staff (The valuation methodology used is checked and approved by Quotable Value New Zealand)		31 December 2003
- Art Collection (Palmerston North Campus)	Christopher Moore Gallery Wellington		31 December 2004
- Art Collection (Albany Campus)	Portfolio Gallery Auckland		31 December 2004
- Art Collection - Silver	Philip Rhodes Antiques Palmerston North		31 December 2004
• Other Assets			
Aircraft	Premi-Air Aviation Limited H. Maidment MIPMV (Registered Valuer)		31 December 2005
Motor Vehicles	Valued at historical cost		
Capital Works in Progress	Valued at historical cost		
Leasehold Improvements	Valued at historical cost		
Library Collection	Valued at historical cost		

Land is valued at fair value on the basis of highest and best use.

Buildings (which include land improvements, reticulated services and forestry) are valued at depreciated replacement cost on the basis of highest and best use.

Additions between valuations are recorded at cost.

Aircraft are valued at market value as at 31 December 2005 with additions at cost.

Capital Work in Progress is valued on the basis of expenditure incurred and Certified Gross Progress Claim Certificates up to balance date.

Furniture is valued at depreciated replacement cost as at 31 December 2003 with additions at cost.

Art collections are valued on the basis of their estimated market value as a permanently retained collection at 31 December 2004, with additions at cost.

The level at which individual assets are capitalised as fixed assets is \$2,000.

(ii) Depreciation

The depreciation rates used in the preparation of these statements are as follows:

Asset Class	Depreciation Rate	Method
Buildings	15 to 100 years	Straight Line
Reticulation	20 to 50 years	Straight Line
Leasehold Improvements	10%	Straight Line
Equipment, Furniture and Implements	5%-33%	Straight Line
Computers and Research Equipment	25%	Straight Line
Computer Software	33.33%	Straight Line
Motor Vehicles	20%-25%	Straight Line
Aircraft	6%	Straight Line
Library Collection (current use)	10%	Straight Line

Land, forestry, permanently retained library collections, art collections and archives are not depreciated.

Leasehold improvements are depreciated based upon their estimated useful life and the term of lease.

Work in Progress is not depreciated. The total cost of a project is transferred to the relevant asset class upon completion and then depreciated.

(iii) Crown Owned Assets

Crown owned land and buildings that are used by Massey University are included as part of Massey University's fixed assets. These were first recognised on 31 December 1989. Although legal title has not been transferred, Massey University has assumed all the normal risks and rewards of ownership.

10. Employee Entitlements

Annual leave for Academic and General Staff has been accrued. In addition an accrual has been made for retirement gratuities for both Academic and General Staff and long service leave for General Staff. Both retirement gratuities and long services leave have been accrued on the following basis:

- leave and gratuities which have vested in the employee (an entitlement has been established) have been measured at nominal value using remuneration rates current at reporting date. This is included as a Current Liability.
- leave and gratuities which have not yet vested in the employee (no entitlement has been established) have been measured using the present value measurement basis which discounts expected future cash outflows. This is treated as a Non-Current Liability. It is included to comply with "generally accepted accounting practice" as defined in the Financial Reporting Act 1993 and results from the adoption of Australian Accounting Standard AASB 1028: "Accounting for Employee Entitlements".

Duty leave overseas for Academic Staff has not been accrued as this leave is subject to eligibility and is not an entitlement.

11. Goods and Services Tax (GST)

The financial statements are prepared on a GST exclusive basis, with the exception of accounts receivable and accounts payable.

12. Taxation

Tertiary institutions are exempt from the payment of income tax as they are treated by the Inland Revenue Department as charitable organisations. Accordingly, no charge for income tax has been provided for.

Massey University's subsidiaries are also exempt from paying income tax.

13. Leases

Finance leases effectively transfer to Massey University substantially all the risks and benefits incidental to ownership of the leased item. These are capitalised at the lower of fair value of the asset or the present value of the minimum lease payments. The leased assets and corresponding lease liabilities are disclosed and the leased assets are depreciated over the period Massey University is expected to benefit from their use.

Operating lease payments, where the lessor effectively retains substantially all the risks and benefits of ownership of the leased items, are included in the determination of the operating profit in equal instalments over the lease term.

14. Financial Instruments

Massey University and its subsidiaries are party to financial instruments as part of their normal operations. These financial instruments include bank accounts, investments, debtors, creditors and loans. All financial instruments are recognised in the Statement of Financial Position and all revenues and expenses in relation to the financial instruments are recognised in the Statement of Financial Performance.

15. Joint Venture

The University has a 50% interest in a joint venture with Victoria University and a 50% interest in a joint venture with Capital Hill Limited. The University's interest in these joint ventures are accounted for using the proportionate method of consolidation.

Changes in Accounting Policies

The measurement base of furniture, art collections and aircraft has changed in that these classes of assets are no longer accounted for under the modified historical cost system of accounting.

These assets will now be accounted for on the basis of the most recent valuation but by applying historical cost principles.

This change has been made on the basis that continual revaluations for those classes of assets cannot be justified for cost-benefit reasons. This is because upon transition to New Zealand International Financial Reporting Standards deemed cost will be the basis of valuation.

There have been no other changes in accounting policies and the policies have been applied on a basis consistent with prior years.

STATEMENT OF FINANCIAL PERFORMANCE

for the year ended 31 December 2006

	Notes	<i>University</i>			<i>Consolidated</i>	
		Budget 2006 (000)	Actual 2006 (000)	Actual 2005 (000)	Actual 2006 (000)	Actual 2005 (000)
Government Grants	1	147,937	149,791	139,336	151,802	139,336
Student Fees		121,844	111,103	118,162	111,951	118,162
Interest		2,602	4,086	5,501	4,370	5,501
Charges for Services		81,429	86,286	85,530	87,288	87,734
Trust Funds	9	770	1,773	1,647	1,775	1,647
Total Operating Revenue		354,582	353,039	350,176	357,186	352,380
Staff Related Costs	2	209,275	210,287	206,348	213,810	207,539
Depreciation	2	28,500	31,563	27,429	31,676	27,516
Other Direct Costs	2	109,530	110,704	109,573	110,927	110,353
Interest		809	569	602	585	632
Trust Funds	9	668	1,085	1,058	1,085	1,058
Total Cost of Operations		348,782	354,208	345,010	358,083	347,098
Operating Surplus/ (Deficit) before adjustment for Employee Entitlements		5,800	(1,169)	5,166	(897)	5,282
Employee Entitlements		-	(1,471)	(1,588)	(1,471)	(1,588)
External Capital Contribution (MUSA)		800	848	-	848	-
Net Surplus/(Deficit)	13	6,600	(1,792)	3,578	(1,520)	3,694

The Statement of Accounting Policies and Notes to the Financial Statements form part of and are to be read in conjunction with these statements.

STATEMENT OF MOVEMENTS IN EQUITY

for the year ended 31 December 2006

	Notes	<i>University</i>			<i>Consolidated</i>	
		Budget 2006 (000)	Actual 2006 (000)	Actual 2005 (000)	Actual 2006 (000)	Actual 2005 (000)
Public Equity as at 1 January		595,041	594,782	591,535	594,742	591,379
Equity at 1 January		595,041	594,782	591,535	594,742	591,379
Net Surplus/(Deficit)		6,600	(1,792)	3,578	(1,520)	3,694
Increases/(Decreases) in revaluation	10	-	245,261	(331)	245,261	(331)
Total recognised revenues and expenses for the period		6,600	243,469	3,247	243,741	3,363
Public Equity as at 31 December	11	601,641	838,251	594,782	838,483	594,742

The Statement of Accounting Policies and Notes to the Financial Statements form part of and are to be read in conjunction with these statements.

STATEMENT OF FINANCIAL POSITION

as at 31 December 2006

	Notes	<i>University</i>			<i>Consolidated</i>	
		Budget 2006 (000)	Actual 2006 (000)	Actual 2005 (000)	Actual 2006 (000)	Actual 2005 (000)
ASSETS						
Current Assets						
Cash and Bank		624	1,490	1,142	2,770	1,243
Prepayments		3,259	5,700	6,470	5,700	6,475
Accounts Receivable and Accruals	14	23,906	22,238	19,242	23,782	19,930
Inventories	4	4,465	4,878	4,543	4,883	4,665
Short Term Investments	5	18,900	42,040	31,730	42,040	36,352
Long Term Investment Maturing 2006	5	-	14,750	2,036	14,750	2,036
Total Current Assets		51,154	91,096	65,163	93,925	70,701
Non Current Assets						
Term Investments	5	15,763	8,999	13,820	7,832	8,478
Fixed Assets	6	664,556	879,821	623,674	880,363	624,067
Total Non Current Assets		680,319	888,820	637,494	888,195	632,545
Total Assets		731,473	979,916	702,657	982,120	703,246
LIABILITIES AND EQUITY						
Current Liabilities						
Accounts Payable and Accruals	15	26,965	24,348	23,641	25,769	24,095
Loans	7	283	8,045	267	8,081	305
Provision for Employee Entitlements	8	14,200	14,638	16,007	14,702	16,091
Receipts in Advance		41,795	43,432	37,624	43,862	37,625
Total Current Liability		83,243	90,463	77,539	92,414	78,116
Non-Current Liabilities						
Loans	7	25,564	27,277	7,847	27,293	7,899
Provision for Employee Entitlements	8	21,025	23,925	22,489	23,930	22,489
Total Non-Current Liabilities		46,589	51,202	30,336	51,223	30,388
Total Liabilities				107,875	143,637	108,504
Public Equity	11	601,641	838,251	594,782	838,483	594,742
Total Liabilities and Public Equity		731,473	979,916	702,657	982,120	703,246

The Statement of Accounting Policies and Notes to the Financial Statements form part of and are to be read in conjunction with these statements.

STATEMENT OF CASH FLOWS

for the year ended 31 December 2006

	Notes	<i>University</i>			<i>Consolidated</i>	
		Budget 2006 (\$000)	Actual 2006 (\$000)	Actual 2005 (\$000)	Actual 2006 (\$000)	Actual 2005 (\$000)
CASHFLOWS FROM OPERATING ACTIVITIES						
<i>Cash was provided from</i>						
Government Grants		143,937	150,973	139,046	152,909	139,046
Student Income		124,291	132,618	135,489	133,403	135,489
Other Income		82,229	69,568	68,601	72,059	71,036
Interest on Operating Income		2,602	4,212	5,939	4,457	5,946
Trust Funds		770	482	401	482	401
		353,829	357,853	349,476	363,310	351,918
<i>Cash was applied to</i>						
Payments to Employees and Suppliers		317,984	321,850	320,717	326,078	323,407
Interest Paid		809	598	620	614	656
		318,793	322,448	321,337	326,692	324,063
Net Cashflow from Operating Activities	19	35,036	35,405	28,139	36,618	27,855
CASHFLOWS FROM INVESTING ACTIVITIES						
<i>Cash was provided from</i>						
Withdrawal of Investments		37	2,007	4,960	2,007	4,960
Sale of Fixed Assets		-	198	12,051	198	12,051
		37	2,205	17,011	2,205	17,011
<i>Cash was applied to</i>						
Purchase of Investments		-	9,748	136	14,536	136
Purchase of Fixed Assets		67,800	44,141	55,943	44,338	56,041
		67,800	53,889	56,079	58,874	56,177
Net Cashflow from Investing Activities		(67,763)	(51,684)	(39,068)	(56,669)	(39,166)

The Statement of Accounting Policies and Notes to the Financial Statements form part of and are to be read in conjunction with these statements.

	Notes	<i>University</i>			<i>Consolidated</i>	
		Budget 2006 (\$000)	Actual 2006 (\$000)	Actual 2005 (\$000)	Actual 2006 (\$000)	Actual 2005 (\$000)
Cashflows from Financing Activities						
<i>Cash was provided from</i>						
Loans Repaid		-	85	36	85	36
Loans Raised		18,000	27,475	-	27,547	-
		18,000	27,560	36	27,632	36
<i>Cash was applied to</i>						
Loans Repaid		272	267	2,250	272	2,290
Loans Raised		-	368	517	106	185
		272	635	2,767	378	2,475
Net Cashflow from Financing Activities		17,728	26,925	(2,731)	27,254	(2,439)
Net Increase /(Decrease) in Cash Held		(14,999)	10,646	(13,660)	7,203	(13,750)
Cash Brought Forward		34,523	32,872	46,532	37,595	51,345
Ending Cash Carried Forward		19,524	43,518	32,872	44,798	37,595
<i>Cash in Hand is made up of</i>						
Bank of New Zealand Accounts		624	1,490	1,142	2,770	1,243
Short Term Investments		18,900	42,028	31,730	42,028	36,352
		19,524	43,518	32,872	44,798	37,595

The Statement of Accounting Policies and Notes to the Financial Statements form part of and are to be read in conjunction with these statements.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ending 31 December 2006

1. Government Grants

The Ministry of Education provides income to the University by way of a grant which is based on equivalent full-time students (EFTS). Funding is provided by means of a tuition subsidy according to different cost categories for the courses being offered.

2. Cost of Operations

• *Staff Related Costs*

Includes direct staff related costs allocated to colleges, support services and regions. Employee Entitlements relating to actuarial calculations are shown separately.

• *Depreciation*

Includes all depreciation on all assets held by the University.

• *Other Direct Costs*

Includes all direct costs of operating and maintaining the University. It also includes the cost of research including salaries and wages.

3. Cost of Services Summary 2006 (Refer Page 46)

Cost of Services includes the net costs of services for the significant activities of the University, and is represented by Charges for Services less Costs of Services. Significant activities comprise the Colleges of the University, as shown in the entity statement, that provide teaching, research and community services.

The costs of inputs necessary in providing teaching, research and community services are analysed in the Cost of Services Summary to follow. These inputs are as follows:

• *Staff Related Costs*

Includes only salaries and wages of those staff directly allocated to the college. Other salaries and wages are included in the appropriate overhead area in which they are incurred. Also includes expenses of training and development, employers contribution to superannuation funds, retirement related costs and accident insurance premiums.

• *Other Direct Costs*

Includes all other direct costs of operating and maintaining colleges. It also includes the cost of operating research and service centres directly attached to them.

• *Divisional and Regional Costs*

Includes all costs associated with the support service divisions and regions. The activities include all support functions managed under the following groupings:

Academic Services, Research Services, Resources, Support Services, Vice-Chancellor's Office and Regional Administration and Infrastructure.

- **Depreciation**

Includes only depreciation on those assets directly held by the college. All other depreciation is included in Divisional and Regional Costs.

COST OF SERVICES SUMMARY 2006

2006
 2005

	Business (\$000)	Creative Arts (\$000)	Education (\$000)	Humanities & Social Sciences (\$000)	Sciences (\$000)	Total (\$000)
Staff Related Costs	30,331	9,876	19,411	30,059	60,137	149,814
	31,849	11,348	19,332	28,440	58,552	149,521
Other Direct Costs	10,882	2,847	10,716	11,787	33,682	69,914
	10,422	2,358	7,726	8,940	26,352	55,798
Divisional Costs	34,430	13,871	13,184	21,490	44,912	127,887
	34,856	13,021	13,885	22,958	48,264	132,984
Depreciation	751	454	281	515	3,505	5,506
	847	606	301	472	3,423	5,649
Total Costs	76,394	27,048	43,592	63,851	142,236	353,121
	77,974	27,333	41,244	60,810	136,591	343,952
Charges of Services	7,799	1,631	17,337	16,875	43,491	87,133
	11,660	2,069	16,407	19,304	36,090	85,530
Net cost of Services	68,595	25,417	26,255	46,976	98,745	265,988
	66,314	25,264	24,837	41,506	100,501	258,422

4. Inventories

	<i>University</i>		<i>Consolidated</i>	
	2006 (\$000)	2005 (\$000)	2006 (\$000)	2005 (\$000)
Material and Stores	1,266	1,357	1,271	1,479
Livestock	3,612	3,186	3,612	3,186
Total	4,878	4,543	4,883	4,665

5. Investments

	<i>University</i>		<i>Consolidated</i>	
	2006 (\$000)	2005 (\$000)	2006 (\$000)	2005 (\$000)
Short Term	42,040	31,730	42,040	36,352
Long Term Investment Maturing 2006	14,750	2,036	14,750	2,036
Total Short Term	56,790	33,766	56,790	38,388
Long Term	8,999	13,820	7,832	8,478
Total	65,789	47,586	64,622	46,866
Current Portion				
Bank of New Zealand	18,898	10,600	18,898	10,600
ASB Bank	5,000	4,500	5,000	9,122
National Bank	22,880	13,630	22,880	13,630
Kiwi Bank	10,000	5,000	10,000	5,000
Loans	12	36	12	36
Total	56,790	33,766	56,790	38,388
Term Portion				
Bank of New Zealand	-	5,750	-	5,750
Loans	6,069	5,508	5,092	126
	6,069	11,258	5,092	5,876
Shares	2,930	2,562	2,740	2,602
Total	8,999	13,820	7,832	8,478

Refer to Note 12 for weighted average interest rate.

Shares in Subsidiaries.

Name of Entity: Creative Campus Enterprises Limited
Principal Activity: Accommodation Management
Ownership: 100%
Owner: Massey University
Contribution: \$43,340. (2005: \$118,613)

The fair value of Massey University's investment in Creative Campus Enterprises Limited as approximated by the net assets of the company as at 31 December 2006 is \$73,174. (\$39,420 as at 31 December 2005)

Name of Entity: Massey Ventures Limited
Principal Activity: Holding Company
Ownership: 100%
Owner: Massey University
Contribution: \$93,259. (2005: \$19,120)

The fair value of Massey University's investment in Massey University Ventures Limited as approximated by the net assets of the company as at 31 December 2006 is \$353,873. (\$261,514 as at 31 December 2005)

Name of Entity: Massey University Foundation
Principal Activity: Investment
Ownership: 100%
Owner: Massey University
Contribution: \$217,000. (2005: \$17,000 Loss)

The fair value of Massey University's investment in Massey University Foundation as approximated by the net assets of the company as at 31 December 2006 is \$236,000. (2005: \$19,000)

6. Fixed Assets

	<i>University 2006</i>			<i>University 2005</i>		
	Cost / Valuation	Accumulated Depreciation	Net	Cost / Valuation	Accumulated Depreciation	Net
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
Land	205,504	-	205,504	75,614	-	75,614
Buildings	564,403	17,708	546,695	462,339	40,531	421,808
Total Land and Buildings	769,907	17,708	752,199	537,953	40,531	497,422
Equipment (incl Computer)	116,807	86,976	29,831	109,873	81,761	28,112
Implements	175	163	12	175	161	14
Furniture and Fittings	1,926	1,352	574	1,755	1,209	546
Art Collections	1,527	-	1,527	1,515	-	1,515
Total Furniture and Equipment	120,435	88,491	31,944	113,318	83,131	30,187
Aircraft	1,874	114	1,760	2,039	-	2,039
Vehicles	3,026	2,632	394	3,080	2,609	471
Capital Works in Progress	55,663	-	55,663	57,762	-	57,762
Leasehold Improvements	4,280	797	3,483	2,187	519	1,668
Total Other Assets	64,843	3,543	61,300	65,068	3,128	61,940
Library Collection	60,021	25,643	34,378	54,051	19,926	34,125
Total Fixed Assets	1,015,206	135,385	879,821	770,390	146,716	623,674

	<i>Consolidated 2006</i>			<i>Consolidated 2005</i>		
	Cost / Valuation (\$000)	Accumulated Depreciation (\$000)	Net (\$000)	Cost / Valuation (\$000)	Accumulated Depreciation (\$000)	Net (\$000)
Land and Buildings	769,907	17,708	752,199	537,953	40,531	497,422
Equipment (incl Computer)	117,016	87,023	29,993	110,343	81,899	28,444
Implements	175	163	12	175	161	14
Furniture and Fittings	2,400	1,551	849	1,810	1,229	581
Art Collections	1,527	-	1,527	1,515	-	1,515
Total Furniture and Equipment	121,118	88,737	32,381	113,843	83,289	30,554
Aircraft	1,874	114	1,760	2,039	-	2,039
Vehicles	3,096	2,664	432	3,124	2,629	495
Capital Works in Progress	55,725	-	55,725	57,764	-	57,764
Leasehold Improvements	4,286	798	3,488	2,187	519	1,668
Total Other Assets	64,981	3,576	61,405	65,114	3,148	61,966
Library Collection	60,021	25,643	34,378	54,051	19,926	34,125
Total Fixed Assets	1,016,027	135,664	880,363	770,961	146,894	624,067

Asset values included in the Statement of Financial Position as at 31 December 2006 include all land and buildings as occupied and utilised by Massey University. The exception to this is the land on Riverside farm (leased from the Sydney Campbell Foundation).

Legal ownership of land and buildings is detailed as follows (at Statement of Financial Position values):

	2006 Land (\$000)	2005 Land (\$000)	2006 Buildings (\$000)	2005 Buildings (\$000)
i) Massey University owned	109,389	47,631	330,173	254,719
ii) Crown Owned (includes buildings on Crown owned land)	96,115	27,983	216,522	167,089
	205,504	75,614	546,695	421,808

7. Loans (Parent and Consolidated)

	<i>University</i>		<i>Consolidated</i>	
	2006	2005	2006	2005
	(\$000)	(\$000)	(\$000)	(\$000)
Opening Balance	8,114	10,364	8,204	10,495
Repayments	(267)	(2,250)	(309)	(2,291)
Loans Raised	27,475	-	27,479	-
Closing Balance	35,322	8,114	35,374	8,204
Current Portion	8,045	267	8,081	305
Term Portion	27,277	7,847	27,293	7,899

Details of loans are as follows:

Loan	Interest Rate	<i>University</i>		<i>Consolidated</i>	
		2006	2005	2006	2005
			(\$000)	(\$000)	(\$000)
Staff Club	6.00%	75	97	75	97
BNZ - Fixed Interest Rate Facility	6.60%	7,772	8,017	7,772	8,017
BNZ - Fixed Interest Rate Facility	7.90%	18,000	-	18,000	-
Ag Life Sci Pfx	0.00%	4,475	-	4,475	-
Equine Pfx	0.00%	5,000	-	5,000	-
Other		-	-	52	90
Total Loans		35,322	8,114	35,374	8,204

The average interest rate for 2006 was 6.71% (2005: 6.05%)

Borrowings are unsecured.

8. Employee Entitlements (University and Consolidated)

	<i>University</i>		<i>Consolidated</i>	
	2006	2005	2006	2005
	(\$000)	(\$000)	(\$000)	(\$000)
Annual Leave	13,862	13,983	13,926	14,012
Long Service Leave	1,185	889	1,190	889
Retirement Gratuities	23,516	23,624	23,516	23,624
Total	38,563	38,496	38,632	38,525
Current	14,638	16,007	14,702	16,091
Non-Current	23,925	22,489	23,930	22,489
Total	38,563	38,496	38,632	38,580

9. Trust Funds (University)

	Opening Balance 01.01.06 (\$000)	Movement (\$000)	Closing Balance 31.12.06 (\$000)
Helen Akers Bequest	819	41	860
Massey University Agricultural Research Foundation (MUARF)	408	18	426
MU Common Fund	7,811	542	8,353
Sasakawa Foundation	5,699	41	5,740
Delahunty Trust	448	35	483
Norwood Trust	58	6	64
A G East Memorial Trust	22	2	24
Tony Drakeford Memorial Trust	62	3	65
Total Trust Funds	15,327	688	16,015

Trust Funds (Consolidated)

	Opening Balance 01.01.06 (\$000)	Movement (\$000)	Closing Balance 31.12.06 (\$000)
Helen Akers Bequest	819	41	860
Massey University Agricultural Research Foundation (MUARF)	408	18	426
MU Common Fund	7,811	542	8,353
Sasakawa Foundation	5,699	41	5,740
Delahunty Trust	448	35	483
Norwood Trust	58	6	64
A G East Memorial Trust	22	2	24
Tony Drakeford Memorial Trust	62	3	65
Other	-	2	2
Total Trust Funds	15,327	690	16,017

Although these items are trusts, Massey University has control over them and obtains benefits associated with ownership of them. They have therefore been treated as equity in the Parent and Consolidated Statement of Financial Position. Details of Trust Funds are as follows:

Helen Akers Bequest

Funds bequeathed from the Estate of Helen Akers to provide scholarships for students.

Massey University Agricultural Research Foundation

Trust fund established for agricultural research by students and staff.

Massey University Property Foundation

Foundation established to support the Department of Finance, Banking and Property Studies and the real estate industry.

Massey University Common Fund

Pool of funds used for holding and paying out scholarships and prize monies to students.

Sasakawa Foundation

Scholarships provided from the Sasakawa Foundation, Japan, for students.

Delahunty Trust

Trust fund established to provide research grants to foster primary industry accounting research to students living in New Zealand.

Norwood Trust

Prizes for students for achievements in trade courses.

A G East Memorial Trust

Educational scholarships for technical and trade courses

Tony Drakeford Memorial Trust

Educational scholarships for commerce courses.

10. Asset Revaluation Reserves (University)

	2006	2005
	(\$000)	(\$000)
Aircraft		
Balance 1 January	980	2,120
Movement	(342)	(1,140)
Balance 31 December	638	980
Furniture & Fittings		
Balance 1 January	3,578	3,578
Movement	-	-
Balance 31 December	3,578	3,578
Land & Buildings		
Balance 1 January	95,796	95,796
Movement	245,261	-
Balance 31 December	341,057	95,796
Art Collections		
Balance 1 January	709	709
Movement	-	-
Balance 31 December	709	709
Library Books		
Balance 1 January	741	741
Movement	-	-
Balance 31 December	741	741
Total		
Balance 1 January	101,804	102,944
Movement	244,919	(1,140)
Balance 31 December	346,723	101,804

11. Public Equity

The University Public Equity is made up as follows:

	Opening Balance 01.01.06 (\$000)	Movements (\$000)	Operating Surplus/ Deficit (\$000)	Closing Balance 31.12.06 (\$000)
Trust Funds	15,327	-	688	16,015
Asset Revaluation Reserves	101,804	244,919	-	346,723
Special Reserves	17,481	17	-	17,498
General Reserves	460,170	325	(2,480)	458,015
Total	594,782	245,261	(1,792)	838,251

The Consolidated Public Equity is made up as follows:

	Opening Balance 01.01.06 (\$000)	Movements (\$000)	Operating Surplus/ Deficit (\$000)	Closing Balance 31.12.06 (\$000)
Trust Funds	15,327	-	690	16,017
Asset Revaluation Reserves	101,811	244,919	-	346,730
Special Reserves	17,479	17	-	17,496
General Reserves	460,125	325	(2,210)	458,240
Total	594,742	245,261	(1,520)	838,483

- Special Reserves includes funds set aside for uninsured risks, residential capital development, building replacement (farms and research/service units), farms development and replacement of implements and plant (farms and research/service units). In terms of Massey University Treasury Management Policy, special reserves, along with trust funds, should have 50% coverage by cash reserves. As at 31 December 2006 this coverage is as follows:

	2006 (\$000)	2005 (\$000)
Total Cash & Investments	67,279	48,728
Trust Funds (50% cover)	(8,008)	(7,664)
Special Reserves (50% cover)	(8,749)	(8,740)
Available to cover General Reserves	50,522	32,324

- General Reserves include funds set aside for departmental reserves and University capital.

12. Financial Instruments

Massey University is party to financial instrument arrangements as part of its everyday operations. These financial instruments include Bank Accounts, Bank Deposits, Accounts Receivable, Accounts Payable and Term Borrowings, and are recognised in the Statement of Financial Position. The weighted average interest rate for 2006 was 7.44% (2005: 7.40%).

A facility to borrow up to \$30 million (2005: \$30 million) has been arranged with the Bank of New Zealand.

Credit Risk

Financial instruments which potentially subject Massey University to credit risk principally consist of bank balances and accounts receivable.

Maximum exposures to credit risk at balance date are:

	<i>University</i>		<i>Consolidated</i>	
	2006	2005	2006	2005
	(\$000)	(\$000)	(\$000)	(\$000)
Bank Deposits	64,349	46,166	64,652	45,507
Receivables and prepayments	27,938	25,712	29,482	26,405
Investments - Shares	2,930	2,562	2,740	2,602

The above maximum exposures are net of any recognised provision for losses on these financial instruments. No collateral is held on the above amounts.

