

<b>Council Agenda Part A (Open Agenda)</b> <b>15.03.2021</b> <b>Council Room – Level 2 ClockTower, Princes Street 22, Auckland</b> <b>4:00pm</b>			Page #
<b>1. APOLOGIES</b>	<b>The Chancellor moves</b> that the apologies, be <b>noted</b> .		
<b>2. DISCLOSURES OF INTEREST BY MEMBERS</b>	The attention of Members is drawn to the Conflicts of Interest Policy and the need to disclose any interest in an item on the Agenda of the meeting as set out in Schedule 11, Clause 8 of the Education and Training Act 2020.	<b>The Chancellor moves</b> that the disclosures, if any, be noted and the action taken be <b>endorsed</b> .	
<b>3. HONOURS/AWARDS - NEW YEAR HONOURS</b>	<p><b>3.1 ORDER OF NEW ZEALAND</b></p> <p><b>Member</b> Professor Dame Anne Salmond ONZ, DBE for services to New Zealand</p> <p><b>3.2 THE NEW ZEALAND ORDER OF MERIT</b></p> <p><b>Dames Companion</b> Professor Dame Juliet Gerrard for services to Science Professor Dame Cindy Kiro for services to child wellbeing and education</p> <p><b>Knight Companion</b> Mr David Carter for services as a Member of Parliament and as Speaker of the House of Representatives</p> <p><b>Companions</b> Dr Kirsten Finucane for services to health, particularly paediatric heart surgery Mr Rob Fyfe for services to business and tourism Emeritus Professor Louise Nicholson for services to neuroscience and education Distinguished Professor Ian Reid for services to medicine Mr Arch Jelley for services to athletics and the game of bridge Honourable Tony Randerson for services to the judiciary Honourable Lyn Stevens for services to the judiciary and the community Professor Phillipa Howden-Chapman for services to public health</p> <p><b>Officers</b> Dr Christine Foley for services to victims of sexual assault</p>	<b>The Chancellor moves</b> that Council <b>note</b> the Honours conferred on those persons with links to the University and that the Chancellor and Vice-Chancellor have already sent congratulatory letters to the persons involved.	

	<p>Dr Janette Irvine for services to women and women's health Mr Burton Shipley for services to basketball Associate professor James Tully for services to journalism and education Mr Chloe Wright for services to philanthropy, education and health Dr Timothy Malloy for services to health</p> <p><b>Members</b> Professor Michael Baker for services to public health science Ms Christina Barton for services to art history and curation Dr Sally Harbison for services to forensic science Professor Shaun Hendy for services to science Mr Rodney Jones for services to economics and public health research Dr Glenda Keam for services to music and music education Dr Jann Medlicott for services to philanthropy, the arts and radiology Ms Denise Ritchie for services to prevention of sexual violence and exploitation Dr Gagrath Singh for services to health Mr William Trubridge for services to freediving</p> <p><b>3.3 THE QUEEN'S SERVICE MEDAL</b></p> <p><b>Companion</b> Mrs Yvonne Boyes for services to health, particularly nursing and cancer treatment Mr Michael Drake for services to education and the community Therese Weir for services to people with disabilities</p>		
<p><b>4. CONFERMENT OF DEGREES</b></p>	<p>In accordance with the provisions of the Conferment of Academic Qualifications and Academic Dress Statute 1992 the Chancellor will confer the degrees listed (as attached) by stating: <i>By the authority vested in me by resolution of The University of Auckland Council I, SCOTT ST JOHN, Chancellor, confer the degrees stated upon those who, within their several faculties, have satisfied the requirements of this University.</i></p>		<p><b>10</b></p>
<p><b>5. AWARD OF DIPLOMAS</b></p>	<p>In accordance with the provisions of the Conferment of Academic Qualifications and Academic Dress Statute 1992 the Chancellor will award the diploma listed (as attached) by stating: <i>By the authority vested in me by resolution of The University of Auckland Council I, SCOTT ST JOHN, Chancellor, award the diplomas stated to those who, within their several faculties, have satisfied the requirements of this University.</i></p>		<p><b>15</b></p>
<p><b>6. COUNCIL MEETINGS</b></p>	<p><b>6.1 Council, Draft Minutes (Part A), 09.12.2020</b></p>	<p><b>The Chancellor moves</b> that the Minutes (Part A), Zoom meeting</p>	<p><b>16</b></p>

		09.12.2020 be taken as <b>read</b> and <b>confirmed</b> .	
	<p><b>6.2 Matters arising from the Minutes (Part A), Zoom meeting 09.12.2020 not elsewhere on the Agenda</b></p> <p>With regard to item 5 and Council’s request to assess the potential health and safety aspect of the storage issue in the Thomas Building, the Health and safety Team responded the following: “<i>Whilst storage (and the lack thereof) is an issue in general throughout the School [of Biological sciences], it does not normally impact greatly on Health and Safety.</i>”</p> <p><i>Storing glassware on trolleys in a corridor, awaiting sterilisation in the Autoclave Room on Level 3 is common practice.</i></p> <p><i>There are a number of precautions in place to minimise the risks involved:</i></p> <ul style="list-style-type: none"> <li>• <i>The corridor does not have heavy through-traffic due to the extra swipe-card door in the corridor;</i></li> <li>• <i>The trolleys are normally attached to the wall;</i></li> <li>• <i>The trolleys are “lipped” to prevent contents falling to the ground.</i></li> </ul> <p><i>The facility has been operating in this manner for years without incident.</i></p> <p><i>Given the above, the overall risk of injury – and particularly of serious injury – is assessed as low”.</i></p>		
<b>7. VICE-CHANCELLOR’S REPORT</b>		<b>The Chancellor moves</b> that the Vice-Chancellor’s Report be <b>noted</b> .	<b>22</b>
<b>8. REPORTS OF COUNCIL COMMITTEES</b>	<p><b>8.1 AUDIT AND RISK COMMITTEE</b></p> <p><b>8.1.1 Minutes, (Part A), 03.03.2021</b></p>	<b>The Chancellor moves</b> that the Audit and Risk Committee Minutes (Part A), 03.03.2021 be <b>received</b> .	<b>41</b>
	<p><b>8.2 FINANCE COMMITTEE</b></p> <p><b>8.2.1 Minutes, (Part A), 02.03.2021</b></p> <p><b>8.2.2 Finance Committee Terms of Reference</b></p>	<p><b>The Chancellor moves</b> that:</p> <p>i) the Finance Committee Minutes (Part A), 02.03.2021 be <b>received and noted</b>; and</p> <p>ii) Council <b>adopts</b> the amended Finance Committee Terms of Reference</p>	<p><b>43</b></p> <p><b>49</b></p>

<p><b>9. SENATE MATTERS</b></p>	<p><b>9.1 REPORT OF SENATE, 30.11.2020</b></p> <p>Part Ai, 1-3: Reviews to be <b>received</b> by Council  Part Aii, 4-6: Policy and other matters requiring Council <b>approval</b>  Part B, 1: Matters for <b>noting</b> by Council  Part C, 1-2: Matters handled under Delegated Authority</p>	<p><b>The Chancellor moves</b> that the recommendations in Part A of the Report of Senate, 21.09.2020 be <b>adopted</b> and Parts B and C be <b>noted</b></p>	<p><b>53</b></p>
<p><b>10. CORRESPONDENCE REFERRED BY THE CHANCELLOR</b></p>	<p>No items received</p>		
<p><b>11. OTHER MATTERS FOR DECISION OR NOTING</b></p>	<p><b>11.1 SEAL</b></p> <p>Since the Council meeting on 09.12.2020 the seal has been applied to the following document in accordance with the Council resolution of 18.02.1991:</p> <ul style="list-style-type: none"> <li>• Deed of Variation of Lease – 70 Symonds St, Auckland – TGB Properties (NZ) Pvt Ltd (Lessor) &amp; The University of Auckland (Lessee)</li> </ul>	<p><b>The Chancellor moves</b> that the affixing of the seal to the listed documents be <b>noted</b>.</p>	
	<p><b>11.2 PAYMENT OF ATTENDANCE FEES TO LAY MEMBERS OF COUNCIL AND COUNCIL COMMITTEES</b></p> <p>Council at its meeting 16 April 2007, RESOLVED that:</p> <ol style="list-style-type: none"> <li>1. Commencing 1 April 2007, the meeting attendance fee paid to lay members of Council and lay members of 'Approved Committees' shall be adjusted automatically on 1 April of each year by the CPI movement in preceding calendar year, unless this means the attendance fee exceeds the maximum rate fixed by the minister under Schedule 11, clause 17 of the Education and Training Act 2020 , or Council at the time resolves otherwise; and</li> <li>2. That for the purposes of this resolution the list of 'Approved Committees' be: <ul style="list-style-type: none"> <li>• Animal Ethics Committee</li> <li>• Biological Safety Committee</li> <li>• Human Participants Ethics Committee</li> <li>• Rūnanga</li> <li>• Students Appeals Committee</li> <li>• Auckland Health Research Ethics Committee</li> </ul> </li> </ol>	<p><b>The Chancellor moves</b> that the Attendance Fee of \$175.00 per half day <b>be increased</b> to \$180.00 with effect from 01.04.2021.</p>	

	<p>It is appropriate to ensure that the value of the payment made to lay members is maintained and that to achieve this, the previously approved meeting attendance fee of \$175 per half day should be increased to \$180.00 being the CPI movement for the previous year rounded up to the nearest \$5 increment.</p>		
	<p><b>11.3 APPLICATION OF SEAL AND QUALIFICATIONS – DELEGATED AUTHORITY</b></p> <p>Council at its meeting 19 June 2006 resolved:</p> <p>That acting pursuant to section 273 of the Education and Training Act 2020, the Council hereby authorises the person for the time being holding Office as Registrar of The University (and thereby a member of the staff of the University) to execute on behalf of the University documents conferring a degree or awarding a diploma granted by the University or replacing such documents previously conferred or awarded by the University by:</p> <p>i) affixing the common seal of the University to each of those awards pursuant to this resolution; and</p> <p>ii) counter-signing the affixing of the seal by the application of a facsimile of his or her signature.</p> <p>In accordance with this resolution, the Seal was applied to:</p> <ul style="list-style-type: none"> <li>• <b>6,989</b> degree and diploma certificates presented at the Spring 2020 graduation ceremonies;</li> <li>• <b>802</b> degree and diploma certificates presented at the December 2020 graduation ceremonies; and</li> <li>• <b>24</b> degree and diploma certificates presented at the Tai Tokerau 2020 graduation ceremony.</li> </ul> <p>In addition, <b>2,023</b> degrees and diplomas certificates were conferred/awarded in absentia at Council meetings and certificates were subsequently issued. During the year 2020, the Registrar’s signature was also applied to:</p> <ul style="list-style-type: none"> <li>• <b>264</b> New certificates for Certificate level courses;</li> <li>• <b>94</b> replacement certificates which were issued as the originals were declared lost or damaged;</li> <li>• <b>12</b> replacement certificates which were issued to reflect graduate name changes; and</li> <li>• <b>11</b> replacement certificates made on behalf of the former Auckland College of Education.</li> </ul>	<p><b>The Chancellor moves</b> that the affixing of the common seal of the University to the above certificates consistent with Council’s delegation of 19 June 2006 be <b>noted</b>.</p>	

	<i>In the year 2020, Autumn Graduation was cancelled due to COVID-19 level restrictions. These qualifications were conferred/awarded in April Council.</i>		
	<b>11.4 TAUMATA TEITEI – VISION 2030 AND STRATEGIC PLAN 2025 – FINAL DRAFT OF THE STRATEGY AND UPDATE ON THE DEVELOPMENT OF THE STRATEGIC PLAN</b>	<b>The Chancellor moves</b> that Council <b>note</b> the final draft of the strategy and update on the development of the Strategic Plan.	<b>56</b>
	<b>11.5 RESCINDMENTS AND RE-AWARDING</b>  <b>MEMORANDUMS, 03.03.2021</b> from Margaret Allen, Manager, Scholarships and Graduation, regarding the rescindment and re-awarding of a Degree and Postgraduate Diploma.	<b>The Chancellor moves</b> that Council <b>rescind</b> the conferral of the qualification of the Master of Nursing for Julie Lysaght rescinded and <b>re-award</b> it with First Class Honours.  <b>The Chancellor moves</b> that Council <b>rescind</b> the conferral of the qualification of the Postgraduate Diploma in Health Sciences for Shanah Tini and <b>re-award</b> it with Merit.	<b>74</b>
<b>12 GENERAL BUSINESS</b>	None		
<b>13 LEAVE OF ABSENCE</b>	(for the meeting of 19.04.2021)		