Massey University invests funds in deposits with registered banks, and limits the amount of credit exposure to any one institution. There are no major concentrations of credit risk with respect to accounts receivable.

Fair Value

The fair value of Massey University's investment in Massey University Holdings Limited, Estendart and Creative Campus Enterprises is disclosed in Note 5 of these financial statements.

The fair value of other financial instruments is approximately equivalent to the carrying amount disclosed in the Statement of Financial Position.

Interest Rate Risk

The effective interest rates on the loans is at a margin above the 90 day bank bill rate. Trust Funds are credited with the actual return received from investments made purchased with these funds.

Currency Risk

Massey University holds a bank current account in United States dollars which is subject to exchange rate fluctuations. The University has taken out forward cover to cover known commitments.

13. Statement of Financial Performance Disclosures

	<i>University</i>		<i>Consolidated</i>	
	2006	2005	2006	2005
The net surplus is after charging:	(\$000)	(\$000)	(\$000)	(\$000)
Audit Fees	91	85	109	101
Other Services Provided by principal auditor	55	17	55	17
Internal Audit Fees	116	94	116	94
Bad debts written off	394	390	411	390
Increase/ (Reduction) in provision for bad debts	120	(412)	133	(430)
Council members' fees	67	56	67	56
Depreciation Buildings	16,423	12,778	16,423	12,778
Reticulation	1,098	1,020	1,098	1,020
Leasehold Improvements	278	186	279	186
Aircraft	114	166	114	166
Furniture and Fittings	152	164	229	175
Equipment	7,625	7,733	7,646	7,800
Implements	2	2	2	2
Vehicles	155	195	169	204
Library	<u>5,716</u>	<u>5,185</u>	<u>5,716</u>	<u>5,185</u>
Total	31,563	27,429	31,676	27,516
Interest expense	569	602	585	632
Rental expense on operating leases	3,461	3,029	4,000	3,402
Net Profit/(Loss) on disposal of fixed assets	40	(77)	40	(23)

14. Accounts Receivable and Accruals

	<i>University</i>		<i>Consolidated</i>	
	2006	2005	2006	2005
	(\$000)	(\$000)	(\$000)	(\$000)
Trade Debtors	15,848	13,533	17,134	13,747
Less Provision for doubtful debts	(1,041)	(806)	(1,091)	(806)
Net Receivables	14,807	12,727	16,043	12,941
Other amounts receivable	7,431	6,515	7,739	6,989
Total	22,238	19,242	23,782	19,930

15. Accounts Payable and Accruals

	<i>University</i>		<i>Consolidated</i>	
	2006	2005	2006	2005
	(\$000)	(\$000)	(\$000)	(\$000)
Trade Creditors	23,672	22,119	24,753	22,522
Amounts Payable	676	1,522	1,016	1,573
Total	24,348	23,641	25,769	24,095

16. Council members' fees paid during 2006 year

	2006	2005
N Gould	19,500	19,500
C Campbell	-	1,275
R Ballard	8,160	3,060
E Hawes	2,805	2,550
J Todd	-	4,760
I Galloway	-	2,550
J Clark	2,805	-
R Hubbard	1,275	1,275
B Tipene-Hook	2,805	2,550
E Gordon	7,140	7,140
A Paterson	9,095	4,420
N Love	2,040	2,040
S Kos	7,140	3,060
C Kelly	2,805	1,275
M Mullins	1,785	765
Total 2006	67,355	56,220

17. Related Party Information

The Crown

The Government influences the roles of the University as well as being its major source of revenue.

Creative Campus Enterprises Limited

Massey University charges interest at wholesale deposit rate + 1% to Creative Campus Enterprises Limited on short term funding. During the year Massey University entered into transactions with Creative Campus Enterprises Limited. All transactions between the entities were conducted on an arm's length basis using commercial terms.

Massey University charged Creative Campus Enterprises Limited \$107,737 (2005: \$144,789) including GST for rental, power, gas, postage and salary of the General Manager. The amount owed to Massey University by Creative Campus Enterprises Limited at the year end was \$14,392 (2005: \$39,701), payable under normal trading terms.

Creative Campus Enterprises Limited charged Massey University \$370,891 (2005: \$614,767) including GST for pastoral care services and a \$300,000 contribution.

The amount owed to Creative Campus Enterprises Limited by Massey University at the end of the year was \$619,273 (2005: \$569,626) being:

- \$70 (2005: \$NIL) which is payable on normal trading terms
- \$619,203 (2005: \$569,626) - funds held by Massey University (largely investments) which Creative Campus Enterprises Limited administer on behalf of the owners of Te Awhina and Drummond Street apartments.

Estendart Limited

During the year Massey University entered into transactions with Estendart Limited. All transactions were conducted on an arm's length basis using commercial terms.

Massey University charged Estendart Limited \$134,894 (2005: \$96,487) including GST for rental, postage, insurance and fixed asset. The amount owed to Massey University by Estendart Limited at the year end was \$57,320 (2005: NIL), payable under normal trading terms.

Estendart Limited charged Massey University \$151,751 (2005: \$146,259) including GST for professional services.

The amount owed to Estendart Limited by Massey University at the end of the year was \$5,962 (2005: Nil), payable under normal trading terms.

Massey University Ventures Limited

During the year Massey University entered into no transactions with Massey University Ventures Limited.

Massey University Ventures Limited has a loan from Massey University of \$1,090,884 (2005: \$836,029).

Massey University Foundation

During the year Massey University received from Massey University Foundation \$235,000 (2005: \$334,325) being a return on funds managed by Massey University Foundation.

New Zealand School of Music (NZSM) Limited

During the year Massey University entered into transactions with the NZSM Limited. All transactions were conducted on an arm's length basis using commercial terms.

Massey University charged the NZSM Limited \$ 2,977,000 including GST for rental, postage, salaries, computing, communication, printing, consumables, payroll and financial services. The amount owed to Massey University by the NZSM Limited at the year end was \$1,043,000, payable under normal trading terms.

The NZSM Limited charged Massey University \$84,000 including GST for music performance and other music related services.

The amount owed to the NZSM Limited by Massey University at the end of the year was \$42,000 payable under normal trading terms.

Massey University provided an equity contribution in cash of \$250,000.

E-Centre Limited

During the year Massey University entered into transactions with E-Centre Limited. All transactions were conducted on an arm's length basis using commercial terms.

Massey University charged E-Centre Limited \$288,730 including GST for rental, security and cleaning. The amount owed to Massey University by E-Centre Limited at the year end was \$28,960, payable under normal trading terms.

E-Centre Limited charged Massey University \$187,679 including GST for NZTE funds, consumables and contract services.

The amount owed to E-Centre Limited by Massey University at the end of the year was \$3,812 payable under normal trading terms.

Members of Council

During the year Massey University purchased goods and services from or sold goods and services to:

- Hubbards Foods Limited, of which Mr R Hubbard, a Councillor of Massey University, is a shareholder and director. These goods were supplied on normal commercial terms at a cost of \$1,564 (2005: \$1,929), with Nil (2005: \$571) owing by Massey University at the end of the year.
- Mr N Gould a Councillor of Massey is a shareholder and director of the following organisations:
 - Byrd Services Limited, Sales to Massey University \$8,437.50 (2005: Nil) amount owing at year end \$2,812.50 (2005: Nil)
 - Communications Consultants Limited, Sales to Massey University Nil (2005: \$6,395) amount owing at year end Nil (2005: \$5804)
 - Infinity Solutions, Sales to Massey University \$276.69 (2005: Nil), amount owing at year end Nil (2005: Nil). All goods were supplied under normal commercial terms.
- Wellington 10th Trust, of which Professor N. Love a Councillor of Massey University, is a trustee. These services were supplied on normal commercial terms at a cost of \$337,500 (2005: \$337,500) with Nil (2005: Nil) owing by Massey at the end of the year.
- There were no transactions between Massey University and other Councillors.

18. Segmental Information

Massey University operates predominantly in the tertiary education sector in New Zealand with major campuses at Albany, Palmerston North and Wellington. Regional locations include Napier and New Plymouth.

19. Reconciliation of the Net Surplus on Operations with the Net Cash Flows from Operating Activities

	<i>University</i>		<i>Consolidated</i>	
	2006	2005	2006	2005
	(\$000)	(\$000)	(\$000)	(\$000)
Surplus /(Deficit) on Operations	(1792)	3,578	(1,520)	3,694
Add Non Cash Items				
Depreciation	31,563	27,429	31,676	27,516
Asset Disposals	40	(245)	40	(194)
Loan Write off	-	100	-	-
Provision for Bad Debts	-	(413)	-	(413)
Foreign Exchange Loss /(Gain)	-	(436)	-	(436)
Shares Movement	119	325	119	325
Increase/Decrease In Employee Entitlements	1,436	1,546	1,436	1,546
	31,366	31,884	31,751	32,038
Movements In Working Capital				
Decrease/(Increase) in Prepayments	770	(418)	770	(415)
Decrease/(Increase) in Account Receivable	(2,996)	1,542	(4,405)	1,404
Decrease /(Increase) in Stocks	(335)	(195)	(340)	(174)
Increase /(Decrease) in Accounts Payable	792	(3,829)	2,604	(3,846)
Increase /(Decrease) in Receipts in Advance	5,808	(845)	6,238	(1,152)
	4,039	(3,745)	4,867	(4,183)
Net Cashflow from Operating Activities	35,405	28,139	36,618	27,855

20. Statement of Commitments

As at 31 December 2006.

The following Commitments for capital projects have been made (University and Consolidated).

	Projected Total cost of Project (\$000)	Expenditure to 31.12.06 (\$000)	Unspent Commitment (\$000)
Total Project Commitments 2006	78,608	70,161	8,447
Total Project Commitments 2005	72,090	43,768	28,322

In addition, the University had operating commitments in respect of leases of land, buildings and equipment:

	University		Consolidated	
	Actual 2006 (000)	Actual 2005 (000)	Actual 2006 (000)	Actual 2005 (000)
Due not later than one year	6,399	4,490	6,409	4,542
Due later than one year and not later than two years	3,738	3,764	3,766	3,805
Due later than two years and not later than five years	7,247	5,088	7,247	5,105
Due later than five years	4,108	4,323	4,108	4,323
	21,492	17,665	21,530	17,775

21. Statement of Contingent Liabilities

As at 31 December 2006

Massey University had the following contingent liabilities (University and Consolidated):

There were no employee contractual claims against the University proceeding as at 31 December 2006 (2005: 6 claims). Contingent liability assessed at Nil (2005: \$126,000).

A contractor has lodged a claim against the University. The University is defending its position and has lodged a counter claim. This matter is being dealt in conjunction with our insurers. Contingent liability assessed at Nil.

22. Post Balance Date Events

There are no significant post balance date events (2005: Nil)

23. Adoption of the International Financial Reporting Standards

In December 2002 the Accounting Standards Review Board (“ASRB”) announced that New Zealand reporting entities would be required to apply New Zealand equivalents to International Financial Reporting Standards (“NZ IFRS”) for reporting periods commencing on or after 1 January 2007. The ASRB also allowed the option of adopting NZ IFRS earlier to the mandatory adoption date, allowing adoption from 1 January 2005.

Massey University determined that the University and group are public benefit entities as defined by NZ IFRS as the focus of the University is to provide educational and research services to the community. The University has also determined that it would not early adopt NZ IFRS. As a consequence of this decision the University will report in compliance with NZ IFRS (with Public Benefit Entity exemptions) for first time for the year ended 31 December 2007.

Planning for Transition to IFRS

The University worked jointly with six other Universities in New Zealand to identify specific issues arising from the transition to NZ IFRS that impact the sector. The Audit Committee of the University has been provided with progress reports from this working group and has been involved in all key decisions in regards to Accounting Policies.

The sector working group completed its initial impact assessment. This resulted in a number of areas that required further examination and discussion with the Office of the Auditor-General.

Adjustments Identified under the Adoption of NZ IFRS

1) Property Plant and Equipment

Land and Buildings were revalued at the date of conversion, which is as per NZ IFRS 1 para. 17. The net impact on Equity was \$248,389,000.

The University has adopted deemed cost for all classes of Property Plant and Equipment, except for Land and Buildings,. There are movements from revaluation reserves to general equity, but over all there was no affect on equity.

With the adoption of deemed cost, Furniture and Aircraft, whilst due for valuation under GAAP, for practical reasons these classes of Property Plant and Equipment were not valued in 2006.

The University has recognised investment property that was previously included in property plant and equipment. All such property was valued on the date of conversion.

2) Biological Assets

Biological assets is a new class of asset and are valued at fair value, previously such assets were valued at cost or using rates supplied by the Inland Revenue Department. The net impact on Equity was \$604,000.

Future developments of the currently adopted NZ IFRS may take place prior to the University's adoption in 2007. Therefore the actual impact of adopting NZ IFRS may vary from the information presented.

Equity Reconciliation as at 1 January 2006

\$ (000)	Balance per GAAP	Valuation on Transition	Biological Assets	Transfers Due to Adoption of Deemed Cost	Balance Restated Per NZIFRS
Trust Funds	15,327	-	-	-	15,327
Revaluation Reserves	101,804	248,389	-	(6,008)	344,185
Special Reserves	17,481	-	-	-	17,481
General Reserves	460,170	-	604	6,008	466,782
Total	594,782	248,389	604	-	843,775

MASSEY UNIVERSITY MISSION

(Excerpt from the Massey University Charter)

- 1.1 Massey University is committed to meeting the needs of New Zealand and New Zealanders, enhancing access to university study for diverse populations, preparing students for life-long learning, and meeting international standards of excellence in research and teaching. Massey University is an integrated multi-campus institution of higher learning that creates new knowledge and understanding; synthesises, applies and disseminates knowledge; develops advanced learning and scholarly abilities for a national and international student body; and promotes free and rational inquiry. We offer high-quality learning experiences that empower people and their communities to prosper in an increasingly knowledge-dependent and technologically advanced world.
- 1.2 Massey University is driven by a spirit of community relevance and engagement, while maintaining intellectual independence. We will use our multi-campus structure to meet the needs of our constituent regional communities, while our flexible delivery and distance (extramural) education capabilities give a national and international reach to our educational programmes.
- 1.3 Massey University recognises and respects the significance of mana whenua within its regions and the range of Māori organisations contributing to Māori development and advancement. We have demonstrated our commitment to Māori development by providing Māori academic leadership, research opportunities and educational qualifications that assist in the achievement of Māori aspirations.
- 1.4 Our integrated academic structures and organisational arrangements enable and support interdisciplinary and cross-disciplinary research and academic programmes. We pride ourselves on the relevance of our programmes; on our openness to students of diverse backgrounds spanning age, geographic location, educational background, ethnicity and culture; on the support we provide for our students; and on the relationship we have built with our alumni.

STATEMENT OF SERVICE PERFORMANCE

PERFORMANCE REVIEW

The Massey University Interim Profile 2006-2008 states specific performance indicators and measures under each of the University's eight primary aim headings. These are reported on in the Statement of Service Performance. The Appendices provide additional information and detail on the University's profile.

PRIMARY AIM HEADINGS

The eight primary aims of Massey University are:

- Research and Creative Work**
- Teaching and Learning**
- Treaty of Waitangi**
- Students**
- Staff**
- The University and The Wider Community**
- Internationalisation**
- Organisation and Management**

Goals and objectives stated at the beginning of each primary aim section are excerpts from the Massey University 10 Year Plan (Strategic Plan).

RESEARCH AND CREATIVE WORKS

GOALS

1. To advance the reputation and performance of Massey University as a research university of international standing.
2. To strengthen our contribution to New Zealand's economic, social and cultural advancement, through excellent, accessible and relevant research, scholarship and creative work.

OBJECTIVES

- To encourage research, scholarship and creative work in the University's chosen disciplines in the pursuit of academic excellence and to recognise and reward outstanding achievement.
- To build the overall research capability of the University by :
 - ensuring all campuses and colleges attain and maintain a high proportion of staff who are research active and qualified doctorally or with the appropriate terminal degree for the discipline,
 - providing researchers with infrastructure and support of international standard,
 - identifying and nurturing new or emerging areas of research, relevant to our overall strategy,
 - promoting collaborative arrangements, innovative research, and technology transfer aimed at improving the economic performance, social well-being and sustainable development of our regions and New Zealand,
 - measuring research excellence, relevance and accessibility through regular, systematic benchmarking against national priorities and international standards,
 - placing a high priority on the commercialisation of intellectual property and the growth of external research funding from government, industry and international sources,
 - increasing the numbers of students undertaking postgraduate research programmes and the level of scholarship and other support available to them,
 - placing a greater emphasis on the professional development of staff who are able to lead and direct research programmes and research teams and on staff who are willing to work in collaborative research teams,
 - establishing at an international standard, 4 - 5 Centres of Research Excellence, and to establish at a national standard, 6 - 10 Centres of Research Excellence,
 - ensuring that all research is conducted to the University's protocols and ethical standards,
 - augmenting and enhancing research into all aspects of the environment, across a range of disciplines.

PERFORMANCE 2006

Massey University has the second greatest number of research active staff in New Zealand and wins the greatest quantity of external research income outside the two medical school universities.

Success in Marsden Fund applications is considered a key indicator of research quality, given the objective of the fund to support research excellence. In this respect Massey University staff have excelled, attracting \$4.98 million from this pool in 2006.

The University continues to build on its world class research infrastructure. It won three of the eleven Innovation and Development Fund grants awarded by the Tertiary Education Commission in 2006, as well as two

Growth and Innovation Pilot Initiatives grants with an overall value of \$1.2 million. In addition, the University received \$1.5 million from the Innovation and Development Fund for the establishment of a microscopy centre.

2006 was dominated by the PBRF Quality Evaluation and the University met all Tertiary Education Commission deadlines and passed all audit requirements. It is pleasing to note that the University's PBRF Wholly Research degree completions were up significantly on last year (Doctorates up from 95 in 2005 to 140 in 2006 and Masterate up from 227 in 2005 to 330 in 2006).

The year has also seen considerable effort from the perspective of Massey's longer term performance in research and creative work. With the University's research policy environment having been completely revised and updated in the 18 months to end 2006 (e.g. Research Centres Policy, Policy on Intellectual Property, Policy on Research Practice), the focus has shifted to policy implementation, continuing Massey's commitment to building research capability during the next five year period. In addition, research improvement plans are being implemented and monitored across all Colleges.

Performance Indicators

Target 2006:

A1 Develop and implement college-based research improvement plans to support achievement of targeted research profile of staff. [See also E1]

Outcome/Progress 2006:

Achieved – ongoing

Highlights included:

- A framework for planning and reporting research improvement was established as part of the University's Strategic Policy on Research Capability.
- All Colleges are now working on targets associated with their Research and Research Training Management Plans to take effect from 1 January 2007.
- In the College of Education research clusters have been established to assist with the mentoring of staff and to increase the number of research active staff.
- Publishing and research writing skills consultants were appointed to work with emerging researchers.
- In the College of Creative Arts, time allocation and mentor opportunities have been established to facilitate staff completions of Masters and PhD study.
- In the College of Business a Research Committee has been established to develop strategies to improve research performance.

A2	Continue the Advanced Degree Award programme to assist staff to complete research qualifications, with a view to increasing the proportion of staff who are doctorally qualified or hold an appropriate terminal degree for the discipline.	<p>Not Achieved</p> <p>This programme is now under review to consider more generalised support for new and emerging researchers as part of the University's preparations for PBRF 2012.</p>
A3	Continue to encourage comprehensive research endeavour of a high standard through access to internal research funds, and increased support for researchers applying to external research funds through mentoring schemes.	<p>Achieved – ongoing:</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • As part of the review of research services, the University now has an improved framework for supporting large external funds. This involves the creation of a new Research & Development Advisory Team, whose capability to support staff will be developed throughout 2007. • Appointments have been made to bring the Research Services Management Unit up to establishment strength.
A4	Continue to support the Massey University Research Medals to celebrate staff success in research, team research, research training and acknowledge new emerging researchers.	<p>Achieved – ongoing</p> <p><i>Highlights included:</i></p> <p>The 2006 Research Medals and Teaching Awards were presented at a function held in Palmerston North on 5 October 2006. The Research Medals recognise the University's elite researchers and their outstanding contributions in their particular disciplines.</p> <p>The recipients of the 2006 University Research Medals were:</p> <ul style="list-style-type: none"> • The Centre for Public Health Research, Top Research Team (\$25,000) • Professor David Lambert, Outstanding Individual Researcher (\$20,000) • Dr Barbara Holland, Early Career Researcher (\$10,000) • Dr Sarah Ross, Early Career Researcher (\$10,000) <p>Other research initiatives focused on empowering and supporting staff undertaking research included:</p> <ul style="list-style-type: none"> • Four researchers from the sciences and humanities were awarded University Postdoctoral Fellowships. The fellowships recognise researchers with established research records, allowing them either to take on young postdoctoral researchers to carry out research, or enabling them to carry out the research themselves.

- Six women academics were awarded research funding through the annual University Women's Awards. The awards enable researchers to take time from heavy administrative and teaching workloads to either write up research results for publication, or to collect and analyse further data.
- Four Māori academics were awarded research funding through the annual University Māori Awards. The awards enable researchers to take time from heavy administrative and teaching workloads to either write up research results for publication, or to collect and analyse further data.
- One researcher was awarded the prestigious University Research Fellowships. The award is made to the department/institute/school to enable each staff member to be relieved of some of their teaching and administrative duties. It is usually provided for the purpose of completing or writing up a current research programme.
- Four researchers were awarded University Technical Assistance Awards. Granted to the department/institute/school, each award enables the provision of technical support and assistance for a specific research project undertaken by the recipient.

A5 Build on the University's current areas of research strength and excellence by funding of research infrastructure and postgraduate research scholarships and provision of other resources; in a manner consistent with the University's positioning strategy and campus positioning strategies therein.

Achieved

Highlights included:

- The Graduate Research Fund, that assists post graduate students, is currently in place.
- The College of Creative Arts Research Committee has been established to support the implementation of the College research strategy.
- Senior Research Leader at the College of Business on the Wellington campus was appointed to assist and guide research on the campus.

A6 Implement Partnership for Excellence Projects in the Agriculture and Equine industries, building on the collaborative opportunities with Lincoln University (in the Agriculture project) and private sector partners.

Achieved

Highlights included:

- Funding agreements with TEC have been signed by all parties for both Partnerships. The first drawdown notice has been submitted for the Equine partnership and the Trust has been established. The Agriculture and Life Sciences Partnership Trust and appointments of initial trustees are currently being finalised.

A7i Renew and strengthen research technology transfer collaborative initiatives with Crown Research Institutes and economic agencies and in particular: support AgResearch in the establishment of an optimal expanded presence in Palmerston North at the Hopkirk Research Institute; [See also F3]

Achieved - ongoing

Highlights included:

- The Hopkirk Institute is scheduled to open in April 2007.
- Landcare, Massey University and the Punjab Agricultural University signed a tripartite agreement in October 2006.

A7ii Renew and strengthen research technology transfer collaborative initiatives with Crown Research Institutes and economic agencies and in particular: continue input to development of the Manawatu Bio-Commerce Centre in collaboration with Vision Manawatu and Palmerston North based Crown Research Institutes; [See also F3]

Achieved - ongoing

Highlights included:

- Represented on the Board of BioCommerce Centre.
- Involved with both commercialisation and incubator activities of the BioCommerce Centre.
- Involved with Guardian Groups hosted by Vision Manawatu.

A7iii Renew and strengthen research technology transfer collaborative initiatives with Crown Research Institutes and economic agencies and in particular: continue to support the E-Centre initiative on the Albany campus in collaboration with the North Shore City Council and industry partners; [See also F3]

Achieved - ongoing

Highlights included:

- The E-Centre Ltd and Enterprise North Shore have agreed in principle to explore construction of a shared private sector-funded building (E-Centre 2) at the Auckland campus shared by the E-centre Ltd. and Enterprise North Shore.
- The E-centre Ltd has established a commercial partnership with CMC Ltd, a subsidiary of the huge Tata Corporation in India, and agreed to set up a CMC Technology Export Centre sponsored by CMC Ltd to provide channels to market in India for NZ high technology companies.
- The close relationship with Enterprise North Shore and North Shore City Council has developed further through 2006, and the network of industry partners has increased.

A7iv Renew and strengthen research technology transfer collaborative initiatives with Crown Research Institutes and economic agencies and in particular:
expand collaborative Creative Capital initiatives with Wellington City Council and Victoria University of Wellington;
[See also F3]

Achieved – ongoing

Highlights included:

- A Centre for Disaster Research has been established on the Wellington campus in partnership with GNS Science (Institute of Geological and Nuclear Sciences).
- New Zealand School of Music (NZSM) has been formally established as a company jointly owned by Massey and Victoria Universities with the Deputy Vice-Chancellor - Wellington on its NZSM Board together with the Deputy Mayor of Wellington, Deputy Vice-Chancellor of Victoria University and three other members.

A7v Renew and strengthen research technology transfer collaborative initiatives with Crown Research Institutes and economic agencies and in particular:
continue to host the research network for Building Research Capability in the Social Sciences (BRCSS) in partnership with five other tertiary institutions and a private research agency;
[See also F3]

Achieved – ongoing

A7vi Renew and strengthen research technology transfer collaborative initiatives with Crown Research Institutes and economic agencies and in particular:
support the development of New Zealand's advanced research network to link New Zealand to international research communities. [See also F3]

Achieved – ongoing:

Highlights included:

- The ITS department provided support for the implementation of the advanced research network.

A8	Continue development and strengthening of the University Graduate Research School, established in 2004 to provide support to University research supervisors and research students. [See also D10]	<p>Achieved – ongoing:</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • The Doctoral Research Committee have drafted and approved a ‘Supervisors capability’ document. The committee has also developed a ‘Professional Development’ document for Doctoral students. • Consultation is currently underway with TDU and the three campuses Student Learning Centres to develop a programme for course delivery.
A9	Complete an institutional research project in the area of postgraduate (including research degrees) – enrolments, retention and completions – to better understand the risk to the University’s research revenue streams following the implementation of PBRF.	<p>Achieved</p>
A10	Develop a Māori Research Strategy that will build Māori research capacity, lead to a high performing Māori Research capability and earn national and international recognition. [See also C7]	<p>Partially Achieved – Ongoing</p> <p><i>Highlights included:</i></p> <p>This Strategy has been scoped and will be developed by the Director for Te Mata o Te Tau.</p>
A11	Continue implementation of the RIMS project, initiated in 2004 to update and integrate the University’s various systems for the management of research and consultancy activity across the University and provide appropriate reporting mechanisms to support PBRF implementation.	<p>Achieved</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • The RIMS PBRF module has been completed and the publications, postgraduate and contracts modules became operational in 2006.

A12 Review research policy in conjunction with implementation of RIMS e.g. research costing/pricing.

Achieved

Highlights included:

- All RIMS policies have been revised and updated.

A13 Follow through on the approved revised constitution, Board composition and Statement of Corporate Intent for Massey Ventures Ltd (MVL).

Achieved

Highlights included:

- The MVL constitution and guidelines for board composition were established and one new board member was appointed in 2006.
- The statement of corporate intent is currently under revision with the guidance of the MVL board, with a submission to the University expected before the end of 2006.

Performance Measures

	Target 2006	Actual 2006	Actual 2005
PBRF Quality Academic Staff Profile (FTE)			
A Category	56	99	79
B Category	279	266	258
C Category	434	418	490
New and Emerging Category	100	121	0
Total Active	869	904	827
Contract Income Earned from External Sources (\$m)	63	51	51
PBRF External Research Income (\$m)	42	37	35
Postgraduate EFTS - Taught (Number of)	2,690	2,516	2,654
Postgraduate EFTS - Research (Number of)	1,440	1,414	1,372
Doctorate completions (Headcount)	104	140	95
PBRF Wholly Research Doctorate Successful Completions (EFTS)	64	140	95
PBRF Wholly Research Masterate Successful Completions (EFTS)	393	330	227

TEACHING & LEARNING

GOAL

1. To provide tertiary education of a quality and kind that will enhance the capabilities, potential, and intellectual independence of its students, on a life-long basis, through education both on and off campus.