## **PUBLIC EXCLUSIONS**

**The Chancellor moves** that the public be excluded from Part B of this meeting.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered:

Item No. 1.1	Council Minutes (Part B), 09.12.2020, and 22.02.2021
Item No. 2.1	Auckland Health Research Ethics Committee Annual Report
Item No. 2.2	University of Auckland Biological Safety Committee Annual and Membership Report
Item No. 2.3	University of Auckland Human Participants Ethics Committee Annual and Membership Report
Item No. 2.4	Audit and Risk Committee, (Part B), 03.03.2021 and Draft Annual report 2020
Item No. 2.5	Finance Committee, Minutes (Part B), 02.03.2021, Financial Performance 2020, Treasury Management, Recreation and Wellness Centre – Stage Gate Review
Item No. 2.6	Honours Committee
Item No. 3.1	Exercise of delegation to refuse to permit enrolment on good character grounds
Item No. 3.2	Size, Shape and Composition
Item No. 5.1	Council Appointments Procedures

Reason for passing this resolution in relation to each matter:

The protection of the interests mentioned below.

Grounds under section 48(1) for the passing of this resolution:

Those in Section 9 of the Official Information Act 1982 namely:

- i) To protect the privacy of the persons referred to in the recommendations and to maintain the confidentiality of those recommendations;
- ii) To enable the University to carry on without prejudice or disadvantage negotiations; and
- iii) To prevent the disclosure or use of Official Information for improper gain or advantage.

AND THAT Adrienne Cleland, Professors Metson and Morrow, Andrew Creahan, Pamela Moss, Todd Somerville, Bridget Fitzpatrick, Sharmaine Naidoo and Wendy Verschaeren be permitted to remain for this part of the meeting, after the public has been excluded, because of their knowledge of, or need to be briefed about, the matters to be discussed. This knowledge, which will be of assistance in relation to the matters to be discussed, is relevant to those matters because they relate to aspects of the administration of The University of Auckland for which those persons are responsible.

**The University of Auckland**

**Council 15 March 2021**

**CONFERMENT OF DEGREES**

**DOCTOR OF CLINICAL PSYCHOLOGY**

Angus George Craig

**DOCTOR OF PHILOSOPHY**

Joaquin Ignacio Bahamondes Correa in Psychology

Geng Chen in Mechanical Engineering

Jaelim Cho in Health Sciences

Chidozie George Chukwudumogu in Commercial Law

Faisal in Education

Waseema Fikuree in Education

Meiqin Han in Geography

Igor Ingrst in International Business

Nicholas John Kay in Mechanical Engineering

Asma Khan in Chemical and Materials Engineering

Farhan Khan in Computer Systems Engineering

Zhiying Kong in Biomedical Science

Van Tong Ngo in Politics and International Relations

Barbara Jane O'Loughlin in Education

Yilei Shi in Bioengineering

Bo Sun in Physiology

Zhijia Wang in Electrical and Electronic Engineering

Su Zhang in Electrical and Electronic Engineering

**MASTER OF ARTS WITH SECOND CLASS HONOURS FIRST DIVISION**

Xue Chen in Applied Linguistics

**MASTER OF CLINICAL PHARMACY WITH SECOND CLASS HONOURS FIRST DIVISION**

Mahdi Salman Algargoosh

**MASTER OF COMMERCE WITH SECOND CLASS HONOURS FIRST DIVISION**

Zijun Zhao in Finance

**MASTER OF COMMERCE WITH SECOND CLASS HONOURS SECOND DIVISION**

Gege Wang in Finance

**MASTER OF CONFLICT AND TERRORISM STUDIES WITH FIRST CLASS HONOURS**

Bram Hilde Lauwers

**MASTER OF ENGINEERING WITH MERIT**

Ziyang Wang in Mechanical Engineering Studies

**MASTER OF ENGINEERING MANAGEMENT WITH SECOND CLASS HONOURS FIRST DIVISION**

Wenfei Liang

**MASTER OF LEGAL STUDIES**

Katrina Helen Lenzie-Smith

**MASTER OF PROFESSIONAL STUDIES WITH SECOND CLASS HONOURS FIRST DIVISION**

Jing Xu in Teaching Chinese in Schools

**BACHELOR OF ENGINEERING WITH FIRST CLASS HONOURS AND BACHELOR OF SCIENCE (CONJOINT)**

Madeleine Rosa Beagley in Software Engineering

**BACHELOR OF COMMERCE AND BACHELOR OF SCIENCE (CONJOINT)**

Zijia Wang

**BACHELOR OF SCIENCE WITH SECOND CLASS HONOURS SECOND DIVISION**

Hu Jihuan

**BACHELOR OF ARTS**

Jordan Gilmour Compton

**BACHELOR OF COMMERCE**

Cindy Cui

Zaiyang He

Shavonne Jade King

Sashin Moodaly

Zhen Wang

Ziyi Wang

Pingxiang Zhang

Yihan Zhang

Lin Zhuo

**BACHELOR OF FINE ARTS**

Isabella Clare Griffiths

**BACHELOR OF LAW**

Ella Mae Wheeler

**BACHELOR OF MEDICINE AND BACHELOR OF SURGERY**

Mayar Ali Nasser Al-Bahrani

**BACHELOR OF SCIENCE**

Chi-Ying Huang

Yicheng Shi

Yongxin Wang

Zhiqing Wen

Runze Zhang

**The University of Auckland**

**Council 15 March 2021**

**5**

**AWARD OF DIPLOMAS**

**GRADUATE DIPLOMA IN TEACHING (SECONDARY)**

Tapunga Jeremiah Nepe

<b>Council Minutes Part A</b> <b>(Open Minutes)</b> <b>9 December 2020</b>		
<b>PRESENT:</b>	Mr St John (Chair), Professor Freshwater (Vice-Chancellor), Dr Prasad, Mr Daniell, Ms Quinn, Professor Curtin, Ms Newsome, Mrs Dunphy, Mr Wang, Ms Tarrant, and, remotely via Zoom: Ms Dawson. Mr Paitai,	
<b>IN ATTENDANCE:</b>	Professors Morrow, and Metson; Mrs Cleland, Mr Gudsell, Ms Toft, Mrs Fitzpatrick, and Mrs Verschaeren	
<b>KARAKIA</b>	The meeting was opened with a karakia by the Māori representative on Council, Mr John Paitai.	
<b>1. APOLOGIES</b>	None	
<b>2. DISCLOSURES OF INTEREST BY MEMBERS</b>	<p>The attention of Members was drawn to the Conflicts of Interest Policy and the need to disclose any interest in an item on the Agenda of the meeting as set out in s175 of the Education Act 1989.</p> <p>No further disclosures were made.</p>	
<b>3. AWARD OF DIPLOMA</b>	With the authority of Council, the Chancellor <b>awarded</b> the diploma, as per the schedule provided to the meeting.	
<b>4. COUNCIL MEETINGS</b>	<b>4.1 Council, Draft Minutes (Part A), Zoom meeting 05.10.2020</b>  With regard to item 2. Disclosures of Interest, Council asked to add Ms Quinn to the members who disclosed that they had family members who would be students in 2021.	<b>RESOLVED</b> (Chancellor/Mr Daniell): that the Minutes (Part A), Zoom meeting 05.10.2020 be taken as <b>read</b> and <b>confirmed</b> , subject to the requested addition.
	<b>4.2 Matters arising from the Minutes (Part A), Zoom meeting 05.10.2020 not elsewhere on the Agenda.</b>	
<b>5. VICE-CHANCELLOR'S REPORT</b>	The Vice-Chancellor, Professor Freshwater, presented this item. She made the following comments: <ul style="list-style-type: none"> <li>In the future, the reports would have a different shape. As the University would have a different strategy, reporting against the identified strategic points would follow a different format.</li> </ul>	<b>RESOLVED</b> (Chancellor/Dr Prasad): that the Vice-Chancellor's Report be <b>noted</b> .

	<ul style="list-style-type: none"> <li>The Vice-Chancellor thanked her executive, the staff, students and community of the University of Auckland for their phenomenal efforts during this difficult year; for their resilience to not just maintain the University's reputation, but also to build on it.</li> <li>The University recently had some excellent feedback from the Minister of Education on its draft new strategy. This was well aligned with the recently released tertiary education strategy particularly with regard to lifting the University's ambition.</li> <li>Staff had responded especially well to the University's financial challenge in 2020.</li> </ul> <p>Council commented the following:</p> <ul style="list-style-type: none"> <li>During the visit of the Thomas Building earlier today, Council had noted that there was an issue with storage in that building which could pose a health and Safety risk and suggested that the University's Health and Safety Team could assess this.</li> <li>Council also asked if the health and safety part of the report could be clarified in the future to allow Council to ascertain which incidents occurred and benchmark against other organisations.</li> </ul>	
<p><b>6. REPORTS OF COUNCIL COMMITTEES</b></p>	<p>6.1 <b>AUDIT AND RISK COMMITTEE</b></p> <p>6.1.1 <b>Minutes, (Part A), 18.11.2020</b></p>	<p><b>RESOLVED</b> (Chancellor/Ms Dawson): that the Audit and Risk Committee Minutes (Part A), 18.11.2020 be <b>received</b>.</p>
	<p>6.2 <b>CAPITAL EXPENDITURE COMMITTEE</b></p> <p>6.2.1 <b>Minutes, (Part A), 23.11.2020</b></p> <p>6.2.2 <b>Terms of Reference amended</b></p> <p>Council commented that in the terms of reference the sentence: "The University's Sensitive Expenditure Policy will apply" in the last paragraph of p. 1 had been deleted and needed to be added again.</p>	<p><b>RESOLVED</b> (Chancellor/Ms Tarrant): that the Capital Expenditure Committee Minutes (Part A), 23.11.2020 be <b>received</b>.</p> <p><b>RESOLVED</b> (Chancellor/Ms Tarrant): that the amended terms of reference of the Capital Expenditure Committee be <b>adopted</b>.</p>
	<p>6.3 <b>FINANCE COMMITTEE</b></p> <p>6.3.1 <b>Minutes, (Part A), 23.11.2020</b></p>	<p><b>RESOLVED</b> (Chancellor/Mr Daniell): that the Finance Committee Minutes (Part A), 23.11.2020 be <b>received</b>.</p>
	<p>6.4 <b>EQUITY LEADERSHIP COMMITTEE</b></p>	<p><b>RESOLVED</b> (Chancellor/Mrs Dunphy): that Council <b>receive and note</b> the Equity</p>

	<p>6.4.1 Equity Leadership Committee end-of-year Report to Council</p> <p>This item was presented by Ms Toft, Acting Pro Vice-Chancellor Equity. She gave the following update: The Equity Office had been contacted by the United Nations Impact Unit, as they wanted to profile one of the students with disabilities, profiled on the University website, in their own project about people in academia.</p>	<p>Leadership Committee end-of year-Report to Council.</p>
	<p><b>RŪNANGA</b></p> <p>6.5.1 Rūnanga end-of-year Report to Council</p> <p>This item was presented by the Pro Vice-Chancellor Māori, Professor Kiro.</p> <p>Council noted the following:</p> <ul style="list-style-type: none"> <li>• With regards to its Terms of Reference, there had been some concern about the Rūnanga meetings, and the Pro Vice-Chancellor Māori wanted to reassure Council that these were open and inclusive forums where all people including students, were welcome to attend. The reach of the Rūnanga had been extended so that more people could engage with it.</li> <li>• The recruitment for a new Pro Vice Chancellor Māori was on its way, as Professor Kiro would be moving on to the Royal Society Te Apārangi in 2021.</li> </ul> <p>Council thanked the Pro Vice Chancellor Māori for the work she had undertaken during her tenure and acknowledged that the progress that had been made was significant.</p>	<p><b>RESOLVED</b> (Chancellor/Dr Prasad): that Council <b>receive and note</b> the Rūnanga end-of-year Report to Council</p>
<p><b>7. SENATE MATTERS</b></p>	<p><b>7.1 REPORT OF SENATE, 30.11.2020</b></p> <p>Part Ai, 1-8: Reviews to be <b>received</b> by Council Part Aii, 1-10: Policy and other matters requiring Council <b>approval</b> Part B, 1: Matters for <b>noting</b> by Council Part C, 1-2: Matters handled under Delegated Authority</p> <p>This item was presented by the Deputy Vice-Chancellor (Academic), Professor Morrow. He drew Council attention to the following:</p> <ul style="list-style-type: none"> <li>• A series of Progress Reports of Academic Units.</li> </ul>	<p><b>RESOLVED</b> (Chancellor/Ms Tarrant): that the recommendations in Part A of the Report of Senate, 30.11.2020 be <b>adopted</b>, and Parts B and C be <b>noted</b></p>