OBJECTIVES

- To promote and develop the distinctive nature of Massey University reflected in its extramural programme, and broaden this to a flexible learning and teaching focus that integrates new technologies into course delivery for both internal and extramural students.
- To ensure that all courses, regardless of the campus or mode of delivery, provide students with access to excellent education of high international standard, supported by effective quality systems and, where appropriate, with specific international accreditation.
- To reinforce strong commitment to research-led teaching and scholarship.
- To provide access for all students to high quality and appropriate on-line educational services, Library services, support tools and pedagogy.
- To place high priority on the first year experience for our students.
- To ensure staff continue to have access to high quality staff development programmes relevant to learning and teaching.
- To conduct regular surveys of students, graduates and major employers of graduates and use the resulting information to improve the relevance and quality of academic programmes, learning support, and services.
- To foster discussion of environmental issues in the University Community.

PERFORMANCE 2006

Massey University makes a major contribution to accessible research-based university education in New Zealand both in its own right and in partnership with other institutions nationally and internationally. This contribution reflects both our mission and special character. The breadth of academic programmes offered, specialist areas, and flexible delivery options mean we offer an integrated portfolio of qualifications relevant to the New Zealand environment. As an institution that prides itself on being student-centred, qualifications are available to students through arrangements that suit their location and circumstances, and that can be accommodated alongside their family and employment commitments.

During 2006, the University made significant progress on the development of academic plans and specialisation areas at each Campus and for extramural. "The Massey Way" provides a general path toward an integrated portfolio of qualifications that reflect both regional and national priorities.

Although Massey University completed its most recent Academic Audit in 2003 with the New Zealand Universities Academic Audit Unit, systems and processes for quality assurance within the learning and teaching environment continue to evolve through regular strategic reviews. During 2006, 22 reviews spanning 38 qualifications were carried out in accordance with the University's Qualification Review Procedures. Significant progress was also made on the priorities and directions for (e)learning at the University, with a business case in the final stages of approval. Evaluation of teaching quality, and appropriate and effective assessment practices remain key areas of focus with University-wide initiatives underway.

Teaching innovation and excellence continues to be supported through the University's Fund for Innovation and Excellence in Teaching (FIET), and a variety of award programmes celebrate the success and commitment of individual staff to the teaching scholarship. The Vice-Chancellor's Symposium is always one of the years highlights. This year was no exception, with the VC's Symposium on "Putting the 'e' into Learning" attended by more than 250 participants across all three campuses.

Massey University has a commitment to collaboration and the formation of constructive partnerships with institutions within and beyond New Zealand with which we have interests in common, and where the partnership will enhance the contribution, standing and performance of Massey University. In addition to the numerous examples provided in the following pages a major highlight has been the University's successful bid to host the National Centre for Tertiary Teaching Excellence (Ako Aotearoa) with key collaborative partners in each region.

Performance Indicators

Target 2006:

Outcome/Progress 2006:

- B1** Introduce new qualification offerings over the 2006-2008 period;
- Graduate Diploma in Fine Arts
 - Master of Finance
 - Master of Literacy Education
 - Postgraduate Certificate in Professional Development (Electronics & ICT)
 - Postgraduate Diploma in Social Sector Evaluation Research.

Achieved

B2	<p>Discontinue the qualification offerings as listed:</p> <ul style="list-style-type: none"> - Bachelor of Business Information - Certificate in Co-operative Work Experience - Diploma in Catering and Hospitality - Diploma in Tourism and Travel - Graduate Diploma in Business Computing - Legal Executive Certificate. 	<p>Achieved</p>
B3	<p>Implement the Wellington Campus Teaching and Learning Development Plan developed in 2005 to present a coherent and focused Teaching and Learning portfolio for the Wellington Campus and that will lead to a reduction in sub-degree offerings, the introduction of the Bachelor of Engineering and an increase in the ratio of postgraduate to undergraduate EFTS at the Campus.</p>	<p>Achieved</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • Most sub-degree programmes have been discontinued (sub-degree EFTS are now only 9% of total campus EFTS). • The BEHons degree has been introduced. • Two new majors have been introduced in the BHLthSci and one in the BEngTech. • A new postgraduate programme, Post Graduate Diploma in Social Sector Evaluation Research has been introduced. • Some degree programmes not previously fully available on the Wellington campus have been introduced or extended. • Music programmes have been transferred to NZSM. • Programmes of the College of Education have been transferred to the Palmerston North campus.
B4	<p>Develop and implement positioning strategies for Albany and Palmerston North campuses and Extramural.</p>	<p>Partially Achieved – ongoing</p> <ul style="list-style-type: none"> • Positioning plans have been developed for Extramural activities, Auckland campus and Palmerston North campus and implementation is underway. • Bachelor of Education (Teaching) Primary will be introduced as a four year degree programme in 2008 to bring us in to line with international Teacher Education programmes.

B5	Implement the plan for the University's Ruawharo Campus.	<p>Achieved</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • The College of Education has moved to the Hetley Building, Ruawharo Centre, EIT Hawkes Bay. This will provide closer links and better collaboration with other providers of tertiary education in the Hawkes Bay.
B6	Develop and implement a process for ongoing review, and where warranted, rationalisation of existing qualification/ paper offerings where student demand is low (in conjunction with implementation of campus positioning strategies above).	<p>Achieved - ongoing</p>
B7	Progress establishment of New Zealand School of Music in collaboration with Victoria University of Wellington (2006).	<p>Achieved</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • NZSM Qualification transition arrangements were implemented. • Quality Assurance was handed over to NZSM Board of Studies and includes College of Creative Arts representation.
B8	Continue to review provider contracting arrangements and strengthen as necessary to ensure quality assurance.	<p>Achieved – ongoing</p>
B9i	Continue strategic dialogue with other Tertiary Education Organisations in our regions or common T & L domains to optimise portfolio provision in the sector including: Lincoln University; [See also F9]	<p>Achieved – ongoing</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • The Inaugural Food and Agribusiness Market Experience (FAME) was successfully delivered. This venture was accomplished in partnership with Massey, Lincoln, Otago Universities, Auckland Savings Bank and AGMARDT.

<p>B9ii Continue strategic dialogue with other Tertiary Education Organisations in our regions or common T & L domains to optimise portfolio provision in the sector including: Eastern Institute of Technology; [See also F9]</p>	<p>Achieved – ongoing <i>Highlights included:</i></p> <ul style="list-style-type: none"> • The business case for relocation of College of Education activities from Ruawhāro to the Eastern Institute of Technology Taradale Campus was approved with the move successfully effected. There are considerable advantages and synergies in the relocation, including minimization of costs (rental and services) and maximization of the academic environment for Massey staff and students, and closer links and better collaboration with other providers of tertiary education in the Hawkes Bay.
<p>B9iii Continue strategic dialogue with other Tertiary Education Organisations in our regions or common T & L domains to optimise portfolio provision in the sector including Universal College of Learning; [See also F9]</p>	<p>Achieved – ongoing <i>Highlights included:</i></p> <ul style="list-style-type: none"> • Student City projects have been implemented by the tertiary sector, PNCC, local businesses. • Collaboration between IPC and UCOL has been coordinated through the Integrated Education Guardian Group, part of Vision Manawatu.
<p>B9iv Continue strategic dialogue with other Tertiary Education Organisations in our regions or common T & L domains to optimise portfolio provision in the sector including: Victoria University of Wellington; [See also F9]</p>	<p>Achieved – ongoing <i>Highlights included:</i></p> <ul style="list-style-type: none"> • Victoria University and Massey University are co-operating in the NZSM and made joint approaches to the TEC and the Minister of Tertiary Education.
<p>B9v Continue strategic dialogue with other Tertiary Education Organisations in our regions or common T & L domains to optimise portfolio provision in the sector including: Wellington Institute of Technology ; [See also F9]</p>	<p>Achieved – ongoing <i>Highlights included:</i></p> <ul style="list-style-type: none"> • The university is co-operating with Weltec over the transfer of NZDipBus students to the Institute in accordance with the Memorandum of Understanding between the two institutions.

<p>B9vi Continue strategic dialogue with other Tertiary Education Organisations in our regions or common T & L domains to optimise portfolio provision in the sector including: Te Wānanga o Raukawa; [See also F9]</p>	<p>Achieved – ongoing <i>Highlights included:</i></p> <ul style="list-style-type: none"> • Maintained a strategic relationship through the Massey position on the Council of Te Wānanga o Raukawa.
<p>B9vii Continue strategic dialogue with other Tertiary Education Organisations in our regions or common T & L domains to optimise portfolio provision in the sector including: Nelson Marlborough Institute of Technology; and [See also F9]</p>	<p>Achieved – ongoing <i>Highlights included:</i></p> <ul style="list-style-type: none"> • Ongoing discussions with Nelson Marlborough Institute of Technology continue.
<p>B9viii Continue strategic dialogue with other Tertiary Education Organisations in our regions or common T & L domains to optimise portfolio provision in the sector including: Northland Polytechnic. [See also F9]</p>	<p>Achieved – ongoing <i>Highlights included:</i></p> <ul style="list-style-type: none"> • Student articulation agreements with Northland Polytechnic (NorthTec) were refined. • Agreements have been reached for presentation of Massey research seminars and Graduate School of Business short courses at NorthTec. • An agreement was reached for Massey to allow NorthTec staff a fees concession for postgraduate enrolments at Massey. • The DVC Auckland and Professor Ian Maddox have participated in discussions with AUT, NorthTec, and Unitec in relation to future tertiary education provision in the North and North West sectors of Auckland.
<p>B10i Maintain current programme-based relationships, including those with: Ministry of Defence;</p>	<p>Achieved – ongoing</p>
<p>B10ii Maintain current programme-based relationships, including those with: Ministry of Health;</p>	<p>Achieved – ongoing</p>

B10iii	Maintain current programme-based relationships, including those with: Department of Child, Youth and Family; and	Achieved – ongoing
B10iv	Maintain current programme-based relationships, including those with: Ministry of Education.	Achieved – ongoing
B11	Continue the systematic programme of qualification reviews to include T & L and industry evaluations, student feedback, and peer reviews.	Achieved – ongoing <i>Highlights included:</i> <ul style="list-style-type: none"> • 22 reviews were carried out spanning 38 qualifications. The University is now halfway to achieving its target of reviewing all qualifications by the end of 2008.
B12	Continue implementation of the University’s Teaching and Learning Policy including development of strategies for (e) learning, teaching evaluation and appropriate assessment as strategic priorities.	Partially Achieved – ongoing <i>Highlights included:</i> <ul style="list-style-type: none"> • Considerable progress was made on the development of an (e)learning strategy with a business case currently under review. • A pilot of the new teaching evaluation instruments was conducted in Semester 2 and the results will be presented early in 2007. • Massey University continues its contributions to the Teaching and Learning Research Initiative funded project on Valid and Practical Tertiary Assessment of Student Learning Outcomes. The newly formed Teaching and Learning Committee will also be examining assessment as a priority area.
B13	Implement revised student and graduate measures of perceptions of teaching and programme quality, including agreed feedback mechanisms to staff and students.	Partially Achieved – ongoing <i>Highlights included:</i> <ul style="list-style-type: none"> • Scoping continues regarding the implementation of the Teaching Evaluation Strategy and development of the Teaching Evaluation Website. A pilot of the revised teaching evaluation instruments was conducted in Semester 2 (see Objective B12).

B14	Continue to progress international accreditation of programmes in the College of Business. [See also G5]	<p>Partially Achieved – ongoing</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • An Accreditation Steering Group has been established. A new position, Associate to the PVC (Quality), has been proposed and will lead the accreditation process. An Advisory Board comprising 19 of New Zealand’s leading business people has been established and will have its inaugural meeting in early 2007.
B15	Seek accreditation status from the Psychologists Registration Board for the Clinical Psychology and Industrial/Organisational programmes.	<p>Not Achieved – ongoing</p> <ul style="list-style-type: none"> • The Psychologists Board has not yet set its accreditation standards, and the accreditation process has therefore not yet commenced. Staff from Massey University have attended all meetings of the Accreditation Committee and will continue to monitor likely requirements.
B16	Develop and implement systems and structures to support student literacy and numeracy with a particular focus on undergraduate degree students.	<p>Achieved – ongoing</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • The Library offered approximately 600 classes (10,200 attendances) for information literacy skills in 2006. This is in addition to the standard library tours. For the first time in several years, the Library also accompanied the extramural visits to the regions and provided short information literacy tutorials at some 8 sites. • In the College of Humanities and Social Sciences a programme to develop research writing capabilities was run by the SHORE Centre.
B17	Continue to integrate new technologies across the curriculum in a systematic manner and implement adopted projects (including those funded under the e-Learning Collaborative Development Fund).	<p>Achieved – ongoing</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • Massey University was successful in securing \$1.26M in funding from the Ministry of Education and Tertiary Education Commission for e-Learning related projects. Projects such as RUBRIC will enhance our research infrastructure in collaboration with the University of Southern Queensland and DEST in Australia. Other projects relate to assessment, horticulture, e-Portfolios and the implementation of effective practice guidelines. • The Vice-Chancellor’s Symposium 2006 focused on “Putting the ‘e’ into Learning” and provided the opportunity to highlight and share the innovations of Massey staff. Developments relating to the use of (e)learning for enhancing student learning outcomes were showcased. • Video streaming and web based conferencing systems utilising BREEZE software were implemented jointly between the College of Humanities and Social Sciences and the College of Business.

- The BRCSS access grid was utilised to enhance learning opportunities.
- e-Learning facilitators continue to assist with the development and implementation of new technologies within the colleges.

Achieved – ongoing

Highlights included:

- A focus on an excellent first year experience continues to be supported through the University’s Fund for Innovation & Excellence in Teaching with priority given to first year related projects in 2006.

B18 Implement recommendations from the First Year Experience Review including the establishment of good practice pilots to enhance T & L performance in papers and programmes and across all modes, internal and extramural.

Achieved – ongoing

Highlights included:

- A focus on an excellent first year experience continues to be supported through the University’s Fund for Innovation & Excellence in Teaching with priority given to first year related projects in 2006.
- The university’s Training and Development Unit is leading a three year Teaching and Learning Research Initiative which is focused on first year retention and achievement. Funding of \$400,000 has been received for the project which involves all the other New Zealand universities.
- An accessed Library programme specifically focussing on Māori students and presented by Māori library staff was offered in 2006. This included a marked assignment which was part of the overall assessment for the course. It was very successful and will be repeated next year.

B19 Continue implementation of the Retention Project targeting high enrolment first year papers and priority student groups and including the capability for generating better data and analysis of student retention and progression.

Partially Achieved – ongoing

Highlights included:

- Substantive progress has been made on the development of retention information at university, programme and major level. Analysis of this information is underway.
- Research was completed on factors influencing the successful completion of first year Māori students with outcomes and recommendations submitted for consideration by the Office of the DVC (Māori).

B20 Continue to promote and recognise teaching excellence through award programmes and sharing of best practice.

Achieved – ongoing

Highlights included:

- The Vice-Chancellor’s Awards for excellence in teaching were presented to four staff in 2006: Dr Mark Brown (Darrylin O’Dea Award for electronic learning); Dr Juliana Mansvelt (sustained excellence in teaching); and Associate Professor Trevor Kitson and Dr Chris Scogings (excellence in first year teaching). Dr Brown and Dr Mansvelt went on to win National Tertiary Teaching Excellence Awards.

- The University's Fund for Innovation and Excellence in Teaching (FIET) was continued in 2006 with 25 successful applications receiving grants of up to \$20,000.

B21 Continue to deliver professional development programmes for T & L staff and also establish a comprehensive staff development plan that reflects the University's changing requirements.

Partially Achieved – ongoing

Highlights included:

- 173 training sessions were delivered by the TDU across all three campuses with a number of sessions conducted online. The sessions provided training for staff in a variety of teaching, learning and research areas including support for tutors, small group teaching, course design and active learning.
- A review of training and development has been conducted and the outcomes are under discussion. Changes to the leadership and management training programme will be implemented in 2007.

Other highlights of initiatives focused on Teaching & Learning.

Highlights included:

- Massey University successfully bid to host the new Centre for Tertiary Teaching Excellence (Ako Aotearoa). The University is currently working with other TEOs across the sector on the establishment of the Centre.
- Academic Board approved the establishment of a Teaching and Learning Subcommittee to advise and make recommendations regarding matters of Teaching and Learning Policy. The Teaching and Learning Committee met twice in 2006 to develop a workplan for 2007-2008.

Performance Measures

Undergraduate qualifications to be offered (Number of)	Target 2006	Actual 2006	Actual 2005
Discrete qualifications offered	113	119	120
Qualifications offered by region			
Auckland Region	47	44	48
Palmerston North Region	81	86	80
Wellington Region	47	51	54
Extramural Region	66	71	70

Postgraduate qualifications to be offered (Number of)	Target 2006	Actual 2006	Actual 2005
Discrete qualifications offered	114	109	114
Qualifications offered by region			
Auckland Region	59	54	61
Palmerston North Region	82	77	81
Wellington Region	39	36	43
Extramural Region	62	57	61

	Target 2006	Actual 2006	Actual 2005
Qualifications available on the web (Number of complete qualifications)	8	8	8

Academic Evaluation and Assessment (SECAT scores [Student Evaluation of Course, Administration and Teaching])	Target 2006	Actual 2006	Actual 2005
(i) Internal SECAT-Paper			
University Mean	4.00	3.99	3.96
College of Business	4.00	3.98	3.94
College of Creative Arts	3.50	3.94	3.87
College of Education	4.10	3.86	3.89
College of Humanities & Social Sciences	4.20	4.19	4.16
College of Sciences	3.96	3.92	3.93

Academic Evaluation and Assessment (SECAT scores)			
(ii) Internal SECAT-Teacher			
University Mean	4.15	4.19	4.16
College of Business	4.20	4.11	4.06
College of Creative Arts	4.20	4.29	4.21
College of Education	4.60	4.19	4.24
College of Humanities & Social Sciences	4.30	4.42	4.39
College of Sciences	4.12	4.17	4.17

Academic Evaluation and Assessment (SECAT scores)			
(iii) Extramural SECAT-Paper			
University Mean	4.55	4.60	4.55
College of Business	4.30	4.54	4.46
College of Creative Arts	4.70	4.94	4.65
College of Education	4.65	4.65	4.66
College of Humanities & Social Sciences	4.55	4.64	4.60
College of Sciences	4.60	4.64	4.54

Eligible papers for which SECAT surveys are completed by Mode (%)	Actual 2006	Actual 2005
Internal	28%	30%
Extramural *	26%	100%

* The criteria for extramural paper assessment was changed in 2006 to align with the internal paper assessment.

Overall Graduate Course Experience Questionnaire (CEQ Mean Score)	3.93	3.85	-
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Overall Research and Experience Questionnaire (GREQ Mean Score)*	3.89	-	3.87
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* Note: Survey not undertaken in 2006, but scheduled for 2007.

Please also refer to EFTS information provided in the Students and Internationalisation sections.

TREATY OF WAITANGI

GOALS

1. Demonstrate Massey University's commitment to being recognised as:
 - (i) a Māori-relevant university;
 - (ii) a place where Māori language and culture can flourish;
 - (iii) a place where Māori students are likely to graduate;
 - (iv) a university where Māori will obtain relevant higher degrees;
 - (v) a university which has the teaching and research capacity to make a substantial contribution to positive Māori development;
 - (vi) a university that provides academic leadership for Māori development.

OBJECTIVES

- To achieve full Māori participation across the University, including governance and management.
- To increase enrolment of Māori undergraduate and postgraduate students.
- To achieve greater academic success by, and retention of, Māori undergraduate and postgraduate students.
- To increase the proportion of Māori staff.
- To use the Māori language appropriately across the University.
- To foster mutual regard for, and understanding of, academic knowledge and customary Māori knowledge.
- To establish effective consultation mechanisms with Māori both internally and external to the University.
- To ensure that the University has teaching programmes relevant to the aspirations of Māori in both content and delivery.
- To encourage research into broad issues of Māori development including policy, resource and community development.
- To enable Māori students to develop dual competencies, thereby adding value to academic programmes and facilitating greater Māori participation in te reo Māori and society generally.

PERFORMANCE 2006

The University has continued to implement the Māori@Massey Strategy during 2006. Māori@Massey aims to distinguish Massey as a university that will make a major contribution to Māori development. Four platforms provide focus for building the strategy; two are directed inwards towards Massey processes (Academic Excellence and Campus Innovation), and two are focussed outwards towards Māori communities and government agencies (Engagement with Māori and Effective Policies).

Academic Excellence

In 2006, significant progress was made on developing statistical tools that will assist in analysing students' academic achievement. A multi-year grade distribution database has been developed and further tools are being built that will highlight information from key points of students' academic progression.

A new approach to encourage excellence in academic achievement underpinned projects supported by the Special Supplementary Grant (SSG). University-wide SSG projects, such as Course Advice and Planning (CAP) and Paper Advice and Tutoring (PAT), were implemented to support students' academic achievement at key intervention points.

Te Mata o Te Tau, The Academy for Māori Research and Scholarship, held a successful seminar series that shared the ideas and achievements of Māori scholarship from across the range of disciplines at Massey University. In November, The Academy hosted “To Tātau Reo Rangatira: Inaugural Māori Language Conference” a conference that addressed several key Māori development themes through the medium of Te Reo. Further development of Māori research initiatives are expected with the appointment of the Director for Te Mata o Te Tau.

Campus Innovation

The Matua Reo Kaupapa, Māori Language Policy was launched on all campuses in 2006. The broad aims of the policy are to promote the retention, transmission and development of Te Reo Māori and to report annually on progress. A Māori Language Advisory Group was established to implement the policy.

New students learning facilities that included Kainga Rua, a Māori student learning space, were blessed and opened this year. The development creates attractive and highly functional study spaces for Pacific, Māori and International Students.

Engagement with Māori

Implementation of the Māori Communications Strategy progressed with the confirmation of the Māori Communications Coordinator within Communications and Marketing. The increased staff capacity assisted Massey to communicate more effectively with a range of Māori communities.

Effective Policies

Throughout the year the Deputy Vice-Chancellor (Māori) actively participated in a range of government

Performance Indicators

Target 2006:

C1 As part of the University’s overall student recruitment strategy, develop a Māori Student Recruitment Strategy.

C2 Seek to maintain the current Māori student scholarships: Rangitahi Maia, Ruakura, Highbury Community Scholarships, Te Rau Puawai Bursary Scheme, Landcare Scholarship in Planning and develop a strategy for future development of Māori student scholarships.

Outcome/Progress 2006:

Partially Achieved
An initial paper on Māori Student Recruitment is being developed.

Achieved
Scholarships were maintained where funding was available. A coordinated approach is being facilitated through representation on the university’s Scholarship Committee.

Highlights included:

- The first graduate from the Highbury Community Scholarship programme who also participated in a panel at the Hui Taumata Mātauranga.

C3	Continue to develop baseline data and tools for tracking the T & L achievement of Māori students to support the development of new initiatives aimed at accelerated T & L course progression for Māori students.	<p>Achieved – ongoing</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • A grade distribution database has been developed and can be used for determining student academic achievement across multiple years. Analyses can include various aspects of the student demographic and be conducted for priority student groups.
C4	Propose a strategy to enhance the performance of Māori extramural students to inform development of the University’s Extramural Strategy.	<p>Partially achieved - ongoing</p>
C5	Explore further development of Māori learning and support services. [See also D13]	<p>Achieved – ongoing</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • Student Services staff at the Albany campus and the Kaiwhakahaere have reviewed delivery of learning and support services to Māori and have developed strategies to enhance learning support and pastoral care for Māori students. Māori student satisfaction was up from 69% to 84% this year for this campus. • SSG projects targeting intervention points for Māori learning and support have been initiated and maintained.
C6	Increase Māori participation in unique programme offerings such as Te Aho Tatairangi (the immersion teacher training degree programme) and Bachelor of Māori Visual Arts.	<p>Partially Achieved – ongoing</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • The Bachelor of Māori Visual Arts had a 6.13% increase in the number of EFTS that identified as Māori.
C7	Develop and implement a Māori Research Strategy. [See also A10]	<p>Partially achieved</p> <ul style="list-style-type: none"> • This Strategy has been scoped and will be developed by the Director for Te Mata o Te Tau.

C8	Continue to develop Te Mata o Te Tau, the interdisciplinary Academy for Māori Research and Scholarship.	<p>Achieved – ongoing</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • Initiated a weekly seminar series throughout the year on each campus to provide a forum for further scholarship for Māori academic staff. • Hosted “To Tātau Reo Rangatira: Inaugural Māori Language Conference” a conference that addressed several key Māori development themes through the medium of Te Reo. • The Director for Te Mata o Te Tau was appointed.
C9i	Continue to support Māori Research Teams: Te Pumanawa Hauroa (Health Development);	<p>Achieved – ongoing</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • The Centre for Māori Health and Development, that encompasses Te Pumanawa Hauroa, has moved from under the School of Māori Studies to become a Centre within the College – effective mid 2006. The College of Humanities and Social Sciences continued to support the Centre throughout the year.
C9ii	Continue to support Māori Research Teams: Te Pūtahi-ā-Toi (Language & Heritage);	<p>Achieved – ongoing</p>
C9iii	Continue to support Māori Research Teams: Te Uru Māraurau (Education, Policy);	<p>Achieved – ongoing</p>
C9iv	Continue to support Māori Research Teams: Whāriki (Health);	<p>Achieved – ongoing</p> <p>Whariki is an equal partner with SHORE Centre. This Centre moved from its establishment phase under the DVC Research to become a Centre within the College of Humanities and Social Sciences effective 1 January 2006. The college provided support for Whariki throughout the year.</p>
C9v	Continue to support Māori Research Teams: Te Au Rangahau (Business);	<p>Achieved – ongoing</p>
C9vi	Continue to support Māori Research Teams: Centre for Indigenous Governance and Development (Indigenous Development); and	<p>Achieved – ongoing</p>

C9vii	Continue to support Māori Research Teams: Te Wāhanga Pōtaiao (Foods, Land).	<p>Achieved – ongoing</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • College involvement in the bioprotection CoRE established at Lincoln University continues tracking the natural resistance of relic potatoes to late blight. • A three year FRST funded research project in its 2nd year in 2006.
C10	Continue to support senior Māori appointments in the University that will underpin the T & L development plans. [See also E4]	<p>Achieved – ongoing</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • Te Kaiwawao, the Senior Māori Adviser to the DVC (Wellington), has been appointed and will take up the position in January 2007. • Associate Professor of Māori Education was appointed.
C11	Establish a Māori workforce development strategy for T & L and general staff. [See also E4]	<p>Partially achieved</p> <p>An approach is being developed in association with Senior Māori Managers at other universities.</p>
C12	As part of the strategic positioning of the University, its campuses and Extramural, identify opportunities for the introduction and ongoing development of distinctive qualifications and offerings that will contribute to Māori development aspirations.	<p>Partially achieved – ongoing</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • The College of Business has introduced a new endorsement - Management and Leadership for Māori Providers - to the Graduate Diploma in Business Studies in conjunction with Te Rau Matatini. • In the College of Humanities and Social Sciences, the Te Rau Puawai programme supports undergraduate and post graduate students to achieve qualifications associated with Māori Mental Health. The Ministry of Health contract funding this programme has been extended for a further three years.
C13	Actively promote engagement and collaboration internationally and with indigenous peoples within areas of teaching, research and staff/student exchanges.	<p>Achieved</p> <p><i>Highlights included</i></p> <ul style="list-style-type: none"> • The DVC (Māori) hosted a government delegation from Vanuatu who are investigating options for customary land use and development. • The DVC (Māori) gave the keynote address at the Social and Cultural Psychiatry Conference in Queensland Australia “Creating Futures: Influencing social determinants of mental health and well-being in rural, indigenous and island peoples”. • The Whariki Research Group hosted the Inaugural National Hui of Māori Social Scientists. • Within the College of Humanities and Social Sciences a Memorandum of Understanding signed with Yooroang Garang, School of Indigenous Health, University of Sydney.