6.1

	<ul style="list-style-type: none"> <li>The proposed change to the Credit Regulations, designed to include Micro-credentials. These Micro-credentials could be stacked by students towards a qualification.</li> <li>The change to the Examination Regulations to apply these to a variety of forms of assessment including digital and online assessments.</li> </ul> <p>Council noted that an error occurred in the memo from the Graduation Office regarding the Tai Tokerau Graduation in 2021 and asked if this could be corrected.</p>	
<b>8. CORRESPONDENCE REFERRED BY THE CHANCELLOR</b>	No items received	
<b>9. OTHER MATTERS FOR DECISION OR NOTING</b>	<p>9.1 <b>SEAL</b></p> <p>Since the Council meeting on 05.10.2020 the seal had been applied to the following documents in accordance with the Council resolution of 18.02.1991:</p> <ul style="list-style-type: none"> <li>Deed of Lease – 128 Anzac Ave &amp; 131A Beach Road, Central Auckland – New Zealand Education Holdings Beach Ltd (Landlord) &amp; The University of Auckland (Tenant)</li> <li>Deed of Lease – Level 8, Petherick Towers, Wellington-Midland Towers Ltd (Lessor) &amp; The University of Auckland (Assignee &amp; Lessee)</li> <li>Deed of Partial Surrender and Variation of Lease - Ngapouri Farm-Liggins Institute Research Station – Graeme David Hathaway, Yvonne Therese Hathaway &amp; Steven James Bignell (Landlord) &amp; The University of Auckland (Tenant)</li> </ul>	<b>RESOLVED</b> (Chancellor/Mr Daniell): that the affixing of the seal to the listed documents be <b>noted</b> .
	<p>9.2 <b>MĀORI NAME OF THE UNIVERSITY GIVEN BY NGĀTI WHĀTUA ORĀKEI</b></p>	<b>RESOLVED</b> (Chancellor/Mr Paitai): that Council <b>accepts</b> Waipapa Taumata Rau, as Māori name of the University.

	<p>9.3 <b>TAUMATA TEITEI – VISION 2030 AND STRATEGIC PLAN 2025 – FINAL DRAFT</b></p> <p>This item was presented by the Vice-Chancellor. Council noted the following: This final draft had been submitted to Senate and this gave the Senate members the opportunity to bring their advice on certain matters to Council’s attention. As noted in the Report of Senate (item 7), members of Senate acknowledged that there had been wide consultation and student members requested that, the students’ voice was not only maintained in the operational plans that were being developed, but was also specifically included in the Strategy itself. Council was asked to endorse and note the final draft with the caveat that next year there would be more detail about the size and shape of the University moving forward. There would also be a targeted Financial strategy and an estate plan that underpinned priorities for a sustainable environment. A lot of the priorities, moving forward were also centred around achieving the University’s Business Recovery Plan. The operational plans were currently being developed by the Portfolio Managers and their Teams and would progress to the next Council meeting. Taumata Teitei had been a collective effort that staff and students could be proud of.</p> <p>Council asked if in the Partnerships and Engagement part of the Strategic Plan, there could be more emphasis of engaging with alumni and donors, as it was important for alumni and donors to buy into the Strategy and vision in the next decade.</p>	<p><b>RESOLVED</b> (Chancellor/Mr Wang): that Council <b>note and endorse</b> Taumata Teitei – Vision 2030 and Strategic Plan 2025 as final drafts for consultation and further planning activity with the finalised documents to be presented to Council for approval in March 2021.</p>
	<p>9.4 <b>HONORARY DEGREES AND AWARDS STATUTE AND GUIDELINES</b></p> <p>9.4.1 Memorandum, 01.12.2020 from the Vice-Chancellor</p> <p>9.4.2 Amended Honorary Degrees and Awards Guideline</p>	<p><b>RESOLVED</b> (Chancellor/Ms Newsome): that Council <b>adopt</b> the amended Honorary Degrees and Awards Guidelines.</p>
<p><b>10. GENERAL BUSINESS</b></p>	<p>This was the last meeting attended by the Chief Financial Officer, Mr Peter Gudsell. Council thanked Peter Gudsell for his contribution to the work of Council and wished him the best for the future.</p>	
<p><b>11. LEAVE OF ABSENCE</b></p>	<p>(for the meeting of 15.03.2021) None requested</p>	

6.1

**PUBLIC EXCLUSIONS**

**RESOLVED** (Chancellor/Mr Daniell): that the public be excluded from Part B of this meeting.

The general subject of each matter to be considered while the public was excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution were as follows:

General subject of each matter considered:

Item No. 1.1	Council Minutes (Part B), 05.10.2020, 28.10.2020 and 04.12.2020
Item No. 2.1	University of Auckland Animal Ethics Committee Membership Report
Item No. 2.2	University of Auckland Biological Safety Committee Membership Report
Item No. 2.3	University of Auckland Human Participants Ethics Committee Membership Report
Item No. 2.4	Audit and Risk Committee, (Part B), 18.11.2020
Item No. 2.5	Capital expenditure Committee (Part B), 23.11.2020
Item No. 2.6	Finance Committee, Minutes (Part B), 23.11.2020
Item No. 3.1	Business Recovery Programme
Item No. 3.2	Budget Report 2021
Item No. 3.4	2021 Council Committee Membership
Item No. 4	Correspondence referred by the Chancellor
Item No. 5	Election of Chancellor and Pro-Chancellor

The protection of the interests mentioned below.

Grounds under section 48(1) for the passing of this resolution:

Those in Section 9 of the Official Information Act 1982 namely:

- i) To protect the privacy of the persons referred to in the recommendations and to maintain the confidentiality of those recommendations;
- ii) To enable the University to carry on without prejudice or disadvantage negotiations; and
- iii) To prevent the disclosure or use of Official Information for improper gain or advantage.

AND THAT Adrienne Cleland, Professors Jim Metson and John Morrow, Peter Gudsell, Bridget Fitzpatrick and Wendy Verschaeren be permitted to remain for this part of the meeting, after the public had been excluded, because of their knowledge of, or need to be briefed about, the matters to be discussed. This knowledge, which will be of assistance in relation to the matters to be discussed, was relevant to those matters because they relate to aspects of the administration of The University of Auckland for which those persons were responsible.

**The meeting closed at 6.45pm.**

**The meeting went into Public Excluded session at 5.00pm**

**Approved as a true and correct record.**

**Scott St John, Chancellor**

**Date**

## VICE-CHANCELLOR'S REPORT TO COUNCIL 15 March 2021

**Note:** Future reports to Council from the Vice-Chancellor will be revised to align with the new Strategic Plan.

### 1. HEALTH AND SAFETY

There have been no 'notifiable events' since the last report.

#### Current HSW Issues

There were two regulatory audits carried out since the last report; MPI transitional containment facility verification on the facilities at the Faculty of Medical and Health Sciences and the School of Biological Sciences. No material issues or non-conformances were identified, consolidating our ongoing high-trust relationship.

The University Health, Safety and Wellbeing Committee met on 16 February. Business included *inter alia*:

- A briefing on the activities of the current COVID-19 Incident Management Team
- A discussion on the efficacy of the current HSW Committee structure at all levels of the University, and proposals for improvements
- A discussion on challenges facing the University in developing its fire strategies and capabilities in disabled evacuation
- Approval of the revised and revalidated Biological Risk Management Standard and Protocol
- Agreement to consult widely on revisions to the Health and Safety Risk Management Standard and Protocol

#### Incident Data

The remaining information provides detailed health and safety lag indicator statistics for the University during the period 01 – 31 January 2021. The incident data, including accidents, are presented at University level and broken down by Faculty or Service Division level, where appropriate. Additional Faculty and Division information has been provided in Tables 6 and 7.

**Table 1: 'Notifiable Event' Occurrences by Month**

*\*Usage is based on approximate employee headcount of 5,920 employees and 40,000 students. Serious Harm is a 'notifiable event' reported to WorkSafe New Zealand. Figures have been adjusted to reflect the date of incident occurrence not the date notified, as per previous reports.*

Notifiable Event	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Employee	0												0
Student	0												0
Contractor	0												0
Third Party	0												0
<b>Total</b>	<b>0</b>												<b>0</b>

\* Data added in retrospect.

1 Notifiable event for period January 2021.

**Table 2: Injuries by Month**

*An Injury is defined as when "an accident has given rise to injury or ill health."*

Injury	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Student	3												3
Employee	5												5
Contractor	0												0
Third Party	0												0
<b>Total</b>	<b>8</b>												<b>8</b>

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**Table 3: Incidents–No Injury by Month**

*An Incident is defined as "any unplanned event having a potential for injury, ill health or damage to plant, property, equipment or the environment. This may also be termed a 'near-miss' or 'close call'."*

Incident	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Student	1												1
Employee	0												0
Contractor	0												0
Third Party	0												0
<b>Total</b>	<b>1</b>												<b>1</b>

**Table 4: Treatment Required by Month**

*Table shows treatment only for employees.*

Treatment	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct*	Nov	Dec	Total
No Treatment	4												4
First Aid	0												0
Medical Treatment	1												1
Hospital	0												0
<b>Total</b>	<b>5</b>												<b>5</b>

*\*Figures unavailable at the time of writing – to be included at year end.*

**Table 5: Lost Time Injuries by Month**

*Table shows LTI only for employees.*

Lost Time Injury	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Number of LTIs	2												2
Total Days Off	255												255

Employee	Notifiable Event	Injury*	Incident	Total
Faculty of Arts	0	0	0	0
Faculty of Business & Economics	0	0	0	0
Faculty of Creative Arts & Industries	0	0	0	0
Faculty of Education & Social Work	0	0	0	0
Faculty of Engineering	0	0	0	0
Faculty of Law	0	0	0	0
Faculty of Medical & Health Sciences	0	2	0	2
Faculty of Science	0	0	0	0
Liggins Institute	0	0	0	0
Bioengineering Institute	0	0	0	0
Other Academic Activities	0	0	0	0
Other Academic Services	0	0	0	0
Libraries & Learning Services	0	1	0	1
Research Office	0	0	0	0
School of Graduate Studies	0	0	0	0
University Management	0	0	0	0
Equity	0	0	0	0
Tāmaki	0	0	0	0
Finance	0	0	0	0
Information Technology Services	0	0	0	0
Property Services	0	0	0	0
Human Resources	0	0	0	0
Campus Life	0	0	0	0
Academic Services	0	1	0	1
Strategic Engagement	0	0	0	0
Communications & Marketing	0	0	0	0
Org Performance & Improvement	0	0	0	0
Chief Digital Officers Office	0	0	0	0
Digital Services	0	1	0	1
UniServices	0	0	0	0
<b>Total</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>5</b>

**Table 6:**  
**Faculty/Service Division Breakdown Employee**

\* Notifiable event is included in the Injury Total. Note – data has been modified and backdated to reflect the changes in the service division restructures

Student	Notifiable Event	Injury*	Incident	Total
Faculty of Arts	0	0	0	0
Faculty of Business & Economics	0	0	0	0
Faculty of Creative Arts & Industries	0	0	1	1
Faculty of Education & Social Work	0	0	0	0
Faculty of Engineering	0	0	0	0
Faculty of Law	0	0	0	0
Faculty of Medical & Health Sciences	0	2	0	2
Faculty of Science	0	0	0	0
Academic Services	0	0	0	0
Liggins Institute	0	0	0	0
Bioengineering Institute	0	0	0	0
Other Academic Activities	0	0	0	0
Other Academic Services	0	0	0	0
Libraries & Learning Services	0	0	0	0
Research Office	0	0	0	0
School of Graduate Studies	0	0	0	0
University Management	0	0	0	0
Equity	0	0	0	0
Tāmaki	0	0	0	0
Finance	0	0	0	0
Information Technology Services	0	0	0	0
Property Services	0	0	0	0
Human Resources	0	0	0	0
Campus Life	0	1	0	1
Academic Services	0	0	0	0
Strategic Engagement	0	0	0	0
Communications & Marketing	0	0	0	0
Chief Digital Officers Office	0	0	0	0
Org Performance & Improvement	0	0	0	0
Digital Services	0	0	0	0
UniServices	0	0	0	0
<b>Total</b>	0	3	1	4