		<ul style="list-style-type: none"> • The DVC (Māori) attended the World Bank Human Development Forum and addressed participants on Indigenous Exclusion. • Staff from the College of Creative Arts travelled to Melbourne as part of an exhibition exchange with the Wurundjeri people of the Yarra Ranges.
C14	Adopt and implement a Māori language policy for the University.	<p>Achieved</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • Te Matua Reo Kaupapa, Māori Language Policy, was launched on all campuses. • Te Matua Reo Kaupapa Working Party has been established to implement the policy.
C15	Evaluate, and where necessary, plan for improved cultural, recreational and study facilities on each campus over the planning period.	<p>Achieved</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • An upgrade of Kiwitea, the Māori student hostels in Palmerston North. • The official blessing and opening of Te Whare Herenga in the remodelled YFC building took place in July in Palmerston North. The development creates attractive and highly functional study spaces for Pacific, Māori and International Students.
C16	Continue student support staffing positions on each Campus and in each College.	<p>Achieved</p> <p>Māori student learning support has been maintained on all campuses and in each college.</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • University-wide SSG projects, such as Course Advice and Planning (CAP) and Paper Advice and Tutoring (PAT), have been implemented to support students' academic achievement at key intervention points.
C17	Continue implementation of the Māori Communications Strategy developed by the DVC (Māori).	<p>Achieved</p> <p>The Māori Communications Coordinating Committee was established to guide the implementation of the Māori Communication Strategy.</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • The appointment of the Māori Communications Coordinator within Communications and Marketing. • Focused advertising in Tu Mai and Mana magazines.

C18	Explore options for mutually beneficial relationships between the University and wananga.	<p>Achieved – ongoing</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • Maintained a strategic relationship through the Massey position on the Council of Te Wānanga o Raukawa. • An agreement to increase options for staff from Te Wānanga o Raukawa to complete qualifications including doctorates with Massey University.
C19	In conjunction with Council, explore ways to implement the recommendations from the Engagement with Māori paper. [See also H13]	<p>Achieved</p> <p>Relationships with mana whenua at each campus are being maintained and additional relationships with iwi are being explored.</p>
C20	Develop a process for consultation with Māori, both within and external to the University.	<p>Partially achieved</p> <p>Current internal and external relationships with Māori communities have been maintained.</p>
C21	Contribute to TEC, NZVCC and educational policies for Māori, over the planning period, for example, through Te Kahui Amokura (NZVCC), Hui Taumata Matauranga (Māori Development Summit).	<p>Achieved</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • The DVC (Māori) gave advice to government agencies on a broad range of topics and participated in a range of committees including NZ Families Commission (Commissioner), Secondary Futures (Chair, Guardians Group), NZQA Māori Reference Group, District Health Board Research Fund Governance Group, PBRF Moderation Panel, Hui Taumata Mātauranga 2006, and three Māori health workforce development programmes (Te Rau Puawai, Te Rau Matatini, Henry Rongomau Bennett Memorial Scholarship Committee). • The Policy Analyst from the Office of the DVC (Māori) was seconded to the Māori Advisory Unit of Tertiary Education Commission and assisted with the aspects of the Tertiary Reforms and the Tertiary Education Strategy.
	Other highlights of initiatives focused on Treaty of Waitangi.	<p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • “Iwi Creativity” was launched in June and it celebrated creative work by current fine arts and design students in the College of Creative Arts. It signals the importance of Māori student achievement and highlights their academic endeavour in their chosen discipline.

Performance Measures

	Target 2006	Actual 2006	Actual 2005
Māori-centred courses(papers) (Number of Discrete)	170	173	171

Māori-centred qualifications (Number of Discrete)	20	20	20
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Courses (papers) delivered in Te Reo (Number of)	57	45	43
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	Target 2006	Actual 2006	Actual 2005
Training opportunities for staff relating to Treaty of Waitangi, Te Reo, cultural awareness (Number of) *	28	7	26
Staff participating in training opportunities-see above (Number of)*	340	64	309

Note: Combination of low demand and decreased funding have impacted the training being delivered.

Māori representation amongst full-time equivalent staff (Number of)	183	139	170
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Māori Student Enrolments (Number of)			
Māori students enrolled	3,775	3,396	3,839
EFTS Māori students	1,922	1,737	1,916
First year Māori students (new to Massey)	1,053	967	1,173
EFTS 100 Level Māori students	747	632	718
Māori postgraduate students	714	716	707
Māori graduates	402	422	360

Course Completion Rate - Māori Students (%)			
College of Business	71%	71%	70%
College of Creative Arts	85%	83%	84%
College of Education	85%	81%	80%
College of Humanities & Social Sciences	65%	68%	62%
College of Sciences	77%	81%	79%

Retention from first year of study to second year of study - all undergraduate programmes (%)			
Māori students	59%	49%	52%

Student Services Satisfaction - Māori Students - Non Academic Services (% students rating services good/very good)	74%	73%	71%
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Treaty of Waitangi - Policy Statement

Massey University is committed to giving effect to the principles of the Treaty of Waitangi within the policies and practices of the University, and to recognise the mutual benefits that follow. It will promote full Māori participation across the University, maintain the Māori language as an official language of the University, foster mutual regard and understanding for academic knowledge and customary Māori knowledge, recognise and acknowledge the special status of tangata whenua in the mana whenua of each campus, seek opportunities for mutually beneficial partnerships with Māori, and facilitate teaching and research programmes consistent with Māori aspirations and processes.

STUDENTS

GOAL

1. Distinguish Massey University by the vibrancy of its campuses and student learning experience, its inclusiveness and its outstanding service to students.

OBJECTIVES

- To provide a range of academic programmes of excellence that are accessible to different groups throughout New Zealand, relevant to students, develop students as independent learners, and significantly enhance the employment opportunities available to graduates.
- To seek enrolment of high calibre students and support them in reaching their potential.
- To provide student support services and a physical environment that will attract students and support greater academic success and retention.
- To continue to encourage enrolment from under-represented groups and to support their progress.
- To be recognised as providing a superb first year experience for our students and to pursue initiatives that will enhance the overall student learning experience at Massey University.
- To ensure through surveys and other research tools, that the quality of services matches student expectations and needs.

PERFORMANCE 2006

Massey University remains student centred, aiming to maximise the flexibility and focus of programmes, and support in the learning process. We seek to help students reach their intellectual potential with simulating teaching, relevant programmes and support services with meet their social and academic needs. In accordance with our commitment to access, we continue to encourage the enrolment and support of students with impairment, and to remove barriers that prevent an inclusive environment being created at Massey University.

2006 has been enhancement in the services provided by the University to extramural students and those students in their first year of study. Careers services have been expanded and further development made in the area of learning and writing skills support. The increase in extramural students' satisfaction from 68% in 2005 to 72% in 2006 demonstrates the positive impact of the University's initiatives in this critical area.

A continued focus on the strategies to support student retention and successful completion, particularly for Māori and Pasifika students, should be reflected in future indicators of student achievement. The University continues to build capacity for monitoring student learning with the ongoing development of tools for tracking paper, programme and qualification retention, completion and progression.

By in large course completion rates have shown improvement during 2006 and have met or exceeded target (see performance measures below), with significant increases in rates for Pasifika students and students with a disability. Basic measures of course completion reported through the SDR show an overall increase in completion rates for students with a disability of 4.3% from 2005-2006 reinforcing the strength of the University's disability support network. Retention rates for these students have also shown significant improvement (see also performance measure below).

The University continues to invest in student living services with implementation of the Student Accommodation Strategy and enhanced provision of IT and information services at each Campus. The overall results of the 2005 Survey of Student Satisfaction affirm that a majority of Massey's students (95%) report high levels of satisfaction with the services provided. Student service satisfaction with non-academic services increased with 67% rating the services as 'very good' or 'good' (64% in 2005).

In 2005 graduands across the University celebrated their completion of 5,955 programmes of study (1 April 2004 - 31 March 2004), this was up 434 (8%) on prior year graduation. For the second year running this included a record number of students capped with doctoral degrees.

Both domestic and international student enrolment levels declined in 2006 and were below target. There are a number of factors contributing to this decline. On the domestic front student numbers are impacted by demographic factors and relatively full employment. Recruitment of international students has been impacted by changes in the international market. The University's profile of students has become increasingly post graduate which is encouraging and in line with University's strategy.

In year 2006 the quality of Massey students and alumni has been further demonstrated by their success in a number of areas including, for example, the following:

Top Achiever Doctoral Scholarships

Four Palmerston North-based Massey PhD students have been awarded the Government's top scholarships with a total value of more than \$357,000 in the April 2006 round. They were:

- Karl Shaffer: \$90,537. A PhD student in the Institute of Fundamental Sciences.
- Susan Cunningham: \$91,212. A PhD student in the Institute of Natural Resources.
- Sophie Pack: \$89,658. A PhD student in the Institute of Fundamental Sciences
- Qing Wang: \$86,129. A PhD student in the Department of Information Systems.

MacDiarmid Young Scientists of the Year Awards

- Damien Fleetwood, winner of the Adding Value to Nature category.
- Hayley Lawrence, commendation in the Understanding Planet Earth category.

New Zealand Undergraduate Study Abroad Awards (NZUSAA)

Two Massey University students have been successful in the Semester Two 2006 round of nominations for the NZUSAA scholarships administered by Education NZ on behalf of the Ministry of Education, as follows:

- Kathryn Keer-Keer, studying Food Technology, was awarded \$3,000 towards expenses to attend the California State University, USA, as an exchange student.
- Rachel Parry, studying Spanish and Linguistics, was awarded \$3,000 towards expenses to attend the University of Alicante, Spain, as an exchange student.

Annual Goal Setter Awards

A Massey student received one of the two Annual Goal Setter Awards made. The recipient was:

- Dennis Kahui (Master of Music Therapy).

Māori Bursaries at the Albany campus

The University awarded Māori Bursaries to seven students in a ceremony held at Albany campus.

“Colour in Design” Competition

A Massey student was chosen as a finalist, the only one from outside Britain. The recipient was:

- Amy Van Luijk, Bachelor of Design majoring in textile design.

Monbusho Scholarship

Chinthaka Gooneratne, Masters in Technology graduate from the Institute of Information Sciences and Technology, has won a \$90,000 scholarship from the Japanese Government to start his PhD at Kanazawa University.

Sir Peter Blake Leadership Awards

Recipients who have an association with Massey were:

Stephen Tindall (The Blake Medalist) and

Emeline Afeaki-Mafle’o, B.S.W. (Hons) 1998 (The Sir Peter Blake Emerging Leader Award 2006).

Peugeot Hokonui Fashion Awards

Twelve Massey Design students received awards at the Peugeot Hokonui Fashion Awards.

New Zealand Federation of Graduate Women - Manawatu

The Graduate Women Manawatu celebrated their 50th anniversary by presenting scholarships to seven Post-Graduate Massey students.

New Zealand Federation of Graduate Women – North Shore

The Federation of Graduate Women – North Shore, made awards to three Massey students.

Prime Minister’s Athletes Scholarships 2006

Of the 587 recipients of this year’s Prime Minister’s Athletes Scholarships, 98 are Massey students.

BNZ Scholarship

Nicola Jolly, Bachelor of Business Studies in Marketing, with Honours, is a recipient of a BNZ Scholarship.

The annual award is only made to one postgraduate and one undergraduate student from eight New Zealand institutions.

Econet Wireless Competition

Craig Getz, Master of Finance student, won the tertiary prize at the Econet Wireless competition for his research on cellphone pricing.

Exxon Mobil Prize

Aaron Marshall, postdoctoral student, Institute of Technology and Engineering, has been awarded the Exxon Mobil Prize for his PhD project in Norway.

Fashion Exposed Show

Two Massey Design graduates are the only New Zealand designers accepted into the New and Emerging category of the “Fashion Exposed” show in Melbourne in September.

New Zealand Financial Planner of the Year

Alison Lissington, BBS graduate from the Department of Finance, Banking and Property was named the New Zealand Financial Planner of the Year at the Professional Investment Services Annual Conference.

Wellington City Council Scholarships for Creativity and Innovation

Three Massey Design students were winners of the Wellington City Council Scholarships for Creativity and Innovation.

Jessie Mackay Best First Book Award

Karlo Mila, Sociology doctoral student, won the Jessie Mackay Best First Book Award from the New Zealand Society of Authors' at the Montana Book Awards for her debut poetry collection *Dream Fish Floating*.

New Zealand Young Farmer's World Congress Charitable Trust Scholarship

Christine Lindsay, Bachelor of Applied Science (Honours) in Agriculture student, won the New Zealand Young Farmer's World Congress Charitable Trust scholarship for 2006.

Students in Free Enterprise Competition

Brody Henricksen, Business student, was awarded prize money from the Students in Free Enterprise competition to develop a timing device for motocross competitors.

15th Asian Games

Four graduates of the Massey University Sports Management programme have gained key roles in the Asian Games to be held in Doha later this year, one of the world's biggest sport events.

Designers' Institute of New Zealand's 2006 BEST Awards

Seven Massey Design students received awards at the Designers' Institute of New Zealand's 2006 BEST Awards.

Inaugural Dan Watkins Memorial Scholarship

Clyton Moyo, PhD student, was awarded the inaugural Dan Watkins Memorial Scholarship at the annual New Zealand Plant Protection Conference for his research project into the application of herbicides to Californian Thistle using rotary weed-wipers.

Margaret Richards Bursary

Two Massey English literature students received a Margaret Richards Bursary.

Supreme World of Wearable Art Award

Rodney Leong, School of Design graduate, won the award, for his creation *The Love of Icarus*.

Air New Zealand Fashion Export Award

Deb Sweeney, School of Design graduate, won the award.

Claude McCarthy Fellowships

Four Massey postgraduate students received one of twelve Claude McCarthy Fellowships awarded.

Hatherton Award: Royal Society of New Zealand

The 2006 Hatherton Award for the best scientific paper by a PhD student at any New Zealand university in physical sciences, earth sciences, and mathematical and information sciences was been awarded to Dr Catherine McCartin, Massey University, Palmerston North as sole author of her paper entitled "Parameterized Counting Problems" which was published in the Annals of Pure and Applied Logic in July 2005.

Asia New Zealand Foundation Scholarships

Three Massey Journalism students have won scholarships to travel to Asia and write for English-language papers in the region.

Alex Veysey Memorial Prize

The prize honours a Massey journalism student who has a zest for life and journalism.

- Kiran Chug, Journalism student.

New Zealand Institute of Professional Photography Iris Awards

- Anastasia Blades, Photography student won both gold and silver.

2006 CSAA Award for Best Postgraduate Abstracts (New Zealand)

- Miriam Silvester, MDes Textile Design student.

New Zealand Scholarship

- Francis Stephens, Computer Science student.

Todd Foundation Postgraduate Scholarship in Energy Research

- Sheinach Dunn, BSc (Hons) student.

Performance Indicators

Target 2006:

D1 Continue establishment and development of the extramural student support portfolio under the Office of Deputy Vice-Chancellor (Palmerston North).

Outcome/Progress 2006:

Achieved

Highlights included:

- A new position of Careers consultant for Extramural students was established and filled and is contributing to the development of the Careers service across all campuses.
- There have been further enhancements to OWLL (online writing and learning skills support) and to Student Services web development.
- The Student Life team have continued to build and expand services to extramural and internal students. A Deputy Regional Registrar was appointed to lead this development.
- Increased contact course support has been provided, with positive feedback from Extramural students.
- Workshops have been made available on line through "Breeze" (see B17).
- Extramural overall student satisfaction increased from 68% in 2005 to 73% in 2006. This includes a significant increase in satisfaction for identified indicator groups. The rise in extramural students' satisfaction survey results demonstrates that the efforts the university has made to be responsive to the needs of extramural students through provision of a new suite of services together with ones that have been enhanced for Extramural Students (eg ExtraConnect,

academic writing CDs, hotlines, regular newsletters, and regional study skills workshops) have been valuable.

- The Regional Registrar – Palmerston North and the Deputy Regional Registrar – Palmerston North have contributed a chapter for the World Handbook of Distance Education.

D2 Establish a wider Extramural@Massey strategy focusing on an initial benchmarking of our current extramural activity against international good practice.

Not Achieved

The primary focus is on development in (e) learning area (see D3).

D3 Develop an (e) learning Strategy for the University.

Partially Achieved – Ongoing

Considerable progress was made on the development of an e-Learning strategy with a business case currently under review. (See also response to B12).

D4 Explore the establishment of a foundation or entry level qualification for extramural students to enhance access to degree study for mature learners who require additional preparation for entrance and for successful T & L performance at the University (2006).

Not Achieved

D5 Continue to invest in the strengths of the University's extramural student support i.e. communication and support for extramural students via OWLL, the distance library service, provision of a welcome pack for new extramural students, the further development of the Student Services and Extramural websites, and via 0800 MASSEY (in collaboration with EXMSS).

Achieved

See response for D1 above.

D6	Provide career counselling for extramural students through the Student Counselling Service.	<p>Achieved - ongoing</p> <p>Extramural students have access to the campus-based services such as increased capacity in career counselling (see D1).</p>
D7i	Incorporate provision of student facilities in the Comprehensive Development Plans for each region and in particular plan for: appropriate library, computer laboratories and information commons;	<p>Partially Achieved – ongoing</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • A mini information commons containing 32 Personal Computers was established at the Albany Library in July 2006. • New libraries and an information services centre have been approved for Auckland and Wellington, include which will improve facilities and services for students. Preparation work will begin in 2007.
D7ii	Incorporate provision of student facilities in the Comprehensive Development Plans for each region and in particular plan for: student accommodation;	<p>Achieved – ongoing</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • Business cases have been progressed for a student accommodation village and a case completed for a student amenities building (preliminary case) on the Albany campus. • The Cube opened this year completing plans for new student accommodation on the Wellington campus. • Two new Halls of Residence (Tawa and Miro) opened in Palmerston North at the start of the year, each offering 52 places, and an associated common room (Karaka). These new halls complement Totara and Matai Halls and the first of the commons – Kanuka – which were opened in 2005. This new accommodation has achieved the highest quality rating from Qualmark for any university-based student accommodation.
D7iii	Incorporate provision of student facilities in the Comprehensive Development Plans for each region and in particular plan for: the Student Centre redevelopment at Palmerston North; and	<p>Achieved</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • The Student Centre at Palmerston North has been developed in 2006 and an official opening will take place during semester 1 2007 Orientation Week. • The first of the commercial tenants move into Level 1 and the Students' Association took up its offices on Level 2 in last quarter of 2006.
D7iv	Incorporate provision of student facilities in the Comprehensive Development Plans for each region and in particular plan for: appropriate facilities for Māori on each campus.	<p>Achieved</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • The official blessing and opening of Te Whare Herenga in the remodeled YFC building took place in Palmerston North in July. The development creates attractive and highly functional study spaces for Pacific, Māori and International Students. • There was an upgrade to Kiwitea, the Māori student hostels in Palmerston North .

D8	Implement the Student Accommodation Strategy for the University developed in 2005.	Partially Achieved
D9	Work with local bodies and other tertiary organisations to develop or enhance off-campus facilities for students.	Achieved - ongoing <i>Highlights included:</i> <ul style="list-style-type: none"> • The unlimited access free bus scheme for Massey staff and students for Palmerston North Campus has been very successful reaching its millionth passenger in October and has been approved for a further five years. • A Wellington campus transport plan has been developed for implementation in 2007-11 which includes working with the regional council and transport providers to provide improved transport services, bus shelters, and lighting in the vicinity of the campus.
D10	Continue development of the University Graduate Research School to provide more effective support and administration for postgraduate students [See also A8].	Achieved - ongoing <ul style="list-style-type: none"> • The DVC - Research has developed a Professional Development document for Doctoral students. Consultation is currently underway with Training & Development Unit and the three campuses Student Learning Centres to set a programme for course delivery. • The Graduate Research School (GRS) held a forum on each campus and continues to provide bi-monthly newsletters, and provides up to date information on the GRS website.
D11i	Progress key systems improvement projects over the planning period, including: renewal of the Student Management System;	Achieved – ongoing <i>Highlights included:</i> <ul style="list-style-type: none"> • Phase 1 of the SMS Project, migration to the new SQL environment of all key activity centres, was completed. • Business case for Phase 2, which includes enhanced functionality is being developed.
D11ii	Progress key systems improvement projects over the planning period, including: enhancement of web access to student services; and	Achieved – ongoing <i>Highlights included:</i> <ul style="list-style-type: none"> • The Web content management project was completed in June 2006. This provides a managed and centralised environment for the monitoring and management of the University’s corporate content. This will enable consistent standard and regular maintenance and timely reporting on Web Publications.

D11iii	Progress key systems improvement projects over the planning period, including: upgrade on-line learning platform and support for students and T & L.	<p>Not Achieved Deferred until 2007.</p>
D12	Establish a strategy for Student Service Excellence@Massey.	<p>Partially Achieved <i>Highlights included:</i></p> <ul style="list-style-type: none"> • Data from an annual survey of student satisfaction and perceptions of service delivery is reported annually to Council and VCEC, shared through workshops and made available through an intranet site to all college, regional and central service staff. • A Service Excellence programme has been established on a pilot basis at Wellington and Auckland campuses and in key national service units to focus improvement initiatives in aspects of eservice that are known to increase student satisfaction. Competency-based training has been delivered to student service managers and staff as part of this pilot. • A Student Service Excellence Strategy document has been drafted.
D13	Continue to strengthen learning support for Māori students by evaluation and enhancement of appropriate mechanisms on all campuses and for extramural. [See also C5]	<p>Achieved – ongoing <i>Highlights included:</i></p> <ul style="list-style-type: none"> • Student Services staff at the Albany campus and the Kaiwhakahaere have reviewed delivery of learning and support services to Māori and have developed strategies to enhance learning support and pastoral care for Māori students. Māori student satisfaction was up from 69% to 84% this year. • SSG projects targeting intervention points for Māori learning and support have been initiated and maintained.
D14	Implement relevant initiatives to support Pacific Island students as identified in the Pasifika@Massey strategy, established in 2005.	<p>Achieved SSG supported three positions and student focused programmes <i>Highlights included:</i></p> <ul style="list-style-type: none"> • The appointment of the Director Pasifika. • The first university-wide fono was held as part of the implementation of the Pasifika@Massey Strategy.

Performance Measures

Student Profile by Level of Student (Enrolled, by programme level)	Actual Students 2006	Actual EFTS 2006	Actual Students 2005	Actual EFTS 2005
Non-degree	3,943	1,144	4,185	1,481
Undergraduate	24,515	14,817	26,367	15,682
Postgraduate (except PhD)	7,545	3,559	8,101	3,802
PhD (Doctoral)	1,019	955	1,004	885
Total	37,022	20,475	39,657	21,850

	Actual 2006	Actual 2005
Postgraduate EFTS as % of Total EFTS (by programme level)	22.05%	21.45%

EFTS - Taught by Region (Number of, by paper campus)	Target 2006	Actual 2006	Actual 2005
Total	21,563	20,475	21,850
Auckland Region	4,891	4,935	4,808
Palmerston North Region	13,065	12,343	13,106
Wellington Region	3,607	3,197	3,936

EFTS - Taught by Mode (Number of, by paper mode)			
Internal	14,663	14,001	14,952
Extramural	6,900	6,473	6,897

Note:

Figures in all tables above include all students enrolled regardless of funding sources.

EFTS - Funded by Ministry of Education (Number of)			
Total	16,956	16,411	16,931
Auckland Region	3,060	2,979	2,968
Palmerston North Region	11,344	10,886	11,175
Wellington Region	2,552	2,546	2,788

Note:

Figures above are Ministry of Education funded students under funding classification 01.

Equal Educational Opportunities (Number of)	Target 2006	Actual 2006	Actual 2005
Pasifika students enrolled	1,006	904	995
Students with disability	1,480	2,454	1,812
Participants in the Vice-Chancellor's Bursary Award Scheme *	370	211	499

* Note: Lower number due to Year 11 (Form 5) students were no longer part of the scheme.

Retention from first year of study to second year of study - all undergraduate programmes (%)	Target 2006	Actual 2006	Actual 2005
All students	68%	58%	60%
Pasifika students	62%	49%	53%
Students with Disability	63%	68%	55%

Note:

Figures in both tables above include all students enrolled regardless of funding sources. Retention figures above are currently affected by one-year sub-degree programmes and are therefore only useful from a trend perspective.

Overall Student Service Satisfaction-Non Academic Services (% student rating services good/very good)	Target 2006	Actual 2006	Actual 2005
All students	66%	67%	64%
Pasifika students	71%	74%	76%
Students with Disability	68%	69%	74%

Course Completion Rate (Paper Completion) (%)	Target 2006	Actual 2006	Actual 2005
All Students			
College of Business	85%	86%	87%
College of Creative Arts	90%	92%	91%
College of Education	88%	89%	87%
College of Humanities & Social Sciences	79%	83%	79%
College of Sciences	89%	89%	89%
Pasifika Students			
College of Business	69%	71%	64%
College of Creative Arts	75%	74%	67%
College of Education	70%	76%	68%
College of Humanities & Social Sciences	64%	65%	65%
College of Sciences	75%	75%	70%
Students with Disability			
College of Business	77%	87%	85%
College of Creative Arts	90%	90%	87%
College of Education	80%	80%	75%
College of Humanities & Social Sciences	70%	76%	70%
College of Sciences	77%	87%	81%

Student Achievement	Actual 2006	Actual 2005
Successful course (paper) completion: internal	89.4%	90.0%
Successful course (paper) completion: extramural	90.1%	90.1%

Note:

Successful course completion is the percentage of students passing assessment by examination or internal assessment. Actuals do not include Semester Three results as they are not available at the time of the Annual Report compilation.

Programme Completions by Type of Qualification (Headcount)	Actual 2005	Actual 2004
Doctoral Degree	109	92
Masters Degree	832	708
Bachelors Honours	158	92
Postgraduate Diploma	945	877
Postgraduate Certificate	33	43
Bachelor Degree	3,372	2,845
Advanced Diploma/Graduate Diploma	661	432
Diploma	753	533
Advanced Trade Certificate	1	0
Advanced Certificate/Undergraduate Certificate	465	179
Certificate	11	154
Total	7,340	5,955

Note:

Figures above are for all qualifications under which students have successfully applied to graduate between 1 April 2004 and 31 March 2005 - "2004 Academic Year".

Figures above are Ministry of Education funded and Full-Fee/International students only.

	Actual 2005	Actual 2004
Masters, Honours and Doctoral Completion/Total Programme Completions (%)	15%	15.0%
All Postgraduate Completion/Total Programme Completions	28%	30.4%

	Actual 2006	Actual 2005
Graduating students who enrol for graduate programmes at Massey University (%)	12.9%	12.4%

Please also refer to the Headcount and EFTS information provided in the Treaty of Waitangi and the Internationalisation sections.

Equity of Access to Educational Opportunities - Policy Statement

Massey University is committed to providing equity of access to educational opportunities for all current and prospective students irrespective of their sex, marital status, religious belief, colour, race, ethnic or national origin, disability, age, political opinion, employment status, family status or sexual orientation. To achieve this policy objective Massey University will:

- (a) encourage enrolment from under-represented groups: specifically Māori, People with Disability, Pacific Peoples and Women;
- (b) provide a learning environment that facilitates successful participation by all students, including those with specific needs;
- (c) be pro-active in providing access and equitable opportunities for success for groups that are underrepresented;
- (d) ensure that each student has the opportunity to achieve according to his or her own individual potential;
- (e) ensure that its processes or procedures are non-discriminatory and pay due consideration to the needs of all groups of students; and
- (f) monitor its performance against this policy objective.

2006 REPORT ON SPECIAL SUPPLEMENTARY GRANTS

Tertiary Students with Disabilities

Approximately 2,454 students with disabilities enrolled at Massey in 2006. There have been a total of 31 students requiring material in accessible formats during 2006 and we have provided formats for 97 papers. The bulk of the Special Supplementary Funding Grant: Tertiary Students with Disabilities continued to be spent on support for individual students, which included salaries for five support persons across the campuses. The pool of assistive technology and equipment for external and internal students was increased and in some areas upgraded; this included a national upgrade of software for the specialised computer labs. Recruitment publications and materials have been revised and distributed nationally to Secondary Careers Advisers and community groups.

Māori and Pacific Peoples

The sole objective of both the Massey University 2006 Special Supplementary Grant (Māori) and Special Supplementary Grant (Pacific Peoples) was to increase the participation and achievement of Māori and Pasifika students. The Grants were used to provide programmes, services and projects specific to the academic needs Māori and Pasifika students, in line with the Māori@Massey Strategy and Pasifika@Massey Strategy.