**Table 7:**  
**Faculty/Service Division Breakdown Student**

\* 'Notifiable Event' is included in the Injury Total

Number of Incidents Reported	220	2021	Trend
Illness	0	1	↑ by 1
Incident – No Injury	5	1	↓ by 4
Injury	8	8	0
Observations	0	9	↑ by 9
<b>Total</b>	<b>13</b>	<b>19</b>	<b>↑ by 6</b>

\* *Illness tally has been amended due to events being found to be "non-work related" after investigation.*

## 2. ACCOMPLISHED AND WELL-SUPPORTED STAFF

- 2.1 Congratulations to the Auckland 360 International team, who have received a prestigious award from Universitas 21 (U21) for their work to increase Māori undergraduate student participation in learning abroad. The programme achieved a doubling of participation rates from 2015 to 2018.
- 2.2 Congratulations also to our academic staff members recognised in the News Year's Honours, in particular Distinguished Professor Dame Anne Salmond who received the highest recognition in Aotearoa New Zealand's honours system, the Order of New Zealand (ONZ), and Professor Juliet Gerrard and Professor Cindy Kiro, who have both been made a Dame Companion (DNZM). Full details are available on the [News pages here](#).
- 2.3 Congratulations to Professor Andrew Nies (School of Computer Science) who has received the prestigious Humboldt Research Award from the Alexander von Humboldt Foundation in Germany.
- 2.4 Associate Professor Bridget Kool has been appointed to the new position of Pro Vice-Chancellor (Education), with responsibility for cross-University academic matters. Bridget has most recently served as Associate Dean (Academic) in the Faculty of Medical and Health Sciences.
- 2.5 A meeting of the newly formed [Staff with Disabilities Network](#) was held to connect staff, promote inclusion and offer strategic advice to improve the workplace for staff with disabilities. A working group has been established to determine priorities.
- 2.6 The Equity Office has led the following training:
- "Unconscious bias" to FMHS stage four students
  - The inequitable impact of Covid-19 on academic women at an FMHS Gender Equity Forum
  - "Inclusive thinking" for staff in the School of Biological Sciences
  - "What is equity at the University" induction training for new staff.
- 2.7 The development of the University's new strategy has been the central feature of the last quarter. The Office of the Pro Vice-Chancellor Pacific, and a large proportion of Pacific staff more broadly, were highly engaged in the process of developing the new University strategy. Pacific staff were present across all the strategy working groups and work streams, and a range of workshops, fono and engagements around the strategy were held.

- 2.8 Mimecast has been successfully implemented as the e-mail gateway for the University. It provides many tools to monitor the university against cyber-attacks, blocking malicious and unwanted emails and hacking attempts. Over 30% of emails sent to the University are either not safe or are malicious.
- 2.9 To capture audience voices during Zoom meetings, the Great Hall has had high end microphone array systems installed.
- 2.10 The Arts Faculty's newly refurbished premises at 58 Symonds Street has 15 bookable spaces, via touch panel outside of the door or via phone/laptop Outlook calendar. The technology installed provides a check-in button on the touch panel which serves to release the room after 10 minutes of no show so others can book the room.
- 2.11 The Ngā Tira project continues to migrate staff to Microsoft 365 with over 80% now having access. A target of April 2021 has been set to grant the remainder of staff access. A Semester 1 pilot is being run with 900+ students using Teams as a collaboration tool for their course work. These tools are designed to improve our ability to collaborate effectively and securely. The email migration for staff from Exchange to Office 365 continues with over 70% now successfully moved.
- 2.12 Student Services Function Review: the Business Case for the Student Services Function Review (SSFR) is underway and will be presented to the University Executive Committee (UEC) for sign-off in early-March. The strategy and the programme planning activity has received excellent engagement from key participants across service divisions and faculties. The programme team is advancing key stakeholder engagement activities, including the formation of a student reference group – 'Unify' – which includes a broad cross-section of students from across the university including members from AUSA and other student groups.

### 3 ABLE STUDENTS, SUCCESSFUL GRADUATES AND ALUMNI

Indicators	Last Year	Current Year			
		To Date (26 Feb)		End of Year	
	Actual	Target	Actual	Target	Forecast
Total EFTS	34,248	26,956	28,382	33,506	33,576
Domestic Funded	28,826	23,327	24,480	28,971	29,041
International Full Fee	4,990	3,473	3,694	4,168	4,168
% Postgraduate EFTS	25.0%	18.8%	23.2%	25.1%	25.1%

**Note:** EFTS information does not include enrolments in the ELA and other sources.

#### Comments on the EFTs:

The first EFTS forecast for 2021 will be finalised in the first week of March and is not available for this report. Early indications, before the most recent level-3 restrictions were introduced, are that the University will exceed its domestic funded EFTS targets and will be likely to meet its International EFTS targets albeit with a different mix of students than budgeted.

First year (1New) Domestic EFTS are above budget. EFTS are around 600 higher than at this point in 2020, and nearly 500 (12%) above the 2021 budget. A number of factors have contributed to the growth, a higher proportion of Year 13 students gained University Entrance from their 2020 examinations, the current relatively high youth unemployment reported by StatsNZ, has historically seen those with university entrance take up university study. We had record numbers of school leaver applicants for 2021 admission (close to 14,500), and 9,500 were given early offers based on predicted results. 55.6% (5,286) applicants had enrolled before the semester started.

EFTS generated by students identifying as Māori are higher than at this time in 2020 by around 5%. First year (1N) EFTS have shown particularly strong growth with a 20% increase on this time in 2020.

EFTS generated by Pacific students have also grown compared with this time in 2020 with 7% overall growth. First year (1N) EFTS have grown by 14%. The growth in both Māori and Pacific 1N EFTS has been assisted by the Summer School programme aimed at easing the transition from secondary school to University for school leavers.

International school leaver numbers are also higher than forecast. For students in New Zealand secondary schools the early offers based on predicted results appear to have helped us retain applicants. Online delivery and support through Learning Centres in China appear to have contributed to significant numbers of undergraduate students being retained.