S T A F F

G O A L

1. To strengthen Massey University as an employer of choice for outstanding academic and general staff.

O B J E C T I V E S

- To ensure the University has a culture that attracts and encourages staff, and appropriately values, recognises and rewards quality performance by staff.
- To provide development and support that enhances the effectiveness of staff, with students from diverse cultural backgrounds and needs.
- To ensure that the responsibilities of the University as an Equal Opportunities Employer are upheld.
- To encourage staff to develop and maintain links within the University, and also regionally, nationally and internationally, to enhance teaching, research, and student support services.
- To value a collegial, devolved approach to decision-making thereby empowering members of the University community to exercise initiative and responsibility for the development of plans and priorities.
- To place a high priority on effective and efficient communication with staff in all colleges, campuses, administrative and service divisions of the University.

P E R F O R M A N C E 2 0 0 6

Massey University is committed to providing a quality working environment and conditions which encourage all staff to flourish. The destiny of the University will be determined by the leadership and achievements of our academic and support staff. The quality and commitment of staff members are the basis of the quality of the University's qualifications and research outputs and the excellence of its teaching delivery. We are committed to implementing future-focused, professional development programmes for staff.

The University's research capability continues to strengthen and this is reflected in the qualification profile of our academic staff. It is very pleasing to report that, at the end of 2006, over 60% (725) of our academic staff now hold a doctorate qualification (up from 55% in 2004) and over 78% hold a Masterate qualification or higher (938). Initiatives outlined in the Performance Indicator section (see E1 below) continue to support the University's T&L and Research plans and strengthen our staff profile.

The annual Vice-Chancellor's Teaching Excellence Awards signify Massey's ongoing commitment to recognising excellence in teaching in a research-informed and research-led environment. A number of staff were presented with Research Medals and Teaching Awards as detailed in the Performance Indicators section below, and also in the Research & Creative Works section above.

From a staff development perspective, 173 training sessions were delivered by the Training and Development Unit across all three campuses with a number of sessions conducted online. 54 of the sessions were related to research funding and producing research publications. The university also completed a review of its leadership/management induction programmes during 2006 and as a consequence developed a new leadership programme.

Human resource systems development continued in a number of areas including Performance and Review and Planning (PRP) policy and procedures, a comprehensive Human Resources Policy Framework and human resources performance reporting. Please see Performance Indicators below for further details.

In 2006, the quality of Massey staff has been further demonstrated by their external recognition in a number of areas including, for example, the following (please also refer to *The University and The Wider Community* for further more highlights of staff success):

2006 Marsden and Fast-Start Awards

Sixteen Massey staff will lead or participate in research projects that were awarded in excess of \$6.3 million by the Royal Society of New Zealand's Marsden Fund. The prestigious Marsden grants are for the best and brightest of New Zealand's academics, and Marsden "fast start" grants are for up-and-coming researchers.

2006 Marsden grants recipients were:

- Dr Leon Huynen, from the Allan Wilson Centre for Molecular Ecology and Evolution
- Professor Peter Schwerdtfeger, from the Institute of Fundamental Sciences.
- Dr Jan Schmid, from the Institute of Molecular BioSciences.
- Dr Adriane Rini, from the School of History, Philosophy and Politics.
- Professor Ian Evans, from the School of Psychology.
- Dr Evelyn Sattlegger, from the Institute of Molecular Biosciences.

2006 Fast start Funding Recipients were:

- Dr Patrick Dulin, from the School of Psychology.
- Dr Armaz Aschrafi, from the Institute of Molecular BioSciences.
- Dr Shane Telfer, from the Institute of Fundamental Sciences.
- Dr Sarah Ross, from the School of English and Media Studies.
- Dr Nikki Hessel, from the Department of Communication and Journalism.

New Zealand Institute of Agricultural & Horticultural Science (NZIAHS) Jubilee Medal

Professor Ian Warrington, Deputy Vice-Chancellor (Palmerston North), received the New Zealand Institute of Agricultural & Horticultural Science (NZIAHS) Jubilee Medal in acknowledgement for his outstanding contributions and significant achievement to horticultural science. This is the Institute's top award.

TEFMA Distinguished Service Award

Mr Joe Hollander, Director, Strategic Facilities Management, received a TEFMA (Tertiary Education Facilities Management Association Incorporated, Australasia) Distinguished Service Award for outstanding service to the TEFMA Board.

2006 Royal Society of New Zealand Medals and Awards

Three Massey University staff received the following awards/medal:

- Campbell Award to recognise contributions to statistical research and education: awarded by the New Zealand Statistical Association to Professor Jeff Hunter;
- Three R's Award for excellence in the humane use of animals in research, teaching and testing: awarded by the National Animal Ethics Advisory Committee to Dr Craig Johnson;

- Jubilee Medal to recognize an outstanding contribution to primary resource science: awarded by the New Zealand Institute of Agricultural and Horticultural Science to Professor Ian Warrington FRSNZ.

Fellow of Royal Society of New Zealand (RSNZ)

Professor Neil Pearce, Director of the Centre for Public Health Research has been elected a Fellow of the RSNZ. This is testament to Professor Pearce's commitment and the esteem he holds within the scientific community.

New Zealand Order of Merit (CNZM)

Professor David Penny is the recipient of a Companion of the New Zealand Order of Merit (CNZM).

Fellow of the International Academy

Professor Harjinder Singh has been elected as a Fellow of the International Academy of Food Science and Technology. It appears that Professor Singh is only the second New Zealander to receive this honour.

Fellow of the Institution of Professional Engineers New Zealand

Professor Peter Xu has been elected as a Fellow of the Institution of Professional Engineers New Zealand for his contribution to the advancement of engineering knowledge. The fellowship particularly recognises his role in the development of mechatronics.

Qantas Media Awards

Mr Aaron Kreisler, School of Fine Arts, Wellington, won Best Overall Review and the Arts-Creative New Zealand award.

Innovation Section Award

Dr Ian Yule, New Zealand Centre for Precision Agriculture, won the Innovation Section Award at the Mystery Creek Fieldays in Hamilton for the *Rapid Pasture Development system* he developed.

Fellowship of the Property Institute of New Zealand

Mrs Iona McCarthy, Department of Finance, Property & Banking, was awarded a fellowship of the *Property Institute of New Zealand*.

Flight Instructor Award

Mr Mark Carter, Chief Flight Instructor, School of Aviation, was awarded the *Flight Instructor Award* by the Director of Civil Aviation at their Annual Conference.

Fellowship of Pacific Health Research Postdoctoral

Ms Riz Firestone, Centre for Public Health Research, has been awarded a *Pacific Health Research Postdoctoral Fellowship* that secures funding for three years from the Health Research Council for her study on 'life-course epidemiology'.

Early Career Research Award

Mrs Bobby Hunter, School of Education Studies, received an early career research award from the *Mathematics Education Research Group of Australia* for her paper.

Best Presenter - Farmers' Market New Zealand Association

Dr Alan Cameron, Department of Management, was awarded best presenter at the *Farmers' Market New Zealand Association* inaugural conference for his paper – Farmers' Markets: Trends and Developments.

Lawrence E. Blaha Memorial Award

Professor Professor Steve LaGrow, School of Health Sciences, was awarded the *Lawrence E. Blaha Memorial Award* by the Association for Education and Rehabilitation of the Blind. Professor LaGrow is the first recipient of the award outside of the United States.

Designers' Institute of New Zealand's 2006 Best Awards

Professor Tony Parker, Institute of Design for Industry and the Environment, and Mr Matthijs Siljee, Institute of Design for Industry and the Environment were the winners of the Designers' Institute of New Zealand's 2006 Best Awards.

Promising Researcher Award

Dr Lesley Collins, Allan Wilson Centre, received a Promising Researcher Award from the Queenstown Molecular Biology Meeting for her work on the underlying ancestral cell biology of modern eukaryotic cells.

Global Competency Centre Grant

Dr Ben Marshall and Dr Hamish Anderson, from the Department of Finance, Property and Banking, have received a rare grant from the Global Competency Centre to fund a research project.

Copyright Licensing Ltd Writers' Award

Ms Judith Panney, School of English and Media Studies, received a writers' award from Copyright Licensing Ltd.

Performance Indicators

Target 2006:

E1 Pursue targeted staff profiles by College and Campus over the planning period to align with T & L and research plans through recruitment and retention strategies. [See also A1]

Outcome/Progress 2006:

Achieved – ongoing

Highlights included:

- A Programme to complete internal research rankings of academic plan was completed.
- The Research Capability Policy was established. This policy provides the standards for research performance.
- New recruitment and appointment guidelines were established, in line with the Research Capability Policy effectively encouraging research active academic appointees who sign up to research deliverables to maintain Massey's creditable internal ranking.
- Staff benchmark targets continue to be developed and published for all services and campuses based on appropriate benchmark ratios and forecast student EFTS as part of the University planning process.
- Progressive staffing reviews and alignments undertaken in a number of areas to ensure optimal programme delivery.

E2	<p>Continue the Advance Degree Award fund to assist staff to complete research qualifications with a view to increasing the proportion of staff who are doctorally qualified or hold an appropriate terminal degree for the discipline. [See also A2]</p>	<p>Not Achieved</p> <p>This is now under review with the possibility of broadening the criteria for improving the research capability of new and emerging staff.</p>
E3	<p>Continue to develop and run staff development programs in key areas of strategic priority for the University i.e. increasing the proportion of doctorally qualified staff, particularly on the Wellington campus, achieving a high level of research-active staff, increasing teaching skills including on-line capability, best practices in tertiary assessment, Treaty of Waitangi and leadership and management training.</p>	<p>Achieved - Ongoing</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • 173 training sessions were delivered by the TDU across all three campuses with a number of sessions conducted online. 54 of the sessions were related to research including establishing a research career, obtaining research funding and producing research publications. 13 of the research sessions were conducted on the Wellington campus. Also see response to B21 above. • The major General Staff Event continues to be the General Staff Conferences. These highly successful events are organised and run by the TDU on all three campuses and continue receive exceptionally positive feedback. • The complementary Academic Staff event is the Vice Chancellor's Symposia series. The symposia generally attract about 300 – 350 staff in total and the focus for 2006 was on "Putting the e into Learning".
E4	<p>Increase the proportion of Māori staff over the planning period.</p>	<p>Not Achieved</p>
E5	<p>Develop and implement a management capability strategy to ensure capability and capacity of the University's leadership and management is maintained and enhanced.</p>	<p>Achieved</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • The University has continued to deliver a management induction programme in 2006 but the high demand for the information provided by the programme will require further development. In 2007, the programme will be delivered as three separate modules: Finance and Planning, Human Resources and Academic Processes. • The University has also developed an extensive leadership programme; one for existing managers and another to encourage those aspiring to be managers or to take up a leadership role within the University. The decision to include aspiring leaders was taken to assist the University's succession

		<p>planning programme. The courses will be held in 2007 over three months and comprise three modules and periods of one to one coaching and mentoring.</p> <ul style="list-style-type: none"> • The University is also providing one on one external leadership and coaching for senior managers when requested.
E6	Utilise the results of periodic satisfaction surveys to identify needed changes to enhance the workplace environment in various units and across the University.	<p>Partially Achieved – Ongoing</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • The results of the 2005 Academic Work Environment Survey were released to staff and additional statistical analyses have been undertaken to further examine key findings.
E7	Continue to monitor the application of staff workloads policy and practice on an ongoing basis.	<p>Not Achieved.</p> <p>No further activities undertaken in 2006.</p>
E8	Continue to promote the University's web-site as a tool for effective communication to, and information resource for, staff and management.	<p>Achieved – ongoing</p>
E9	Continue development and implementation of Performance Scorecard programme to provide regular relevant feedback to staff and managers. [See also H10]	<p>Partially Achieved – ongoing</p> <p>Performance scorecards operated in some areas. Development continuing during 2007.</p>
E10	Continue commitment to Performance Review and Planning process as one mechanism for effective staff development and for developing performance expectations.	<p>Achieved – ongoing</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • The PRP policy and procedures were review in 2006 to provide a better focus on performance improvement and staff development. The Procedures were integrated with other performance based processes such as salary review and promotion. • The revised PRP policy and procedures came into force on 1 October 2006 and were supported by a training package for all University managers.

<p>E11 Pursue prestigious international visitors and post-doctoral fellowships in areas of strategic priority. [See also G4]</p>	<p>Achieved – ongoing <i>Highlights included:</i></p> <ul style="list-style-type: none"> • Hosted groups from China, Thailand, and USA in Auckland. • College of Humanities and Social Sciences hosted: Professor Coleman from the Open University, United Kingdom; Professor Alexander from Arizona State University, USA; Mr Jauang Xiang – award winning veteran dissident Chinese poet; Dr Georg Eifert Chapman University in Orange County, USA; John Forsyth, PhD, University at Albany, New York; Professor Tony McMichael (National Centre for Epidemiology and Population Health, ANU, Canberra, Australia); Professor Josep Anto (Institut Municipal Investigacio Medica, Barcelona, Spain) Professor Graham Moon (University of Portsmouth, United Kingdom); Professor Paul Miller - Visiting Scholar from the University of Montana, Missoula, USA. • The School of Fine Arts is hosting Claire Doherty, Litmus Research Fellow, from the University of the West of England, Bristol. • 6 imminent scholars accepted appointments from the College of Sciences.
<p>E12 Continue to recognise outstanding University teachers through nominations to the Tertiary Teaching Excellence Awards, the Vice-Chancellor’s Awards for Excellence in University Teaching and in recognition for outstanding research-led teaching in the annual promotions round.</p>	<p>Achieved – ongoing <i>Highlights included:</i></p> <ul style="list-style-type: none"> • The the Vice-Chancellor’s Awards for excellence in teaching were presented to four staff in 2006: Dr Mark Brown (Darrylin O’Dea Award for electronic learning); Dr Juliana Mansvelt (sustained excellence in teaching); and Associate Professor Trevor Kitson and Dr Chris Scogings (excellence in first year teaching). Dr Brown and Dr Mansvelt went on to win National Tertiary Teaching Excellence Awards. See also response to B20 above.
<p>E13 Continue to recognise outstanding staff performance through awards, such as conference-related travel (at least 2 per College and 20 annually), and further development opportunities.</p>	<p>Achieved – ongoing <i>Highlights included:</i></p> <ul style="list-style-type: none"> • 147 long-leave overseas travel approvals were approved for academic staff in 2006. • Four Individual researchers and one research team were identified as leaders in the University’s research community. Please refer to Research and Creative Works section for details.

E14	Consolidate sub-strategies for staff (recruitment, remuneration, performance, succession planning etc) into a Human Resource Strategy for the University and continue to develop and implement appropriate Human Resource policy.	<p>Partially Achieved – ongoing</p> <p><i>Highlight included:</i></p> <ul style="list-style-type: none"> • A comprehensive Human Resources Policy Framework is being developed. The Leave and Employment Agreements Policy are currently being revised and a Code of Conduct is being developed. It is expected that these policies will be ready for consultation in early 2007 and implemented by June 2007.
E15i	Strengthen the University’s Human Resources performance reporting capability by: continuing to develop reporting capability and data storage integrity of staffing information;	<p>Partially Achieved – ongoing</p> <p><i>Highlight included:</i></p> <ul style="list-style-type: none"> • The University has employed an HR specialist in reporting capability and is working to develop an accurate and timely suite of management reports.
E15ii	Strengthen the University’s Human Resources performance reporting capability by: developing a datamart that enables Human Resources reporting which integrates information from a number of Human Resources databases.	<p>Not achieved</p> <p>This is a later phase of the HRIS project and will be developed during 2007.</p>
E16	Continue to review and develop the University’s Human Resource systems and processes, including payroll, as appropriate.	<p>Achieved</p> <p>The progressive development of the HRIS system will require that payroll and administrative processes are constantly reviewed. Processes in each unit have been developed to document systems, process changes and to retrain staff to ensure that full use of the functionality is maintained.</p>

Performance Measures

	Target 2006	Actual 2006	Actual 2005
Staff PRP (Performance Review & Planning) completion (% of FTE - Fulltime Equivalent)	88%	78%	79%

Leadership and Management training (Hours)	120	21*	20*
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Note:

Due to staff vacancies a leadership and management programme was not able to be run in 2006. However, this was offset by direct consultancies with Heads of Department and equivalent with the Training and Development Unit, and participating in the general staff training programme, with a number of those events involving manager participation.

Training and development courses (Number of) *	623	426	621
Training and development participants (Number of)	5,585	4,007	5,854

Note:

The above are courses and participants in training offered by the Training & Development Unit, Information Technology section, and Human Resources section (Health and Safety courses). The lower number of courses in 2006 is largely due to cancellation of courses which did not meet minimum numbers of enrolments.

Pasifika Representation amongst staff (number of FTE)	31	28	32
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	Target 2006	Actual 2006	Actual 2005
Gender balance amongst staff (%)			
(a) Female Academic staff			
College of Business	39%	36%	34%
College of Creative Arts	53%	44%	40%
College of Education	62%	68%	67%
College of Humanities & Social Sciences	59%	58%	56%
College of Sciences	26%	25%	23%

(b) Female Academic staff at Senior Lecturer level and above (%)			
College of Business	37%	42%	37%
College of Creative Arts	24%	31%	23%
College of Education	59%	62%	54%
College of Humanities & Social Sciences	43%	45%	49%
College of Sciences	42%	39%	48%

FTE Academic Staff with a Doctorate (% Fulltime Equivalent)	Target 2006	Actual 2006	Actual 2005
College of Business	45%	50%	45%
College of Education	51%	42%	38%
College of Humanities & Social Sciences	65%	64%	67%
College of Sciences	74%	78%	74%

FTE Academic Staff with a Masterate (Terminal Qualification) (% Fulltime Equivalent)			
College of Creative Arts	56%	49%	57%

Equity of Employment Opportunities - Policy Statement

Massey University is committed to upholding its responsibilities as an Equal Opportunities Employer and creating a workplace that attracts, retains and values diverse employees. To achieve this policy objective Massey University will:

- (a) provide equal opportunities for recruitment, appointment, development and promotion for all current and prospective employees, regardless of sex, marital status, religious belief, colour, race, ethnic or national origin, disability, age, political opinion, employment status, family status or sexual orientation;
- (b) develop and maintain a workplace culture that values and supports diversity;
- (c) ensure that it provides a safe, supportive and healthy environment for all employees that is conducive to quality teaching, research and community service;
- (d) identify and eliminate all aspects of policies and procedures and other institutional barriers that cause or perpetuate inequality in respect of the employment of any person or group of persons;
- (e) not tolerate any form of unfair discrimination in the workplace on any ground, including sex, marital status, religious belief, colour, race, ethnic or national origin, disability, age, political opinion, employment status, family status or sexual orientation;
- (f) promote equal employment opportunities as an integral part of University policies and practices;
- (g) monitor, review and evaluate progress towards achieving equal employment opportunities.

THE UNIVERSITY AND THE WIDER COMMUNITY

GOAL

1. To be an integral, respected and favoured part of our core communities through our role as a creator and repository of knowledge, a critic and conscience of society, a guardian of culture and a source of expertise and advice.

OBJECTIVES

- To contribute to informed/intellectual debate in the wider community.
- To serve and inform our core communities and be an integral part of those communities.
- To strengthen links with the University's graduates, particularly through the Alumni and Friends networks, recognising them, together with our current students and their families, as our primary ambassadors within the wider community.
- To elevate public awareness of the pivotal role Massey University can and does play toward New Zealand's economic, social and cultural advancement.
- To develop and strengthen links with industry and the arts, professional and other sector groups, schools and other educational institutions, in a systematic manner and to mutual advantage.
- To develop effective systems to support our interaction with the wider community, particularly in the areas of government relations, relationship management and public affairs.
- To play a constructive part in the development and promotion of environmental awareness and best management practices in the wider community.

PERFORMANCE 2006

One of the distinctive features of Massey University, that sets us apart from other universities, is our strong connection to our regional and national communities.

Our ability to generate knowledge that contributes to New Zealand's economic, social and cultural advancement is illustrated by our ongoing success at securing Government funding for national research projects. In 2006, this included a \$1 million grant for the Centre of Affective Product Design, \$1.5 million Innovation and Development Fund funding for the Manawatu Microscopy and Imaging Centre, and \$20 million funding for New Zealand's first Centre for Tertiary Teaching Excellence. This last initiative will be run by a consortium of providers led by Massey, and will be based at the Wellington campus, with regional hubs in Auckland, Christchurch and Palmerston North. It will disseminate the latest research findings and best practice in the area of tertiary teaching and learning as well as commissioning research itself. Our leadership of this project is, indeed, a fine endorsement of the University's strengths and experience in teaching and research, and not least, in partnership and collaboration.

A strong brand for commercialisation at Massey University has been established through Massey Ventures Ltd. Highlights in the commercialisation area for 2006 included two major IP initiatives: the formation of Polybatatics Ltd and a licence for a joint venture company funded by Speirs Foods Group.

To ensure our research and teaching programmes are aligned with the needs of our partner industries and communities we seek advice from those working in those sectors. The creation of a new advisory board for

our College of Business, chaired by the chief executive of Business New Zealand Phil O'Reilly, is unique in the breadth of its industry and geographical representation. It will advise the college on future directions, to ensure the continued relevance and value of its research and qualifications, including the important professional development programmes available to all aspirational New Zealanders through the extramural programme.

The University continues to play a lead role contributing to informed debate in the wider community. Staff from across the disciplines were called upon by the media to provide expert opinion on topical issues. Professor Janet Hoek's call for the need for greater government intervention to curb the obesity epidemic, Professor Ralph Sim's expert comment on the appropriateness and potential of the Government's proposed Alternative Energy Bill and Dr Nigel Parson's commentary on Middle Eastern issues at the time of Hamas' ascension to power in the 2006 Palestinian elections are just three examples of the breadth of expertise from Massey contributing to intellectual debate in 2006.

The dissemination and communication of research with direct relevance to our communities continues to be a primary focus. From the business success of farmers' markets, to the impact of party pills; from home affordability to religion and the dangers of binge drinking, Massey researchers are making a difference. And the University has continued its significant contribution to the community via its public lecture series programme, its public seminars and industry relevant conferences across all campuses.

Highlights of research that was successfully shared with our communities:

- Award-winning research led by Professor Janet Hoek, Department of Marketing, confirms that smokers gain no benefit from so-called light cigarettes.
- Research by the Centre for Public Health Research indicates a fourfold increase in the cost of workplace-related diseases and injuries.
- A two-year College of Education research project reveals that play centres bring benefits to the community, well beyond a child's years of participation.
- A controversial new book by Dr Glynn Harper, Centre for Defence Studies, on the history of the Victoria Cross attracts international attention.
- A Government-funded study led by Dr Al Rowland, Institute of Molecular Biosciences, finds a significant level of genetic damage in the DNA of nuclear test veterans.
- Research on farmers' markets by Dr Alan Cameron from the College of Business sparks national interest in the retailing revival.
- Research from the Centre of Social and Health Outcomes Research and Evaluation provides insights into the growing culture of party pills.
- The Swiss government adopts an animal management and biosecurity system developed in the Institute of Veterinary Animal and Biomedical Sciences.
- The Real Estate Analysis Unit reveals that for the first time in three years, seven regions have shown an improvement in home affordability.

- Vulcanologists, earth scientists and natural hazard planners from throughout New Zealand come together to discuss opportunities to work together at a symposium hosted by the Volcanic Risk Solutions group, headed by Dr Shane Cronin.
- Research by psychologist Dr Antonia Lyons confirms the feminisation of binge drinking and double standards for male and female drinking.
- The United States Air Force commissions research into the catalytic properties of gold by scientists Associate Professor Richard Haverkamp and Dr Aaron Marshall.
- He Wairere Pakihi, a book profiling 17 businesses owned and operated by Māori, is launched by the Māori Research Unit in the College of Business.
- Associate Professor Peter Lineham finds more immigrants to New Zealand are becoming Catholic, and the church is now the country's second largest.
- The opening at the Auckland War Museum of Vaka Moana, Voyages of the Ancestors is a triumph for historian Professor Kerry Howe, one of the curators and also editor of a book published to coincide with the exhibition.

An important group with whom we maintain a close relationship is our alumni. This year was particularly noteworthy as one which presented opportunities to further build our ties with our former students. The 50th jubilee of the College of Education was commemorated in October while graduates of the School of Journalism in Wellington gathered in June to celebrate its 40th anniversary. Alumni and Friends also furthered alumni networks with the launch of Alumni Chapters across the east coast of Australia, following successful Chapter launches in Auckland, Palmerston North, Wellington, Hawke's Bay and Christchurch earlier in the year. The Massey Foundation, using funding from donations and bequests given to benefit the University, brought three prominent researchers to New Zealand in 2006 as Massey University Foundation Fellows, including athlete and academic Associate Professor Peter Snell who is now collaborating with Massey scientists on health and exercise science research.

While Massey's integral role in generating knowledge in the science-related sector is well recognised, we have strong and growing links with arts groups, professional groups, schools and other educational institutions. For example, artist-in-residence Penni Bousfield held drama workshops for Palmerston North secondary school students, leading up to the annual Summer Shakespeare festival, while Turakina Girls' High pupils helped with a bumper harvest of taewa (Māori potatoes) in a project led by Nick Roskrige, Kaiārahi Māori for the College of Sciences. The School of History, Philosophy and Politics hosted a conference to mark 150 years since the birth of former prime minister William Ferguson Massey, after whom the University is named and five Sport Management graduates filled key roles in the organisation and management of hundreds of thousands of spectators and athletes at the Asian Games in Doha.

The contribution Massey staff, students and graduates make to our communities continues to be recognised externally. For example, in 2006, Finance Professors Henk Bergman and Ben Jacobsen are inaugural recipients of a national award for research documenting the effects of war on world stock markets; Professor James Chapman is elected President of the International Academy for Research in Learning Disabilities – the first person from outside the United States to hold the position; epidemiologist Professor Roger Morris is asked by the British Government to help prepare for a possible bird-flu outbreak in Europe; Psychology PhD candidate

Jack Noone is awarded a \$45,000 scholarship by the Retirement Commission to study the psychological factors of retirement planning; and in a first for New Zealand-based mathematicians, Professor Graeme Wake is awarded a premiere research medal at the Australia and New Zealand Industrial and Applied Mathematics conference.

Other staff and student achievements:

- Acclaimed biologist, Distinguished Professor David Lambert, is one of four recipients of a James Cook Research Fellowship.
- Professor Mick Roberts from the Institute of Information and Mathematical Sciences receives the New Zealand Mathematical Society's Research Award for 2006.
- Angela McGaughran, Carla Eaton, Carlene Starck and Keren Dittmer win Government Top Achievement doctoral scholarships, recognising their scientific research proposals as some of the best in New Zealand.
- Social policy research Dr Christine Cheyne is appointed to a panel inquiring into local government rates.
- The top women graduates from the School of Design are honoured by Governor-General Dame Silvia Cartwright at the Zonta Design Awards.
- Dr Christine Cheyne from the School of Sociology, Social Work and Social Policy is appointed to the board of the European Union Centres Network.
- New Zealand literature lecturer Dr Jack Ross, English and Media Studies, has three books published, including poetry and short story anthologies he co-edited and his own novel.
- PhD students Damien Fleetwood and Hayley Lawrence are winners at the MacDiarmid Young Scientists Awards.
- Judith Dell Panny from the School of English and Media Studies is awarded \$35,000 by the Copyright Licensing Authority to write a biography of poet C K Stead.
- Four Massey people are among the nation's top scientists recognised in the Royal Society's annual awards dinner in Auckland: Professor Jeff Hunter, Dr Craig Johnson, Dr Catherine McCartin and Professor Ian Warrington.
- Product development and mechatronics lecturer Dr Olaf Diegel wins an individual award at the New Zealand Engineering Excellence Awards.
- World-renowned expert in biochemical engineering Professor Yusuf Chisti is awarded an honorary doctorate from the Technical University of Iasi in Romania.
- Dr Mark Brown and Dr Juliana Mansvelt win two of the coveted Tertiary Teaching Excellence awards, presented by Minister of Tertiary Education Dr Michael Cullen.
- Professor of Theoretical Chemistry Peter Schwerdtfeger is elected to the council of the Royal Society of New Zealand.

2006 New Year Honours

Current and past staff, students and alumni

Companion of the New Zealand Order of Merit (C.N.Z.M.)

Emeritus Professor Graeme Fraser, for services to education and the community

Distinguished Professor David Parry, for services to biophysics

Ms Mary Schnackenberg, for services to people with visual impairments

Officer of the New Zealand Order of Merit (O.N.Z.M.)

Professor Robert Anderson, for services to science, education and cricket

Dr Farah Palmer, for services to women's rugby and sport

Brigadier Mark Wheeler, New Zealand Defence Force, New Zealand Army

Lieutenant Commander Wayne Burtton, New Zealand Defence Force, Royal New Zealand Navy

Member of the New Zealand Order of Merit (M.N.Z.M.)

Mrs Raewyn Clark, for services to the community

Mrs Nicolette Darlow, J.P., for services to the community

Mr Peter Kerridge, J.P., for services to rugby league and the community

Lieutenant Colonel Darryl Tracy, New Zealand Defence Force, Royal New Zealand Infantry Regiment

Commander Mathew Williams, New Zealand Defence Force, Royal New Zealand Navy

Captain Neville Mosley, New Zealand Defence Force, Corps of Royal New Zealand Engineers

Companion of the Queen's Service Order (Q.S.O.)

Ms Rae Julian, for public services

Queen's Service Medal (Q.S.M.)

Mr Raymond Clarke, for public services

Mr Philip Palfrey, for public services

Mr Kevin Reilly, for public services

2006 Queen's Birthday Honours

Current and past staff, students and alumni

Distinguished Companion of the New Zealand Order of Merit

- Christine Cole-Catley, *for services to literature (as a publisher and writer).*

Member of the New Zealand Order of Merit

- Associate Professor Roger Pitchforth, *for services to disputes resolution.*

Companion of the New Zealand Order of Merit (C.N.Z.M)

- Mrs Mary Frances Hackett (GDip Bus Studies 1987), *for services to health administration and business.*

Officer of the New Zealand Order of Merit (O.N.Z.M.)

- Ms Fay Freeman, J.P., (BBS 1999), *for services to netball and sports administration.*
- Mr Tama Turanga Huata (MBA 1998), *for services to Māori performing arts.*
- Sister Margaret Anne Mills (BEd 1983), *for services to the community.*
- Brigadier Kenneth Eric Foote, (GDip Bus Studies 2001), E.D. (A738974), Territorial Force (Retired), *New Zealand Defence Force.*
- Wing Commander Logan Charles Cudby (PGDip Bus Admin 2002), (X92445), N.Z.G.D., Royal New Zealand Air Force, Officer of The New Zealand Order Of Merit (O.N.Z.M), New Zealand Defence Force, *for military operational service.*

Member of the New Zealand Order of Merit (M.N.Z.M.)

- Mr Gordon Sydney Collier (Dip Hort 1956), *for services to horticulture.*
- Ms Sara Georgeson of Wellington (BSW 1987), *for services to people with disabilities.*
- Mrs Dorothy Joan Pilkington (DipEd 1982), *for services to conservation.*
- Captain Charles Scott Monteiro (B Tech (Hons) 2001), (F1000804), The Corps of Royal New Zealand Engineers (Retired) of Tauranga. Member of the New Zealand Order of Merit (M.N.Z.M), New Zealand Defence Force, *for military operational service.*

The Queen's Service Medal for community service (Q.S.M.)

- Mr Ross Wootten Macdonald (BEd 1979).
- Mrs Ann Primrose Lewis (Cert.ECE 1979).
- Mr Colin Vlietstra (Bachelor of Arts 2002), Inspector, New Zealand Police (Retired), *for public services.*

Companion of the Queen's Service Order (Q.S.O.)

- Dr Alison Joy Dixon (Dip SocSc 1988), *for public services.*

Performance Indicators

Target 2006:

F1 Continue to deliver public seminars and hold industry-relevant conferences in all Colleges (at least one per College annually and a total of 10 annually).

Outcome/Progress 2006:

Achieved – ongoing

Numerous events were held. These were attended and participated in by staff, students, industry representatives and the wider public.

Highlights included:

- A conference on Boys Education was held at the Auckland Campus, 19 - 21 April 2006. The theme - “Challenging Boys” was very popular and received significant media attention. Delegates and speakers came from New Zealand, Australia and the UK.
- The Asian Finance Conference was hosted by College of Business in Auckland in July 2006. This is the first time the conference has been held in NZ and included a presentation from Nobel Prize winner Professor William Sharpe.
- Two conferences of “What’s Next with Assessment for Learning” were hosted by College of Education, with over 450 delegates each.
- An international meeting of Global Alcohol Policy Alliance was hosted by Massey SHORE Centre.
- Massey@Massey conference about William Ferguson Massey. was hosted by the School of History, Philosophy and Politics.
- Making Sense: Space Technology and the Body, was a public lecture that was given by international Architect critic Joel Sanders. It celebrated the publication of Intimus: Interior Design Theory Reader, co-authored by Mark Taylor (Victoria University) and Julieanna Preston (Senior Lecturer, Interior Design Massey University).
- Hosted the National Workforce Training on Alcohol Marketing & Public Health.
- Sir Neil Waters Distinguished Lecture was delivered by Professor Richard Zare, BA, PhD, and Professor of Physics at Stanford University.
- Dr Ian Gibson presented the 7th R D Batt Memorial Lecture on “Science and Politics: Two Cultures?”
- The 3rd International Conference on Autonomous Robots and Agents was held in Palmerston North this year. This is the 2nd year in a row the conference has been hosted by this College in Palmerston North and attracted delegates and keynote speakers from around the world.

F2 Continue to respond critically to governmental and other education-related policy initiatives through submissions, media releases, presentations, publications and collaborative advocacy based on research and scholarship.

Achieved – ongoing

Highlight included:

- The University engaged proactively through various formal and information mechanisms, in response to consultation opportunities, and through collaborative advocacy (in conjunction with the New Zealand Vice-Chancellor’s Committee), with appropriate government Ministers, government departments and funding bodies on policies relating to the tertiary education sector, universities, research and scholarship.
- University Communications group continued to work with staff, who based on their fields of research expertise and knowledge, commented on various issues, including government policy.
- A submission was made by the University in June 2006 on “New Investment Pathways and Processes” to the Ministry of Research, Science and Technology (MoRST). This consultation document outlined how MoRST intended to operationalise aspect of “Picking up the Pace”, a research funding change initiative by MoRST’s funding body, the Foundation for Research, Science and Technology (FRST).
- Submissions were made by the University in October 2006 on the Ministry of Education’s discussion document Developing the Second Tertiary Education Strategy.
- A submission was made on the draft Wellington Regional Strategy drawing attention to the university’s strengths and willingness to contribute to the proposed centres of excellence and regional business incubator.
- Massey University provided a formal submission regarding the development of the Tertiary Education Strategy, and through the Office of the DVC (Teaching and Learning), contributed to discussions in the University sector regarding graduate surveying, academic audit procedures, and quality assurance and monitoring in general.
- The DVC (Māori) gave advice to government agencies on a broad range of topics and participated in a range of committees including NZ Families Commission (Commissioner), Secondary Futures (Chair, Guardians Group), NZQA Māori Reference Group, District Health Board Research Fund Governance Group, PBRF Moderation Panel, Hui Taumata Mātauranga 2006, and three Māori health workforce development programmes (Te Rau

Hui Taumata Mātauranga 2006, and three Māori health workforce development programmes (Te Rau Puawai, Te Rau Matatini, Henry Rongomau Bennett Memorial Scholarship Committee).

- The Policy Analyst from DVC (Māori) was seconded to the Māori Advisory Unit of TEC.
- Submissions made to the Teachers Council regarding Graduating Standards for Teachers.
- Staff are regular contributors to Policy and Opinion articles in the Education Review.
- Professor Bill Tunmer has been an expert member of a Ministry of Education Literacy Advisory Group.
- A report was developed for government on the PBRF process with respect to research in the creative arts.
- Participated in dialogue with government as a member of the new organisation University Commercialisation Offices of New Zealand (UCONZ). UCONZ has an important role in informing and liaising with government on issues of policy relating to commercialisation.
- Attended on behalf of MoRST the 1st Asian Science and Technology Seminar in Bangkok (March).
- Participated in Trevor Mallard's India Mission, pursuing Massey international business in Singapore and Malaysia as well (April-May).
- The DVC-Auckland has contributed to a variety of government submissions and activities:
 - Attended on behalf of MoRST the 1st Asian Science and Technology Seminar in Bangkok.
 - Participated in Trevor Mallard's India Mission, pursuing Massey international business in Singapore and Malaysia as well.
 - Attended the 6th Annual Meeting of the Greater Mekong Subregion Tertiary Education Consortium (GMSTEC) and was elected Chair of GMSTEC for a two year term.
 - As a panellist at the "Capitalising on Research" Summit in Auckland 31 October – 1 November 2006.
 - Leading Massey's involvement in discussions between TEC, Unitec, AUT and Massey on future tertiary provision in the North/Northwest sectors of Auckland.
 - As a member of Connect Auckland Board of Trustees in 2006.
 - As a member of the Committee for Auckland in 2006 and invited to become a Director of the Board of the Committee for Auckland November 2006.

F3	Progress community business incubator initiatives. [See also A7]	<p>Achieved – ongoing</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • The e-centre company, Esphion Ltd, has been active in supporting research contract initiatives with the private sector. Under its company structure from January 2006, the e-centre has absorbed part of the role of the Massey University Auckland Business Initiatives Group and has now brought together a commercialisation action group from within the Albany campus staff. • Discussions held with Enterprise North Shore and local businessmen in relation to funding and building of e-centre 2. • The close relationship with Enterprise North Shore and NSCC has developed further through 2006, and the network of industry partners has increased. • The e-centre company, established commercial partnership with CMC Ltd, a subsidiary of the huge Tata Corporation in India, and agreed to set up a CMC Technology Export Centre sponsored by CMC Ltd to provide channels to market in India for NZ high technology companies. • The Wellington campus continues to support the Creative HQ and in its submission on the draft Wellington Regional Strategy, indicated its support for the proposed consolidated regional business incubator. • Considerable support was given to the BioCommerce Centre during 2006 – the number of businesses incubating in the Centre, including several from Massey University, increased markedly during the year.
F4	Establish Massey University as a premier centre of expertise in commercialisation over the planning period and in particular conclude 1-3 commercialisation of intellectual property initiatives per annum.	<p>Achieved – ongoing</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • Massey Ventures Limited was established as a strong brand for Massey University commercialisation. • Two major IP initiatives were concluded in 2006 : the formation of PolyBatics Ltd and a licence for a joint venture company funded by Spiers Foods Group.
F5	Grow participation in the Technology for Industry Fellowship programmes.	<p>Achieved – ongoing</p>

F6 Strengthen links with schools and continue to promote open days and seminars for prospective secondary school students and teachers, and where appropriate, the general public in all regions.

Achieved – ongoing

Comprehensive careers and recruitment seminars, events were delivered. Open days were held successfully on each of the University's campuses.

Highlights included:

- 21st Century Career Pathways in Technology programme with Schools has been run very successfully again in 2006 by Professor Ian Maddox and Smales Farm.
- Deputy Vice-Chancellor Auckland established four academic excellence scholarships. One each for Rangitoto College, Orewa College, Kristen School and Long Bay College.
- The College of Sciences and Student Lisison Advisers jointly organised a Big Day out for school students in December.
- Drama workshops under the direction of the artist-in-residence for four secondary schools in Palmerston North.
- A DVD containing Institute of Communication Design graduate work was sent to all secondary schools in the Wellington region and targeted schools in the North and South islands.
- The School of Fine Arts held its second Fine Art workshop weekend for Fine Art and Photography Students in the Wellington and lower north island region. This workshop brought together 45 secondary school students and teachers for a work shop lead by Fine Art staff and technicians.
- The School of Fine Arts held its annual teachers night where art and photography teachers were given a lecturer presentation on staff research and new directions for the school.
- An estimated 1,500 individuals (prospective students with their families) visited Palmerston North campuses during Open Days on Wednesday 2nd and Saturday 5th August 2006. Two different markets have emerged from the Open Days: Wednesday attracts mainly school students; Saturday sees a more mature audience, families and students wanting to take up extramural studies. Marketing of Open Days for 2007 will be targeted toward these two audiences.
- Supported partnerships with Year 10 students from Palmerston North Girls High School who are available to complete some of their studies enrolled on the campus with the Institute of Natural Resources.
- The Food Technology Big Day Out was hosted by the College of Sciences and this year targeted Year 13 students who visit a number of food production / development sites eg: McCains; Fonterra; Prepared Foods; AFFCO; National Fine Foods Ltd etc

- F7 Continue to use print and electronic publications to increase public awareness of Massey University's educational, scientific and cultural developments and its contribution to the nation.
- Achieved – ongoing**
Highlights included:
- The University's print publications continue to be key channels to convey the University's research and teaching strengths and national and international contribution to the wider community, and target audiences in particular.
 - Visits to the Massey News website continues to build with more than 400,000 page visits per month.
 - Circulation of the Research magazine and MASSEY magazine has been increased to reach a wider target audience.
 - Strategic and targeted public relations, aligned with the University's Strategic Positioning, continue to raise awareness of the research and teaching excellence of the University and the regional distinctiveness of each campus.
 - Electronic newsletters have been implemented targeting the business and arts communities.
 - The ODAR launched its first e-newsletter in December 2006.
 - The Massey University Foundation launched its first newsletter to senior Massey University staff in November 2006.
- F8 Continue to support regionally-based advisory boards and reference groups to strengthen our relationships with industry, mana, whānau, hapū, iwi and other Māori organisations and local communities and our understanding of their needs.
- Achieved – ongoing**
 Relationships with Māori communities have been maintained.
Highlights included:
- Links have been maintained with the Tenth Trust.
 - Te Ohu Tuhono has continued to provide advice to the Deputy Vice-Chancellor - Palmerston North on Māori matters relevant to the campus.
- F9 Continue to develop collaborative relationships with other tertiary providers [See also B9].
- Achieved – ongoing**
Highlights included:
- Massey led the consortium of seven tertiary providers which won the National Centre for Tertiary Teaching Excellence. This will enhance links between the Wellington campus and other tertiary providers.
 - The six public Tertiary Education Institutions in Wellington cooperate in the Wellington Tertiary Education Cluster which made a combined submission on the Wellington Regional Strategy supporting Education Wellington International.
 - DVC Auckland served on Board of Trustees of Rotary (Former Genesis) Science and Technology Forum.
 - Regular meetings were held with NorthTec during the year to progress joint initiatives related to articulation of NorthTec students into Massey, presentation of Massey research seminars

and Graduate School of Business short courses at NorthTec, and facilitation of postgraduate study of NorthTec staff at Massey.

- Student City projects have been implemented by the tertiary sector, PNCC, and local businesses.
- Collaboration between IPC, UCOL and Massey has been coordinated through the Integrated Education Guardian Group, part of Vision Manawatu.

F10 Extend linkages with our alumni by way of activities, functions and communications over the planning period.

Achieved – ongoing

Highlights included:

- MASSEY magazine continues to be circulated to the alumni community.
- An electronic Alumni newsletter has been developed in conjunction with Alumni and Development.
- The success of Massey alumni continue to be highlighted and promoted.
 1. Functions - Eleven functions were held in 2006. They took place in Wellington (2), Auckland (2), Hamilton (1), Palmerston North (3), Brisbane, Sydney and Melbourne.
 2. Activities - Alumni were involved in providing benefits for the alumni and friends of Massey. Agreements with Hunter Wines were finalised. Agreements with SalRe Ltd and Property Brokers are under discussion.
 3. Communications - The establishment of Net Community was planned and a business case was started. This website programme will be further investigated in 2006.
- Alumni Chapter Committees were established in Auckland, Palmerston North and Wellington.
- An electronic e-newsletter was established in 2006.
- The website was revised and changes made to better promote alumni relations.

F11 Continue to develop strategic relationships with key business, central/ local government and community organisations in the regions.

Achieved – ongoing

Highlights included:

Relationships developed and maintained with key organisations including: the Tertiary Education Commission; Ministry of Education; Audit New Zealand; New Zealand Vice-Chancellors' Committee; SCIT; New Zealand Construction Industry Council; New Zealand Organisation for Quality; Property Institute of New Zealand; Human Resources Institute of New Zealand; Members of Parliament; Connect Auckland Board of Trustees; Committee for Auckland; Wellington

Chamber of Commerce; Education New Zealand; New Zealand Trade & Enterprise; Education New Zealand Trust; Export Education Government Funded International Promotions & Reference Group (PRG); Wellington City Council; Wellington City Art Gallery; Te Papa; Adam Art Gallery Dowse Museum; Thorndon Trust; Goethe Institute; British Council; Wellington International Festival; Palmerston North City Council; International Pacific College; UCOL; Integrated Education Guardian Group; Vision Manawatu; Manfeild Park Trust; Science Centre Trust; Camellia Trust; Sir Victor Davies Trust and Carncot School. Māori and Psychology Research Unit at Waikato University, Tu Toa Trust, Tuwharetoa Māori Trust Board, Te Ropu Manukura Rangitane, Paerangi – Māori Boarding Schools Consortium, Te Wānanga o Raukawa, Te Rau Mataini, Te Kupenga Maturanga o Taranaki.

Other highlights of initiatives focused on University & Wider Community.

Highlights included:

- Massey University hosted a number of meetings and conferences in 2006, notably the Boys Education Conference in April and the Asia Finance Association Conference in July.
- The Wellington campus won a Wellington City Council Safety Award for the safety competition run for its campus staff.
- Massey gifted a rare map of Gallipoli to the Chief of the New Zealand Defence Force - with copies for the National Archives and the Army Museum at Waiouru.

Performance Measures

	Target 2006	Actual 2006	Actual 2005
Courses Offered in Summer Session/Semester Three (Number of)	258	257	307

Research Output Communications (Number of)	Target 2006	Actual 2006	Actual 2005
Total	2,550	2,505	3,240
Auckland Region	500	651	565
Palmerston North Region	1,500	1,002	2,370
Wellington Region	550	551	363
University Wide		301	-

Community communications on environmental issues (Number of)	Target 2006	Actual 2006	Actual 2005
Total	1,950	1,743	2,973
Auckland Region	600	334	437
Palmerston North Region	950	870	1,809
Wellington Region	400	278	727
University Wide	-	261	-

Academic qualifications offered in partnership with other organisations (Number of)	21	20	21
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INTERNATIONALISATION

GOALS

1. To pursue increased internationalisation and advance Massey University's standing in the international community.
2. To emphasise and enhance Massey University's presence in the Asia - Pacific region and to strengthen relationships with Pacific nations and peoples.

OBJECTIVES

- To value the different contributions that international staff and students make with reference to building international awareness and goodwill, contribution to scholarship, and involvement in the life of the wider community.
- To foster well chosen international alliances, partnerships and joint ventures.
- To ensure that all subjects and programmes, regardless of the campus or mode of delivery, provide students with access to an education of international standard (and, where appropriate, with specific international accreditation), that will prepare students for life and work within the global community.
- To increase the opportunities for the University's students to study overseas and to interact with students from other countries.
- To continue to internationalise research activities by forging international linkages and by achieving further international recognition for research quality.
- To ensure that international students at Massey University are well supported and that campus life is reflective of international cultures and values.
- To develop effective and appropriate international enrolment and programme delivery opportunities in order to enhance the reputation and strengthen the resources and capacity of the University.
- To increase the relevance of the University's teaching and research for the peoples of the Pacific region.

PERFORMANCE 2006

Massey University continued to implement its internationalisation strategy in 2006, with an increased focus on relationship-based recruitment of groups of international students, diversifying its international student market, hosting numbers of prominent academics from overseas universities, further solid growth in Study Abroad and exchange student enrolments, developing new articulation arrangements with overseas tertiary institutions, and undertaking new international education and collaborative research initiatives.

As a research university with strong international outreach, Massey supported the participation of many staff in international conferences in 2006. Massey also hosted international conferences during the year, such as the 17th Asian Finance Association Conference in Auckland in July and the 3rd International Conference on Autonomous Robots and Agents in Palmerston North in December.

Eighteen new or extended international cooperation agreements were signed in 2006. Notable among these were those with the University of Sydney (Australia), University of Alberta (Canada), China Agricultural University and Wuhan University (China), Groupe ESC de Troyes and Institut National Polytechnique de Grenoble (France), Punjab Agricultural University (India), University of Tokyo (Japan), Heriot Watt University (Scotland), Montana State University (USA), and Vietnam National University, Hanoi.

Massey took over the Chair role for the Greater Mekong Sub-region Tertiary Education Consortium in 2006 for a two year period and is pursuing more active involvement, particularly with partners in Thailand and Vietnam where Massey can attract PhD candidates among tertiary institution staff. Research partnerships in this region are also anticipated.

In 2006 Massey University set up articulation arrangements with overseas institutions or agreements with government ministries to enrol groups of students, for example with Nilai International College Malaysia, Wuhan University, Nanjing University of Technology, and the Pakistan, Malaysian and Saudi Arabian Ministries of Higher Education.

Massey has been particularly successful in securing funds under the Education New Zealand Export Education Innovation Programme. Notable EEIP grants were awarded to the School of Aviation to extend delivery of the extramural BAvMan programme in Aviation to Thailand, and to a project in the Department of Management Systems to deliver the Diploma in Health Management in Thailand.

Further to our the rapid development of our Study Abroad partner network in 2005, Massey entered a Study Abroad agreement with CCIS (operated from Montana State University) in 2006. Incoming Study Abroad numbers exceeded target by 45% increasing to 136 in 2006, and incoming (outgoing) exchange students by 42% (22%) up to 54 (37). Further robust growth in this area is forecast in 2007.

Consolidation of the new International office structure continued during 2006. An International Marketing Manager position was reallocated to Auckland from Wellington to enable Massey to link better with tertiary colleges in the region. The Manager International Student Support - Policy and Compliance position was filled on a temporary part time basis pending a permanent appointment in 2007. Centre for University Preparation and English language Studies (CUPELS) marketing was consolidated into the International Office in 2006. Further work was done to enhance agent support and performance management and Massey also passed a successful audit of its USA FedAid administration system. New International and Study Abroad prospectuses were completed and published. The International policy and Strategy Advisory Committee met four times during the year and will increasingly focus on long term internationalisation strategy.

Massey's commitment to quality support services for international students has seen an increase in student satisfaction in all but one support service delivery area with 79% of students indicating that they would recommend the services to other students and 90% of students indicating that they would use the service on a repeat basis.

In 2007 the focus on recruitment of groups of students through institutional and Ministry of Higher Education partnerships overseas will continue, for example through the Saudi Arabia Scholarship programme and university links in China, Malaysia, Thailand and USA. Further developments in partnership agreements for overseas teaching are also expected. Increased PhD enrolments will be pursued, together with research collaborations with overseas university partners who share excellence in areas where Massey University has international research prominence.

Performance Indicators

Target 2006:

G1 Ensure our qualification review process appropriately recognises that contextual content (rather than nationally specific), assessment and assignments are relevant to the needs and interests of international students.

G2 Internationalisation matters will be reflected in the University's professional development programme.

G3 Encourage staff to pursue opportunities for international research, research collaboration and the presentation of research findings at international conferences.

Outcome/Progress 2006:

Achieved

The Qualification Review Procedures include 'internationalisation' as one of the overarching areas to be considered during the review process.

Partially Achieved

Achieved

Highlights included:

- A staff member was appointed to the Board of the European Union Centres Network (representing Massey among the network's seven universities).
- A staff member was appointed to the Fatigue Risk Management Group of the International Civil Aviation Organisation.
- There was continued support for the development of a Bachelor of Social Work at the University of the South Pacific.
- The International Policy and Strategy Advisory Committee has agreed on an annual strategy session, as part of which will be the identification of a potential high level international research collaboration that will raise the profile of one of Massey's strongest research groups.
- In the College of Creative Arts staff members have conducted research in Chile (Anne Noble), Shanghai China (John Di Stefano and Simon Morris), Santiago Maddie Leach, Stuart Shepherd (New York), Barcelona Anne Noble, Centre of Contemporary Photography in Australia and the United States (Gavin Hipins) and Tasmania and the USA (Wayne Barrar).

G4 Pursue prestigious international visitors and post-doctoral fellowships in areas of strategic priority. [See also E11]

Achieved

Highlights included:

- Visits from: Professor Coleman from the Open University, United Kingdom; Professor Alexander from Arizona State University, USA; Mr Jauang Xiang – award winning veteran dissident Chinese poet; Dr Georg Eifert Chapman University in Orange County, USA; John Forsyth, PhD, University at Albany, New York.
- Professor Tony McMichael (National Centre for Epidemiology and Population Health, ANU, Canberra, Australia)
- Professor Josep Anto (Institut Municipal Investigacio Medica, Barcelona, Spain)
- Professor Graham Moon (University of Portsmouth, United Kingdom)
- Professor Paul Miller - Visiting Scholar from the University of Montana, Missoula, USA. Dr Joan Goldsmith (Leadership),
- Dr Ken Cloke (Dispute Resolution), Professor William Sharpe (Noble Prize Winner).

Please also refer to E11 above for highlight details.

G5 Complete the AACSB accreditation process for the University's business school over the planning period. [See also B14]

Partially Achieved

G6 Develop a strategy for international partnerships/ strategic alliances for selected teaching and research areas and review existing arrangements for consistency with this strategy (2006).

Achieved

Highlights included:

- A detailed Internationalisation Strategy for the University has been developed and being reviewed annually. The University-wide strategy across all colleges and campuses is reviewed and developed through the International Policy and Strategy Committee.
- A detailed Marketing & Recruitment Operations Plan for 2006 has been developed and incorporates the Internationalisation Objectives and Plan of the University.
- Clear procedures exist for establishing high level effective international partnership arrangements and all existing agreements are being evaluated and assessed at the time of renewal.

- A strategic partnership in a selected teaching area is reflected in new Agreement between the College of Business (Finance) and Wuhan University, China. An overseas articulation agreement is signed between Nilai College, Malaysia, and the College of Sciences. And an on-shore articulation arrangement is reflected by the partnership between Wollongong University College, Auckland and Massey University which is currently being finalised.
- Policy on extramural international delivery was finalised in 2006. It is subjected for further review to align with other academic policy and to accommodate programme-related fee structures for overseas delivery of Massey programmes.
- Strategy has been developed and it is focussing on institutional partnerships that provide an enduring relationship and an ongoing flow of groups of students to Massey, particularly in postgraduate studies. For example, Massey activities with Higher Education Ministry officials in China (Scholarship Council), Pakistan, Malaysia and Thailand, and participation in the Audis Scholarship programme.

G7 Build on the opportunities afforded by accreditation of the University's Veterinary programme by the American Veterinary Medical Association.

Achieved – ongoing

G8 Implement the Government's new policy for international PhD students and optimise opportunities afforded by this new policy. Target recruitment of able postgraduate students in niche areas.

Achieved

Highlights included:

- The new Government Policy has been clearly promoted through the web, print materials, inbound visits and outbound visits by International Office staff. Education Agents abroad have been made aware of the opportunity and high level missions to Malaysia (2007), India, Pakistan, France (2006) have been deliberate attempts to recruit PhD students under the new Policy.
- Further institutional partnerships have been explored to develop enduring relationships and focus on postgraduate studies. For example, Massey activities with Higher Education Ministry officials in China (Scholarship Council), Pakistan, Malaysia and Thailand, and participation in the Audis Scholarship programme (also see response to G6 above).

G9	Continue to ensure compliance with the revised Code of Practice for Pastoral Care of International Students.	<p>Achieved</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • The Internal Code Compliance audit and FedAid audit was completed satisfactorily.
G10	Continue to monitor international student satisfaction through the use of surveys and work to enhance services as appropriate.	<p>Achieved - ongoing</p>
G11	Develop further exchange opportunities for students and continue to give priority to development of the Study Abroad programme.	<p>Achieved</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • Four new Student Exchange Agreements have been implemented in 2006: Montana State University, USA, ISEP Exchange, USA , Heriot Watt, Scotland, and Institut National Polytechnique de Grenoble. • There has been a 22% increase in outbound Exchange Students and 45% in inbound Study Abroad students. • Agreements have been arranged with two new key third-party Study Abroad partners: CCIS & Australearn – Canada.
G12	Broaden the diversity of the University's international student base and improve the distribution of international students across T & L programmes through targeted marketing strategies.	<p>Achieved</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • Although there was a reduction in numbers of students from China and the overall international student enrolments have decreased there were significant increases in total student numbers from a range of other markets including Japan (64%), USA (19%), Germany (16%), Malaysia (17%), Hong Kong (15%), Singapore (15%), Great Britain (20.3%), Canada (29%) and Fiji (31%). • Diversity of source countries for international students has increased to a total 93 countries. • Specific attention has been given to promoting admissions in Engineering & Technology, Education, Design Aviation, Aviation and English Language and Foundation programmes.

G13	Further develop the University's marketing and promotional tools for prospective international students by reviewing and upgrading the International Office website and international publications.	<p>Achieved</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • A review of the International website has been undertaken and implemented. • A new International Prospectus has been published. • A new Study Abroad brochure has been produced. • All other International publications have been revised and reprinted. • A new Education Agent Newsletter has been introduced.
G14	Revise and implement the three year business plan for the English Language Centre in light of the current market environment.	<p>Achieved</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • As a result of a review of the English Language Centre (MUELC), the Centre for University Preparation and English Language Studies (CUPELS) was formed to provide a range of courses, including preparatory, for international and domestic students. The International Office responsibilities for English Language and Foundation Studies were refocused to support admission and recruitment activities.
G15	Investigate and establish, where appropriate, the offshore delivery of selected qualifications, including delivery via extramural delivery mode.	<p>Partially Achieved</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • The School of Modern Languages have now established an extramural off-shore programme for the PGDipSLT. • Further consideration is being given to deliver an MBA off-shore. The GSB has set up a relationship with CMC Ltd, a subsidiary of Tata Corporation in India with the aim of delivering of executive education programmes. • The International Office coordinated EEIP grant applications again in 2006, and Massey has been notably successful among NZ universities in securing grants from this programme. For instance the Department of Management who have been awarded an EEIP grant to deliver the PG Diploma in Health Management in Thailand and the School of Aviation has been awarded a second EEIP grant to expand the overseas delivery of the BAvMA programme in SE Asia.
G16	Complete review of University's agency relationships and implement the resultant recommendations.	<p>Achieved</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • Performance reviews of all Education Agent contracts were undertaken and completed. • New Agency Contracts have been implemented for selected Agents. • New Agent commission payment procedures were implemented.

Other highlights of initiatives focused on Internationalism.

Highlights included

- A delegation, led by the President of the University of Montana visited to discuss exchange relationships.
- Memorandums of Understanding were signed with the University of Manitoba, Canada and with Yooroang Garang, School of Indigenous Health, University of Sydney, Australia.

Performance Measures

	Target 2006	Actual 2006	Actual 2005
Exchange Students - 'To Massey' (Number of)	40	54	42
Exchange Students - 'From Massey' (Number of)	20	37	28

	Target 2006	Actual 2006	Actual 2005
Study Abroad Students to Massey University (Number of)	130	136	94

Formal Academic Arrangements with Offshore Institutions (Number of)	62	94	79
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EFTS - Full-Fee International			
Total	3,931	3,409	4,197
Auckland Region	1,698	1,784	1,704
Palmerston North Region	1,246	1,042	1,432
Wellington Region	987	583	1,061

Note:

These are full-fee international students as per Ministry of Education funding classification 02 and 20.

Student Services Satisfaction - International Students (% students rating services good/very good)	52%	50%	52%
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Course Completion Rate - International Students			
College of Business	94%	94%	95%
College of Creative Arts	90%	88%	90%
College of Education	95%	98%	93%
College of Humanities & Social Sciences	92%	97%	95%
College of Sciences	93%	94%	94%

Retention from first year of study to second year of study - all undergraduate programmes %			
International Students	86%	76%	75%

ORGANISATION AND MANAGEMENT

GOALS

1. To ensure the University has a sustainable resource base sufficient to pursue its primary aims.
2. To have management at all levels which is competent, effective and accountable.
3. To support teaching, learning and research activities, through provision of quality infrastructure, national shared services and regional support activities.

OBJECTIVES

- To act as a responsible user of resources, employing management processes and structures appropriate to the size, purpose and multi-campus nature of the University.
- To strengthen the University's financial position through pursuit of higher net revenues and greater utilisation of assets, and by ensuring the effectiveness of all expenditures.
- To ensure that the University is managed in such a manner as to safeguard its long-term viability.
- To ensure that comprehensive planning processes and development strategies are formulated and implemented for the future continuing benefit of the University.
- To continue to enhance effective information systems that can support sound and timely decision-making.
- To continue to develop health and safety management systems that meet statutory (and ACC) standards and provide for the welfare of staff and students.
- To monitor the University's organisational structure to ensure that its activities are carried out in an efficient and effective manner.
- To further develop or adopt organisational structures that enhance and promote those areas that have created the distinctive features of Massey University.
- To manage the University's natural environment in a sustainable manner, and to protect, and where possible, to enhance the environmental quality of its natural resources.
- To continue to enhance the aesthetic values of the campuses and maintain a stimulating environment for the work, recreation and cultural activities of staff and students.

PERFORMANCE 2006

Massey University is a diverse organisation including three major campuses and a number of smaller sites. We are also the leading provider of extramural distance education to students not only throughout New Zealand and the Pacific, but also to New Zealand citizens located in many countries right around the world.

Signification progress has been made during 2006 containing the process to review the University's strategic positioning. The Wellington Campus Academic Development Plan, completed in 2005, is currently being implemented. During 2006 major milestones included the renovation of the School of Engineering & Technology and the completion of a business case for an Information Services Centre. Work has continued on parallel Academic Development Plans for Albany and Palmerston North campuses which are currently at a draft stage.

Implementation of Campus Physical Development Plans for each of the three regions has continued with a new teaching block completed and opened at Albany, business case for extensions and redevelopment of the library and study space at both Albany and Wellington being approved to enable detailed planning to be completed, completion of the redeveloped Students' Centre at Turitea, and the new Hopkirk Institute building (to be

shared between Massey's Institute of Veterinary, Animal and Biomedical Sciences and AgResearch Limited). (Also refer to Research & Creative Works section.) Work on the space recycling project for the College of Sciences accelerated with the demolition and the start of rebuilding the Riddet complex and the refurbishment of AgHort Building both getting underway during the year.

The New Zealand School of Music, a separate joint venture incorporating the strengths of Massey University's Conservatorium of Music and Victoria University of Wellington's School of Music, commenced operation at the start of 2006 beginning an exciting new era for tertiary music study in New Zealand.

Massey University continued to improve business processes during 2006, across a large number of initiatives, including: a further iteration of the Long Term Financial Strategy; development of EFTS forecasting through modelling and improved integration into the planning process; and integration of the University's Risk Management Framework with strategic and operational planning activities. (Also refer to details in the Performance Indicator section below.)

University administrative, academic, and information technology systems have continued to be reviewed and upgraded to ensure that the needs to the University can be met in as cost effective manner as possible. Phase I of the Student Management System project was completed. Other major ongoing projects include the introduction of a Research Information Management System (RIMS), enhancement of payroll and human resources information systems, and planning for a University Asset Management system. (Further detail included in the Performance Indicators section below.)

Performance Indicators

Target 2006:

H1i Continue planning and implementing campus development plans that support core T & L activities and align with the Long Term Financial Strategy. Specific deliverables targeted over the planning period: planning for the next phase of development at Albany Campus by continued refinement and implementation of a ten year development plan;

Outcome/Progress 2006:

Achieved

Highlights included:

- The University Council has determined that the next stage of the Albany library should proceed.
- Further temporary information commons space has been developed.
- A Speech Language Therapy Clinic was created on Oteha Rohe for College of Education staff and student activity
- Business cases have been progressed in 2006 for a student accommodation village and completed for a student amenities building (preliminary case).

H1ii Continue planning and implementing campus development plans that support core T & L activities and align with the Long Term Financial Strategy. Specific deliverables targeted over the planning period: reinvestment at Palmerston North in accordance with a ten year plan that includes strategies for future long term use of Hokowhitu and Ruawharo sites, refurbishment and rationalisation of space in the College of Sciences, and upgrade of student environment and facilities. [See also B5]

Achieved – ongoing

Highlights included:

- In Palmerston North the Student Centre upgrade was completed. September 2006 saw the first of the commercial tenants move into Level 1 with the Students' Association take up its offices on Level 2. EXMSS moved to their new space in December 2006. An official opening will be held during semester 1 2007 Orientation Week.
- Registry Levels 1 & 2 were completed and opened by Governor General, Honorable Dame Sylvia Cartwright. The redevelopment houses a seamless set of services to support students with the learning and life while at Massey, effectively a "one-stop-shop". It includes the Medical Centre, Career and Counselling Services, Disability Services, StudyLink, Cashiers and Financial Services, International Student Support and Student Liaison Advisors. All services have experienced increased services, approximately 30%.
- Two new Halls of Residence (Tawa and Miro) opened in Palmerston North at the start of the year, each offering 52 places, and an associated common room (Karaka). The new halls complement Totara and Matai Halls and the first of the commons - Kanuka - which were opened in 2005. This new accommodation has achieved the highest quality rating from Qualmark for any university-based student accommodation.
- Hopkirk Research Institute - The \$17 million Hopkirk Research Institute building development reached completion in December 2006. The facility will enable co-location of the AgResearch animal health capability with the Institute of Veterinary, Animal and Biomedical Sciences. This initiative, together with the BioCommerce Centre, provides tremendous opportunities for development of new research and commercialisation.
- College of Education, Hokowhitu - A business case for the relocation of the College of Education from Hokowhitu to Turitea has been presented to University Council.
- College of Education, Ruawharo - The relocation of College of Education activities from Ruawharo to the Eastern Institute of Technology Taradale Campus was approved with the move successfully effected. There are considerable advantages and synergies in the relocation. These include a reduction of costs (rental and services) and maximisation of the academic environment for Massey staff and students.

- Wharerata - The internal refurbishment at Wharerata is near completion.
- College of Sciences - Demolition of parts of the Riddet building in early March 2006 saw the start of physical works on the \$19.6 million College of Sciences buildings' project. Construction of Riddet 12, consisting of workshops, presentation rooms and offices, will commence in December 2006. It is anticipated that the building will be in use for the start of Semester 2, 2007. Riddet 11 construction, and redevelopment of food laboratories and pilot plants, will commence at Easter 2007 and will continue into 2008.
- Refurbishment of the first half of AgHort B Level 1 started in June 2006 and Part 1 of the development was completed in October. The refurbishment of the remainder of the floor and work to create a new foyer and entry to the AgHort Building will continue into 2007.
- A comprehensive draft document providing a Strategy for Consolidation of Space in Palmerston North, 2007 – 2010 has been prepared. The document also outlines the gains achieved.

H1iii Continue planning and implementing campus development plans that support core T & L activities and align with the Long Term Financial Strategy. Specific deliverables targeted over the planning period: implementation of a development programme for Wellington Campus to support the implementation of the Campuses T & L Development Plan, completed in 2005.

Achieved

Highlight included:

- Implementation of the Wellington Campus Development Plan is underway and it is progressing well.

H2 Investment in IT and Library infrastructure to support teaching and research needs, and administration systems.

Achieved

Highlights included:

- Continued development in IT equipment as part of the University's equipment budget.
- Business case approved for upgrade of Library Management System.
- Investment committed to the new Advanced Research Network.

H3	Investment in research infrastructure and advanced research networks to support areas of research focus.	<p>Achieved</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • The Government awarded \$1.5 million to the University to establish a Manawatu Microscopy and Imaging Centre. This will be opened in April 2007. • The BRCSS project and has been instrumental in the establishment of the access grid across the University and to other BRCSS participants. • Appointment of two part time Writing and Publishing Skills Consultants during 2006 has resulted in a significant improvement in research productivity on the part of new and emerging researchers in the College of Education. • A Research Advisor has been appointed in the College of Creative Arts to provide administrative supports to implement College research strategies. • The College Research Committee was established.
H4	Meet energy efficiency targets as agreed with Energy Efficiency Conservation Authority.	<p>Achieved – ongoing</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • Another 3% reduction in consumption was achieved in 2006 over the savings achieved in 2005 (7.4%). • A full-time energy manager (funded from energy costs savings) was appointed to provide long-term benefit in energy management.
H5	Complete project initiated in 2004 to develop a Strategic Asset Management Plan for the University along with systems to maintain it and integration with the LTFS process.	<p>Achieved - ongoing</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • Business case approved for stage I of the University’s Strategic Asset Management Plan project.
H6	Complete the development of an Information Services Strategic Plan and the implementation of the Information Technology Infrastructure Library framework.	<p>Partly Achieved - ongoing</p>
H7	Review utilisation of commercial space in the University and ensure appropriate return on investment.	<p>Achieved - ongoing</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • Commercial space being reviewed as part of Campus Development planning.

H8	Conclude implementation of the approved recommendations of the Review of T & L Policy - Formation.	Achieved
H9	Implement Council resolutions pursuant to its constitution and self review process, as appropriate.	Achieved
H10	Continue development and implementation of the University's performance scorecard for student and internal service units with a view to optimising student/stakeholder satisfaction whilst achieving institutional level economies of scale (2006). [See also E9]	Partially Achieved Some units have continued to develop their performance scorecards.
H11	Continue to enhance the University's financial model and refine the long-term financial strategy by development and implementation of a forecasting tool for colleges and regions (2006).	Achieved <i>Highlights included:</i> <ul style="list-style-type: none"> • The integration of the EFTs forecasting Pipe-line model into planning process has been completed along with further enhancements to the long term financial model.
H12i	Continue implementation of the University's performance and risk management framework which includes: further implementation of the Performance and Risk Reporting programme and alignment with the planning process;	Achieved - ongoing

H12ii Continue implementation of the University's performance and risk management framework which includes: ongoing identification of major University strategic and operating risks, recording these in the risk register software and ensuring that appropriate mitigation strategies and/or controls are in place;

Achieved

H12iii Continue implementation of the University's performance and risk management framework which includes: ongoing updates of the legal compliance programme and implementation of the legal compliance system;

Achieved

Highlights included:

- Legal Compliance Programme is fully established and covers all sections of the University.
- A process is in place to ensure that legislative compliance checklists is current and up-to-date and that changes to legislation impacting on the University are noted and communicated internally.

H12iv Continue implementation of the University's performance and risk management framework which includes: further integration of risk management practice into key university processes via continuous improvement of systems i.e. strategic and operational planning, business case analysis, project management;

Achieved

Risk assessment integrated with strategic and operational planning and monitoring business case analysis and project management.

<p>H12v Continue implementation of the University's performance and risk management framework which includes: a commitment to staff capability building in risk management through education and training initiatives and availability of online management resources;</p>	<p>Achieved <i>Highlights included:</i></p> <ul style="list-style-type: none"> • Risk management training is part of the Being a Manager at Massey programme (currently under review for 2008). • Risk Identification and Assessment workshops were delivered across all three campuses in 2006.
<p>H12vi Continue implementation of the University's performance and risk management framework which includes: completion of the University's Business Continuity Plan;</p>	<p>Achieved <i>Highlights included:</i></p> <ul style="list-style-type: none"> • The Business Continuity Programme of work including the Business Continuity Plan(s) continues. In 2006, a review of Emergency Response Plans was concluded for all campuses, and an IT Disaster Recovery Plan was prepared. The University Crisis Management Plan will be finalized in 2007. • A Business Continuity Plan has been developed for the Communications and the Marketing group.
<p>H12vii Continue implementation of the University's performance and risk management framework which includes: application of the new five-year internal audit programme prepared on audit universe principles and incorporating a risk management approach;</p>	<p>Achieved <i>Highlights included:</i></p> <ul style="list-style-type: none"> • The internal audit plan for 2006 and the proposed plan for 2007 have been prepared based on audit universe principles and became operational. Internal audit programmes are risk-based, and increasingly designed to add value as a key governance tool.
<p>H12viii Continue implementation of the University's performance and risk management framework which includes: continuous update of risk management practice through networking, conference attendance and sector benchmarking of best practice;</p>	<p>Achieved - ongoing</p>

<p>H12ix Continue implementation of the University's performance and risk management framework which includes: implementation of the staff participation framework for health and safety as required under the Health and Safety Act;</p>	<p>Achieved <i>Highlights included:</i></p> <ul style="list-style-type: none"> • Regular elections of health and safety staff representatives occurs in all areas of the University.
<p>H12x Continue implementation of the University's performance and risk management framework which includes: maintenance of the Delegation framework;</p>	<p>Achieved Delegations framework is well established, well maintained, and annually reviewed. This process is fully operational.</p>
<p>H12xi Continue implementation of the University's performance and risk management framework which includes: review of contract management processes; and</p>	<p>Achieved <i>Highlights included:</i></p> <ul style="list-style-type: none"> • In 2006 a full review of contract management processes at Massey university was completed. Policies and procedures were reviewed. • A new electronic Contract Management System was implemented in 2006 in conjunction with the contracts module of the Research Information Management System (RIMS). All contracts, with the exception of research contracts and employment contracts, have been placed in the new Contract Management System. Contract Managers and contract administrators have been identified and training in the use of this technology and good contract management practice will be undertaken in early 2007. The Contract Management System will retain all records about any given contract, will link to the electronic versions of the contract documentation, and will provide a suite of standard reports that will enable the Contract manager to review the contract and report on the management of the contract at any time.
<p>H12xii Continue implementation of the University's performance and risk management framework which includes: initiating a project to enable compliance with the Public Records Act.</p>	<p>Achieved <i>Highlights included:</i></p> <ul style="list-style-type: none"> • A project has been initiated in 2006 to prepare a scope of work and business case for a project which will ensure record management and archiving practices at Massey University complies with the Public Records Act.

H13	Explore ways to implement the recommendations from the Engagement with Māori paper (in conjunction with Council). [See also C19]	<p>Achieved</p> <p>Relationships with mana whenua at each campus are being maintained and additional relationships with iwi are being explored.</p>
H14	Promote to Government the development of a policy environment in New Zealand that will support a quality University sector.	<p>Achieved</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • This was undertaken through a lobbying strategy with the Vice-Chancellor's Executive Committee and the New Zealand Vice-Chancellors' Committee to increase political and public awareness of the need for greater levels of public investment in New Zealand's universities.
H15	Monitor the development of the Student Component Performance Measure and implications for the University and ensure an appropriate University response is developed and implemented.	<p>Achieved</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • Staff in the Office of the DVC (T&L) continue to monitor and contribute to discussions regarding the Student Achievement Component of Funding.
H16	Implement revised policies and practices for health and safety to ensure compliance with legislation and good practice (2006).	<p>Achieved - ongoing</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • A comprehensive suite of Health and Safety policies have been implemented or are in draft and consultation stage.
H17	Implement a space charging system in 2006 and maintain space management systems up to date.	<p>Achieved</p> <p>Space charging system has been implemented for all departmental space. Charging for other space and lecture theatres has been deferred.</p>
H18i	Continue with administrative systems and process improvement initiatives over the planning period, to include, but not limited to: Student Management System renewal including development and implementation of the Student Programme Management tool;	<p>Achieved - ongoing</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • Phase 1 of the SMS Project, migration to the new SQL environment of all key activity centres, was completed. • Business case for Phase 2 which includes enhanced functionality is being developed.

<p>H18ii Continue with administrative systems and process improvement initiatives over the planning period, to include, but not limited to: Human Resources and Payroll systems improvement e.g. ImpelHR, HRIS reporting;</p>	<p>Achieved – ongoing <i>Highlights included:</i></p> <ul style="list-style-type: none"> • Across the university, legislative compliance regarding employment agreements, employment of temporary workers, leave and performance management has been implemented.
<p>H18iii Continue with administrative systems and process improvement initiatives over the planning period, to include, but not limited to: empowerment of Finance System users via web-based reporting and budgeting tools;</p>	<p>Not Achieved Due for implementation in 2007.</p>
<p>H18iv Continue with administrative systems and process improvement initiatives over the planning period, to include, but not limited to: review of fees administration invoicing and debtor management processes;</p>	<p>Achieved</p>
<p>H18ix Continue with administrative systems and process improvement initiatives over the planning period, to include, but not limited to: International student offer, management, admission and enrolment processes review;</p>	<p>Achieved - ongoing <i>Highlights included:</i></p> <ul style="list-style-type: none"> • Student Exchange and Study Abroad processes have been reviewed and changes implemented. • A programme of continuous improvement with international student offers, admission and enrolment processes is being undertaken to reduce turn-around time for international student enquiries and admission applications.

<p>H18v Continue with administrative systems and process improvement initiatives over the planning period, to include, but not limited to: review financial reporting requirements in line with internationalisation of financial reporting standards;</p>	<p>Achieved</p>
<p>H18vi Continue with administrative systems and process improvement initiatives over the planning period, to include, but not limited to: initiate the integration of reporting from the University's various databases i.e. HRIS, Finance One, SMS etc;</p>	<p>Not Achieved</p>
<p>H18vii Continue with administrative systems and process improvement initiatives over the planning period, to include, but not limited to: implementation of the Research Management System (RIMS);</p>	<p>Achieved <i>Highlights included:</i></p> <ul style="list-style-type: none"> • RIMS PBRF, Publications, Postgraduate and Contracts modules became operational in 2006.
<p>H18viii Continue with administrative systems and process improvement initiatives over the planning period, to include, but not limited to: Content Management System improvement;</p>	<p>Achieved</p>

<p>H18x Continue with administrative systems and process improvement initiatives over the planning period, to include, but not limited to: supply chain management improvements;</p>	<p>Achieved - ongoing <i>Highlights included:</i></p> <ul style="list-style-type: none"> • Implementation of the University's mass-e-mail software has streamlined purchasing processes.
<p>H18xi Continue with administrative systems and process improvement initiatives over the planning period, to include, but not limited to: upgrading the Content Management System; and</p>	<p>Achieved</p>
<p>H18xii Continue with administrative systems and process improvement initiatives over the planning period, to include, but not limited to: Staff Satisfaction Survey automation.</p>	<p>Partially Achieved <i>Highlights included:</i></p> <ul style="list-style-type: none"> • Significant process improvement has been achieved for the employment of temporary staff. The revised process have proven to be successful in ensuring legislative compliance as well as being more efficient. • The general staff survey methodology was reviewed and a survey tool is being developed, which will be available for 2007 mid year survey
<p>H19 Develop the University environmental management system (EMS) and consult with stakeholders prior to implementation in 2006.</p>	<p>Partly Achieved <i>Highlights included:</i></p> <ul style="list-style-type: none"> • Terms of Reference and Preparation of EMS is currently being considered.
<p>H20 Continue to develop and implement the revised communication and recruitment strategy and align with the University's Strategic Positioning Statement.</p>	<p>Achieved</p>

H21	Complete implementation of the recommendations of the review of the School of Aviation, as adopted in 2004 and continue to respond to policy changes for the sector as initiated.	<p>Achieved</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • All recommendations have been implemented from the School of Aviation's review. • The research capability of the School of Aviation is being developed.
H22	Actively develop projects to strengthen capability development and where appropriate apply to the Innovation and Development Fund and other strategic funds managed by TEC.	<p>Achieved</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • VCEC approved the University's Strategic Policy on Research Capability in 2006, which sets targets at College level leading up to the 2012 PBRF. This requires Colleges to outline and implement support systems for staff research capability development. • The University led three successful Innovation and Development Fund bids in the latest round and partnered in a number of others.
H23	Continue to evaluate organisational arrangements within a multi-campus context with a view to ensuring optimal on-going development of the qualification profile, student profile and research culture university-wide e.g. organisational structure for ICT/Information Technology, Plant and Earth Sciences, presence of Education @ Wellington.	<p>Achieved</p> <p><i>Highlights included:</i></p> <ul style="list-style-type: none"> • The College of Business undertook a review of ICT (in consultation with the College of Sciences). • The College of Education Audit Education section was consolidated from Wellington to Palmerston North. • The College of Education Ruawhoro site has been moved to the Eastern Institute of Technology which will consolidate tertiary education in the Hawke's Bay and have positive outcomes for both institutions.

Performance Measures

Financial Performance Indicators	Target 2006	Actual 2006	Actual 2005
Operating Surplus to Total Revenue	1.86%	-0.43%	1.16%
Working Capital Ratio	61.45%	101.64%	90.51%
Cash Cover - Liquidity (Liquid Funds to annual cash operating)	19.08%	28.32%	22.66%
Cash Cover - EBITD/Int Exp	44.39X	52.55X	51.03X
Operating Surplus to Total Assets	0.90%	-0.15%	0.58%
Total Revenue to Net Assets	58.94%	42.60%	59.21%
Revenue per Funded EFTS	\$16,207	\$18,020	\$16,680
Operating Costs per Funded EFTS	\$15,942	\$18,066	\$16,411
Capital Expenditure per Funded EFTS	\$3,099	\$2,237	\$2,652
Fixed Assets per Funded EFTS	\$30,376	\$44,416	\$29,537
Debt to Debt plus Equity	4.08%	3.15%	1.31%
Change in Financial Value	1.16%	40.98%	0.64%
Salary Related Expenses (000's)	\$209,275	\$213,810	\$207,539
Revenue from Domestic Tuition Fees (\$m)	\$64,856	\$60,714	\$62,169
Revenue from International Tuition Fees (\$m) (Full-Fee Foreign)	\$56,988	\$50,389	\$55,993
International Tuition Fees/Total Revenue	16.07%	14.11%	15.89%

Space Utilisation Usable Floor Area m²/EFTS (Equivalent full-time student) (Excluding residential and farm related space)	Target 2006	Actual 2006	Actual 2005
University Average	10.74	11.41	10.70
- Auckland Region	6.06	6.78	6.96
- Palmerston North Region	12.12	12.73	12.10
- Wellington Region	12.35	13.49	10.94

Space Utilisation Usable Floor Area m²/FTE (Full-time equivalent staff member)			
University Average	72.42	71.79	75.21
- Auckland Region	60.32	69.17	70.15
- Palmerston North Region	71.23	68.68	72.74
- Wellington Region	91.21	88.98	91.79

APPENDICES

All the information provided in these appendices prior to 1997 excludes the former Palmerston North College of Education.

All information provided in these appendices prior to 1999 excludes the former Wellington Polytechnic.

SUMMARY OF STUDENT NUMBERS

Note: Figures below are Student headcount and include all students enrolled regardless of funding source.

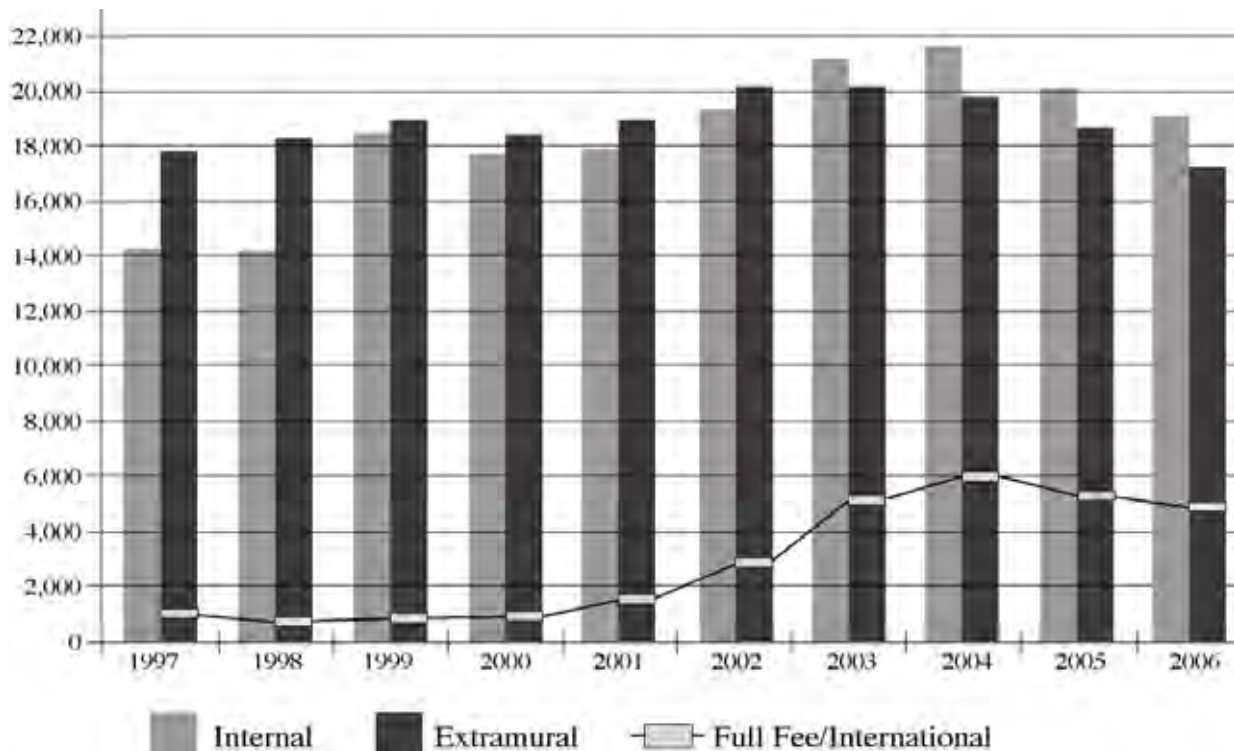
University Totals

	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Internal ¹	14,371	14,349	18,611	17,458	18,283	19,506	21,461	21,893	20,640	19,366
Extramural ¹	17,967	18,044	18,959	18,933	19,336	20,239	20,201	19,543	19,017	17,656
Total	32,338	32,393	37,570	36,391	37,619	39,745	41,662	41,436	39,657	37,022
% change over previous year	8.3%	0.2%	16.0%	(3.1%)	3.26%	5.65%	4.82%	(0.54%)	(4.49%)	(6.64%)
<i>Students included in Totals above:</i> International ²	995	1,026	1,132	1,222	1,820	3,445	5,754	6,216	5,790	5,276

Note: 1 By Student Mode.

2 1996 -2000 International figures above do not directly compare to 2001 figures onwards.

3 1996 - 2000 figures are international full-fee students only. 2001 figures onwards are all international students regardless of New Zealand residency or funding status.



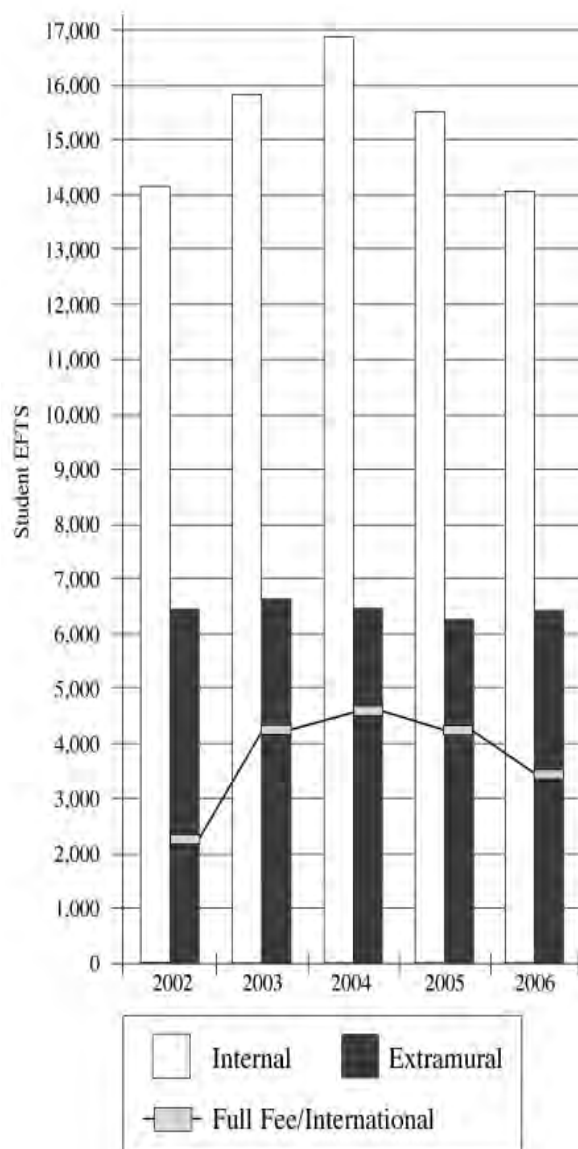
EQUIVALENT FULL-TIME STUDENTS (EFTS)

	2002	2003	2004	2005	2006
Internal ¹	14,221	15,954	16,922	15,625	14,002
Extramural ¹	6,529	6,559	6,404	6,224	6,473
Total all students enrolled regardless of funding sources	21,539	23,342	23,326	21,850	20,475
% change over previous year	6.62%	8.37%	(0.07%)	(6.76%)	(6.29%)
<i>Students included in Totals above:</i>					
Full-Fee/International ²	2,493	4,341	4,809	4,197	3,412
EFTS funded by Ministry of Education ³	18,543	18,349	17,840	16,931	16,411
% change over previous year	(0.30%)	(1.04%)	(2.77%)	(5.10%)	(3.74%)

Note: 1 By Student Mode.

2 Full-Fee International students as per Ministry of Education Funding Classification 02 and 20.

3 As per Ministry of Education Funding Classification 01.



STUDENT AGE DISTRIBUTION (HEADCOUNT)

		2005								%Total	2006								%Total
Ethnicity	Gender	<17	17-19	20-24	25-29	30-34	35-39	40+	Total	All	<17	17-19	20-24	25-29	30-34	35-39	40+	Total	All
New Zealand	Female	10	192	567	416	385	309	683	2,562	7%	7	191	547	368	332	274	610	2,329	6%
Māori	Male	8	109	306	181	181	191	301	1,277	3%	-	109	234	167	147	169	246	1,072	3%
	Total	18	301	873	597	566	500	984	3,839	10%	7	300	781	535	479	443	856	3,401	9%
European	Female	4	1,491	3,436	2,029	1,914	1,639	4,426	14,939	38%	5	1,516	3,536	1,941	1,671	1,543	3,986	14,198	38%
	Male	4	962	2,246	1,205	1,052	970	2,389	8,828	22%	3	926	2,144	1,121	987	912	2,180	8,273	22%
	Total	8	2,453	5,682	3,234	2,966	2,609	6,815	23,767	60%	8	2,422	5,680	3,062	2,658	2,455	6,166	22,471	61%
Pasifika	Female	0	29	155	122	92	84	112	594	1%	-	43	133	90	83	65	102	516	1%
	Male	0	26	104	56	68	64	83	401	1%	-	19	98	59	55	61	96	388	1%
	Total	0	55	259	178	160	148	195	995	2%	-	62	231	149	138	126	198	904	2%
Asian	Female	2	232	2,048	903	390	221	259	4,055	10%	22	299	1,867	824	316	210	273	3,811	10%
	Male	2	238	2,150	982	327	210	253	4,162	11%	4	267	1,990	971	262	177	246	3,917	11%
	Total	4	470	4,198	1,885	717	431	512	8,217	21%	26	566	3,857	1,795	578	387	519	7,728	21%
Other	Female	2	90	233	167	155	132	233	1,012	3%	-	71	214	163	143	128	227	946	3%
	Male	2	85	251	161	145	121	220	985	2%	1	73	229	148	142	111	183	887	2%
	Total	4	175	484	328	300	253	453	1,997	5%	1	144	443	311	285	239	410	1,833	5%
Unspecified	Female	3	9	50	46	42	41	298	489	1%	-	5	35	42	37	32	253	404	1%
	Male	1	9	61	36	38	30	178	353	1%	-	4	37	23	31	24	162	281	1%
	Total	4	18	111	82	80	71	476	842	2%	-	9	72	65	68	56	415	685	2%
Total	Female	21	2,043	6,489	3,683	2,978	2,426	6,011	23,651	60%	34	2,125	6,332	3,428	2,582	2,252	5,451	22,204	60%
	Male	17	1,429	5,118	2,621	1,811	1,586	3,424	16,006	40%	8	1,398	4,732	2,489	1,624	1,454	3,113	14,818	40%
	Total	38	3,472	11,607	6,304	4,789	4,012	9,435	39,657		42	3,523	11,064	5,917	4,206	3,706	8,564	37,022	
	%Total	0%	9%	29%	16%	12%	10%	24%			0%	10%	30%	16%	11%	10%	23%		
	All																		

Note: % Total All column and row is the percent of the total year figure: 2005 = 39,657; 2006 = 37,022
Figures above include all students regardless of funding source.
Student data as at 31 December.

STUDENT ETHNICITY, MODE AND GENDER (HEADCOUNT)

Ethnicity	Mode	2005			% Total	2006			% Total
		Female	Male	Total	All	Female	Male	Total	All
New Zealand	Internal	882	608	1,490	4%	847	473	1,320	4%
Māori	Extramural	1,680	669	2,349	6%	1,482	599	2,081	6%
	Total	2,562	1,277	3,839	10%	2,329	1,072	3,401	10%
European	Internal	5,850	4,018	9,868	25%	5,861	3,788	9,649	26%
	Extramural	9,089	4,810	13,899	35%	8,338	4,486	12,824	35%
	Total	14,939	8,828	23,767	60%	14,199	8,274	22,473	61%
Pasifika	Internal	267	218	485	1%	217	206	423	1%
	Extramural	327	183	510	1%	299	182	481	1%
	Total	594	401	995	2%	516	388	904	2%
Asian	Internal	3,440	3,748	7,188	18%	3,172	3,472	6,644	18%
	Extramural	615	414	1,029	3%	638	446	1,084	3%
	Total	4,055	4,162	8,217	21%	3,810	3,918	7,728	21%
Other	Internal	572	657	1,229	3%	502	574	1,076	3%
	Extramural	440	328	768	2%	444	313	757	2%
	Total	1,012	985	1,997	5%	946	887	1,833	5%
Unspecified	Internal	203	177	380	1%	145	109	254	1%
	Extramural	286	176	462	1%	258	171	429	1%
	Total	489	353	842	2%	403	280	683	2%
Total	Internal	11,214	9,426	20,640	52%	10,744	8,622	19,366	52%
	Extramural	12,437	6,580	19,017	48%	11,459	6,197	17,656	48%
	Total	23,651	16,006	39,657		22,203	14,819	37,022	
	% Total All	60%	40%			60%	40%		

Note: % Total All column and row is the percent of the total year figure: 2005 = 39,657; 2006 = 37,022
Figures above include all students regardless of funding source.
Student data as at 31 December.

STAFFING LEVELS

FULL-TIME EQUIVALENT (FTE) STAFF

STAFF FTE

	2002	2003	2004	2005	2006
Colleges					
Academic ¹	1,159	1,283	1,307	1,255	1,214
General ²	607	623	595	568	517
Contract & Trading	251	284	304	297	453
Total Colleges	2,016	2,190	2,206	2,120	2,184
Support Services & Administration					
Regional Services	293	323	351	367	359
Vice-Chancellor's Office	13	14	12	16	11
Assistant Vice-Chancellor (Research)	17	17	17	17	41
University Registrar	18	25	30	35	218
Assistant Vice-Chancellor (Teaching and Learning)	213	228	244	259	104
Chief Operating Officer's Office	262	261	242	244	171
Deputy Vice-Chancellor (International)	15	21	13	13	16
Assistant Vice-Chancellor (Māori)	0	8	8	5	13
English Language Centre	48	81	71	50	40
Total Support Services & Administration	879	978	988	1,006	973
Total Staff³	2,895	3,168	3,194	3,126	3,157

Notes

- ¹ Academic: casual academic assistance converted to FTE at the rate paid to a lecturer on Step 4.
- ² General: casual general and technical assistance converted to FTE at the rate paid to general staff on Grade D Step 1.
- ³ Figures are as at 31 December. Data published in the Annual Report 2002, was for permanent FTE as at 31 July. 2002 figures have been re-stated based on 31 December to allow for comparison.
- ⁴ The basis for calculating staffing FTE's has changed in 2006 to reflect average FTE numbers for the year. Previous years calculated FTE numbers as a snapshot of staffing at 31 December.
- ⁵ 2006 FTE's included NZ School of Music.

STAFF FTE BY COLLEGE

		2002	2003	2004	2005	2006
College of Business	Academic	286	323	326	302	290
	General	146	155	133	123	113
	Contract & Trading	1	3	3	4	17
College of Creative Arts	Academic	107	125	141	146	115
	General	41	33	36	36	34
	Contract & Trading	0	0	0	0	2
College of Education	Academic	145	154	146	125	121
	General	64	71	63	51	62
	Contract & Trading	101	111	104	103	110
College of Humanities & Social Sciences	Academic	236	266	265	259	252
	General	77	65	61	62	55
	Contract & Trading	40	60	72	67	118
College of Sciences	Academic	385	415	429	422	436
	General	280	299	302	298	253
	Contract & Trading	110	110	125	123	206
Total Colleges	Total Academic	1,159	1,283	1,307	1,255	1,214
	Total General	607	623	595	568	517
	Total Contract & Trading	251	284	304	297	453
Total FTE		2,016	2,190	2,206	2,120	2,184

STAFFING RATIOS :

	2002	2003	2004	2005	2006
Funded Equivalent Full-time Students (EFTS)	21,036	22,690	22,649	21,128	19,821
Total Academic Staff incl Casual Academic	1,159	1,283	1,307	1,255	1,214
Total General Staff incl Casual General	1,486	1,601	1,583	1,574	1,490

	2005 Ratio of EFTS to Academic Staff	2005 Ratio of General to Academic Staff	2006 Ratio of EFTS to Academic Staff	2006 Ratio of General to Academic Staff
College of Business	25.8:1	0.41:1	24.5:1	0.39:1
College of Creative Arts	12.5:1	0.24:1	14.2:1	0.30:1
College of Education	17.3:1	0.40:1	15.8:1	0.52:1
College of Humanities & Social Sciences	17.3:1	0.24:1	17.4:1	0.22:1
College of Sciences	11.1:1	0.70:1	10.5:1	0.58:1
University Total	16.8:1	1.25:1	16.3:1	1.23:1

2006 STAFF ETHNICITY, GENDER, AGE (HEADCOUNT)

Ethnicity	Gender	<=19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+	Unspecified	Grand Total	% Total All
New Zealand Māori	Female	0	1	11	23	13	21	14	15	3	4	1	1	107	3%
	Male	1	1	5	8	11	3	9	1	3	1	0	0	43	1%
	Total	1	2	16	31	24	24	23	16	6	5	1	1	150	4%
European	Female	16	81	110	143	133	132	172	164	161	70	23	4	1,209	38%
	Male	7	44	61	105	108	135	135	134	143	90	40	13	1,015	32%
	Total	23	125	171	248	241	267	307	298	304	160	63	17	2,224	70%
Pacific People	Female	0	2	1	4	3	3	2	3	2	0	0	0	20	1%
	Male	0	0	0	5	1	2	2	2	2	0	0	1	15	0%
	Total	0	2	1	9	4	5	4	5	4	0	0	1	35	1%
Asian	Female	0	11	18	15	23	17	24	10	7	4	0	3	132	4%
	Male	0	5	14	22	18	22	16	13	7	7	4	3	131	4%
	Total	0	16	32	37	41	39	40	23	14	11	4	6	263	8%
Other	Female	0	2	0	1	2	1	3	1	0	0	0	0	10	0%
	Male	0	2	1	2	3	3	2	3	1	1	0	0	18	1%
	Total	0	4	1	3	5	4	5	4	1	1	0	0	28	1%
Not Stated	Female	4	6	9	11	20	29	42	44	34	24	4	6	233	7%
	Male	0	2	12	15	17	30	29	34	31	28	12	2	212	7%
	Total	4	8	21	26	37	59	71	78	65	52	16	8	445	14%
GrandTotal	Female	20	103	149	197	194	203	257	237	207	102	28	14	1,711	54%
	Male	8	54	93	157	158	195	193	187	187	127	56	19	1,434	46%
	Total	28	157	242	354	352	398	450	424	394	229	84	33	3,145	
	% Total All	1%	5%	8%	11%	11%	13%	14%	13%	13%	7%	3%	1%		

Note: % Total All column and row is the percent of the total figure 3,145.

Permanent staff data as at 31 December 2006.

**2006 STAFF ETHNICITY, GENDER, CLASSIFICATION, REGION
(HEADCOUNT)**

Ethnicity	Gender	Academic Staff			Academic Total	% Academic Total	General Staff			General Total	% General Total	Contract & Trading Staff			Contract & Trading Total	% Contract & Trading Total	Grand Total	% Grand Total
		Albany	Palmerston North	Wellington			Albany	Palmerston North	Wellington			Albany	Palmerston North	Wellington				
New Zealand Māori	Female	3	23	1	27	2%	3	46	7	56	4%	10	7	7	24	7%	107	3%
	Male	0	9	6	15	1%	3	10	4	17	1%	1	9	1	11	3%	43	1%
	Total	3	32	7	42	3%	6	56	11	73	5%	11	16	8	35	10%	150	4%
European	Female	69	204	65	338	28%	80	581	63	724	45%	14	101	32	147	44%	1,209	38%
	Male	97	342	76	515	42%	26	363	41	430	27%	13	49	8	70	21%	1,015	32%
	Total	166	546	141	853	70%	106	944	104	1,154	72%	27	150	40	217	65%	2,224	70%
Pacific People	Female	0	4	0	4	0%	4	6	1	11	1%	1	0	4	5	2%	20	1%
	Male	3	1	0	4	0%	2	5	1	8	1%	2	0	1	3	1%	15	0%
	Total	3	5	0	8	1%	6	11	2	19	1%	3	0	5	8	3%	35	1%
Asian	Female	13	18	8	39	3%	20	47	11	78	5%	3	12	0	15	5%	132	4%
	Male	18	40	9	67	6%	10	27	2	39	2%	1	24	0	25	8%	131	4%
	Total	31	58	17	106	9%	30	74	13	117	7%	4	36	0	40	13%	263	8%
Other	Female	2	2	1	5	0%	1	3	0	4	0%	0	0	1	1	0%	10	0%
	Male	1	7	3	11	1%	1	5	0	6	0%	0	1	0	1	0%	18	1%
	Total	3	9	4	16	1%	2	8	0	10	1%	0	1	1	2	0%	28	1%
Unspecified	Female	10	48	25	83	7%	18	108	6	132	8%	3	12	3	18	5%	233	7%
	Male	26	64	19	109	9%	11	65	16	92	6%	1	10	0	11	3%	212	7%
	Total	36	112	44	192	16%	29	173	22	224	14%	4	22	3	29	8%	445	14%
Total	Female	97	299	100	496	41%	126	791	88	1,005	63%	31	132	47	210	63%	1,711	54%
	Male	145	463	113	721	59%	53	475	64	592	37%	18	93	10	121	37%	1,434	46%
	Total	242	762	213	1,217		179	1,266	152	1,597		49	225	57	331		3,145	
% Total Academic		20%	63%	18%														
% Total General							11%	79%	10%									
% Total Contract & Trading												15%	68%	17%				
% Grand Total		8%	24%	7%	39%		6%	40%	5%	51%		2%	7%	2%	11%			

Note: % Academic Total column is the percent of the Academic total figure 1,271.
 % General Total column is the percent of the General total figure 1,597.
 % Contract and Trading column is the percent of the Contract and Trading total figure 331.
 % Grand Total column is the percent of the Grand total figure 3,145.
 Permanent staff data as at 31 December 2006.
 General staff include staff categorised as Technical Staff.

**2006 STAFF ETHNICITY, GENDER, COLLEGES,
REGIONS & DIVISIONS (HEADCOUNT)**

Ethnicity	Gender	Regions & Divisions	College of Business - PVC Office	College of Creative Arts - PVC Office	College of Education - PVC Office	College of Humanities & Social Sciences - PVC Office	College of Sciences - PVC Office	Grand Total	% Total All
New Zealand Māori	Female	25	8	5	19	45	5	107	3%
	Male	14	1	4	3	14	7	43	1%
	Total	39	9	9	22	59	12	150	4%
European	Female	407	126	39	134	200	303	1,209	38%
	Male	281	139	41	59	112	383	1,015	32%
	Total	688	265	80	193	312	686	2,224	70%
Pacific People	Female	6	1	0	1	9	3	20	1%
	Male	8	0	0	1	4	2	15	0%
	Total	14	1	0	2	13	5	35	1%
Asian	Female	42	30	3	3	12	42	132	4%
	Male	22	30	1	1	6	71	131	4%
	Total	64	60	4	4	18	113	263	8%
Other	Female	3	3	0	1	1	2	10	0%
	Male	4	7	0	0	1	6	18	1%
	Total	7	10	0	1	2	8	28	1%
Unspecified	Female	75	23	13	40	31	51	233	7%
	Male	58	31	9	16	11	87	212	7%
	Total	133	54	22	56	42	138	445	14%
Total	Female	558	191	60	198	298	406	1,711	54%
	Male	387	208	55	80	148	556	1,434	46%
	Total	945	399	115	278	446	962	3,145	
	% Total All	30%	13%	4%	9%	14%	31%		

Note: % Total All column and row is the percent of the total figure 3,145.
Permanent staff data as at 31 December 2006.

RESEARCH AND OTHER CONTRACT FUNDING

Research and Contract Funding

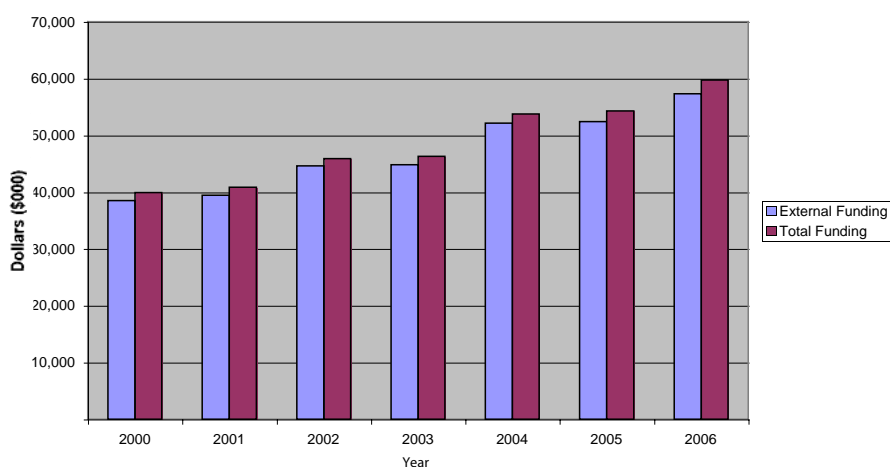
	Total (\$000)	Research Grants / Projects (\$000)	Research Centres (\$000)	Consultancies (\$000)	Commercial -isation Projects (\$000)	Teaching Contracts (\$000)	Internal Research Allocation (\$000)	
College of Business	2,144	1,358	-	342	-	285	159	
College of Creative Arts	334	144	-	73	-	-	117	
College of Education	9,586	1,173	32	842	-	7,495	45	
College of Humanities and Social Sciences	13,201	5,163	5,314	2,110	-	264	350	
College of Sciences	32,484	20,548	7,900	1,994	-	473	1,659	
Other	1,940	10	-	10	447	1,413	60	
	2006	59,689	28,307	13,246	5,370	447	9,930	2,389
Total Funding Received	2005	54,268	23,959	14,659	4,925	411	8,432	1,882
	2004	53,725	23,402	14,028	5,542	507	8,636	1,610

Note: This statement reflects contract funding attracted by Massey University during the financial period. The external research funding reported as received in this statement differs from external research income that qualifies under the Performance Based Research Fund (PBRF), which is based on research work undertaken during the financial period (refer Page 154).

Total External and Internal Funding

	2000 (\$000)	2001 (\$000)	2002 (\$000)	2003 (\$000)	2004 (\$000)	2005 (\$000)	2006 (\$000)
External Funding	38,519	39,455	44,588	44,782	52,115	52,386	57,300
Internal Funding	1,377	1,394	1,277	1,523	1,610	1,882	2,389
Total Funding Received	39,896	40,849	45,865	46,305	53,725	54,268	59,689

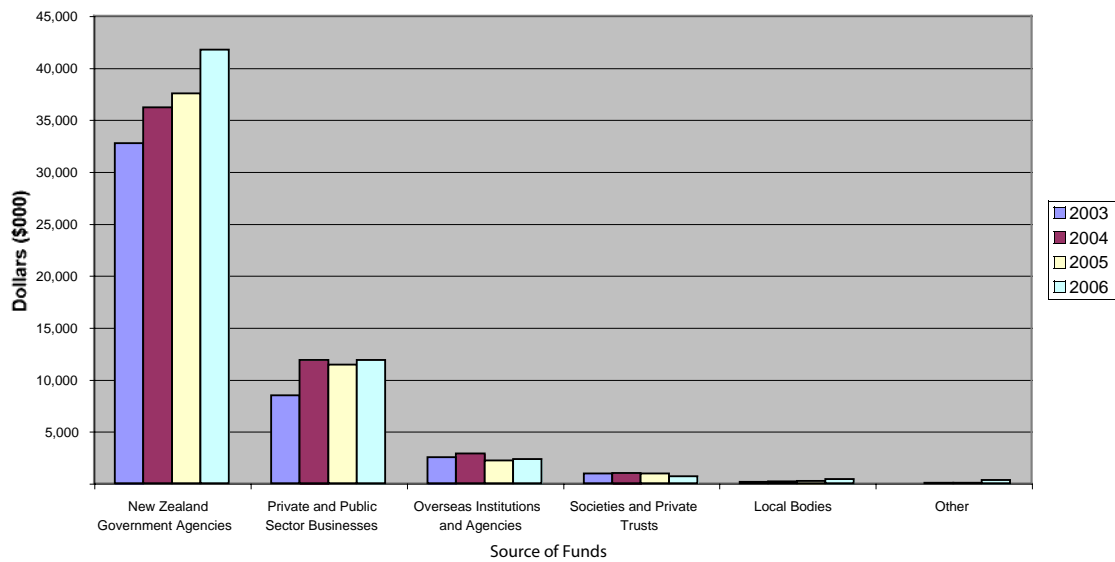
Total Research and Contract Funding



External Contract Funding - Source of Funds

	2003 (\$000)	2004 (\$000)	2005 (\$000)	2006 (\$000)
New Zealand Government Agencies	32,728	36,175	37,517	41,734
Private and Public Sector Businesses	8,458	11,870	11,420	11,853
Overseas Institutions and Agencies	2,493	2,886	2,199	2,316
Societies and Private Trusts	954	985	950	689
Local Bodies	147	162	233	394
Other	2	37	67	314
Total External Funding Received	44,782	52,115	52,386	57,300

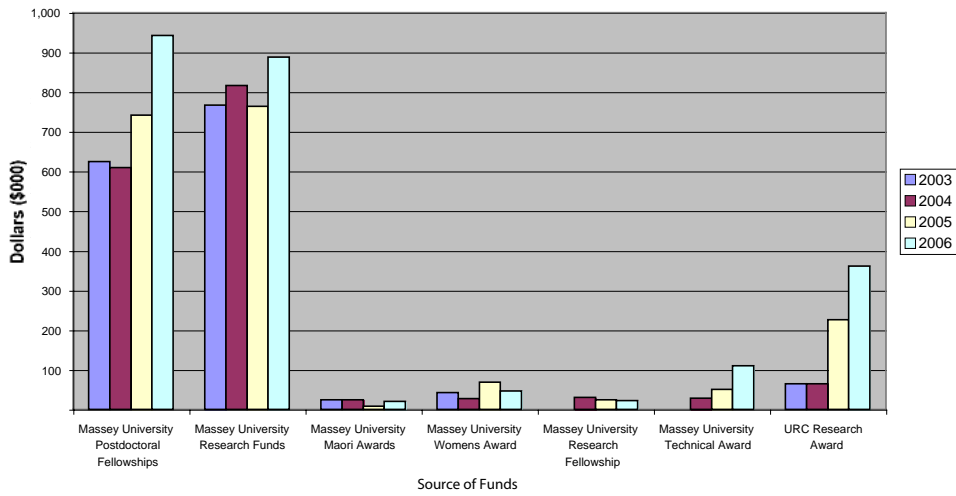
External Contract Funding



Internal Contract Funding - Source of Funds

	2003 (\$000)	2004 (\$000)	2005 (\$000)	2006 (\$000)
Massey University Postdoctoral Fellowship	625	610	741	942
Massey University Research Fund	767	816	764	888
Massey University Maori Award	24	24	8	20
Massey University Womens Award	43	27	68	46
Massey University Research Fellowship	-	30	24	22
Massey University Technical Award	-	28	50	110
URC Research Award	65	65	226	361
Total Internal Research Allocation	1,523	1,600	1,882	2,389

Internal Contract Funding



External Research Income Qualifying for Performance Based Research Funding (PBRF)

	2002 (\$000)	2003 (\$000)	2004 (\$000)	2005 (\$000)	2006 (\$000)
External Research Income Qualifying for PBRF	24,148	31,255	33,598	36,393	38,040

PBRF External Research Income