Domestic taught postgraduate numbers are also higher than forecast. A combination of the increased attractiveness of Auckland Online programmes and the retention of graduates into employment focussed postgraduate programmes such as Teacher Education programmes and the new Business Masters programmes have contributed to the growth.

International taught postgraduate numbers are lower than forecast and because we are unlikely to get taught postgraduate intakes during 2021 we are likely to be below budget in those programmes in 2021.

New Doctoral enrolments are currently slower than in previous years, especially as new International students need to commence their research at a distance.

- 3.1 January and February saw Academic Services continue to support many of the Business Recovery initiatives developed in 2020. These included supporting the 322 school leaver students who commenced the new six-week Summer Start programme on 5 January. Overall, Business Recovery efforts have proven particularly successful on the domestic recruitment front, as outlined below.
- 3.2 This year's Summer School saw a large increase in both applications and enrolments compared to recent years. The number of domestic undergraduate applicants increased by 63%, largely buoyed by a significant increase in School Leaver applicants as part of the Summer Start initiative. Other domestic cohorts also saw increased enrolments, with an overall 25% increase in domestic EFTS. Meanwhile, many international students benefitted from offers made in 2020 which included two free summer school courses, and as a result international EFTS grew by 107% for summer school.
- 3.3 As with Summer School, Semester One has seen strong demand from prospective applicants, both domestic and international. Overall, domestic undergraduate applicant numbers increased by 17% and postgraduates by 29%, indicating the popularity of the University as a study option within the domestic market as well as the success of the significantly expanded scope of Fast Track offers made to prospective school leaver applicants in 2020.
- 3.4 The University committed to convert Fast Track offers made to students who did not achieve the rank score for entry to their programme into firm offers as well as providing offers for alternative pathways that may improve the student's experience. This decision was made to support our overall recruitment efforts in a very competitive school leaver recruitment market and has resulted in a much larger than usual cohort of

students being accepted into popular programmes such as BIOMED. This has necessitated significant rescheduling of teaching activity to accommodate them. Support strategies for these students is being discussed across faculties to ensure a positive experience following a challenging year in 2020.

- 3.5 We have allocated considerable levels of resource across teams to support achievement of Semester One targets. Additional case management and support has been put in place for students who have not met University Entrance, including support with Catch-up credits, advice regarding foundation programmes, Discretionary Entrance for those significantly impacted by Covid-19 and consideration at the DVC(A)'s discretion to accept some students who were very close to meeting requirements and otherwise are very capable students. Improved collaboration across Admissions, Accommodation, Scholarships and other teams has ensured a more supportive and inclusive approach for our school leaver cohort.
- 3.6 We have delivered course advice sessions at various centres around the country as well as on campus in the General Library and Tai Tonga over January and February. All have been well attended. The volume of inbound enquiries has been dramatically higher than usual for both email and phone contacts due to general unease related to Covid impacts with student and parents wanting assurance about admission and enrolment decisions. We have also seen a higher-than-normal number of enrolment questions and concerns due to full classes and students wanting to balance timetables to allow them to find part time work. We have extended our opening hours and added extra weekend shifts to manage the volumes, working in collaboration with Faculty Student Centres who have also been working extended hours.
- 3.7 International applicant numbers also increased markedly for Semester One, with a 25% increase in undergraduate and a 15% increase in postgraduate applicants, indicating that the University is an increasingly popular prospect for International students. However, due to the ongoing border closure (as well as uncertainty as to its duration), we are unable to convert the majority of these applicants to enrolled students. This difficulty is evidenced by an overall reduction of -11% in international EFTS for Semester One, in large part due to a decrease of 203 (-38%) EFTS for postgraduate taught courses, which have historically been a strong drawcard for International students.
- 3.8 Summer School exams were initially due to commence on Monday 15 February, however due to the sudden move to Covid19 Alert Level 3 on the evening of Sunday 14 February, significant work was done very quickly in order to ensure the health and safety of students and staff. With a pivot to full online exam delivery, Summer School exams were successfully held from 16 to 18 February, following a one-day delay.
- 3.9 The University's first micro-credential, Cloud Computing for Business Professionals, is now available for application via the Apply to Study system and will commence in June this year. Work is also progressing on offering other micro-credentials, all of which will be delivered under the rapidly-expanding Auckland Online umbrella.
- 3.10 The inaugural Summer Start programme is now complete with more than 300 school leavers kick-starting their studies over the summer. A key objective was to support school leavers who have experienced challenges with their study due to the impacts of Covid-19 to ensure they successfully achieve Semester 1, 2021 entry. The University is now looking at opportunities to offer Summer Start in the future.
- 3.11 The University uses the marketing automation platform (Eloqua) to support direct communications to potential students. The platform delivers a range of high performing email campaigns for domestic and international recruitment teams including Summer Start and supporting the Student Contact Centre to convert offers into enrolment. The total number of final year high school leads was 8,346, with 46% of the Year 13 students applying to the university. Of these 1,904 are now enrolled for Semester 2021, tracking positively against benchmarking.
- 3.12 There has been increased effort placed on recruiting postgraduate students, especially those whose employment has been impacted by Covid-19. We are planning to undertake a market research survey to understand the mindset and motivations of potential postgraduate students who are looking to study as a way to accelerate or switch their career. The insights will be used to develop new ways to reach and engage with this group of people and ultimately grow market share.

- 3.13 We continue to work closely with the Digital Service team to promote the second phase of Your World Your Way, a fun and playful website designed to help future students discover whether university study is right them. This includes the development of an animated pepeha to visually show the University of Auckland and its place in Tāmaki Makaurau. This will be promoted through the School's Partnership Office, through direct communications to future students and at key events.
- 3.14 The Equity Office Te Ara Tautika has developed a range of online resources that support staff training including procedures for responding to family and relationship violence and abuse; and information for [Rainbow](#), [disabled](#) and [refugee-background](#) students.
- 3.15 The UN Academic Impact Project, which is creating a series of articles on "disability and higher education", interviewed [Emma Cooper-Williams](#) - an honours student, who uses a wheelchair. This profile arose from one of our student success stories on the Equity Office web pages. Read the [UN interview](#).
- 3.16 Timed with Pride Festival and Orientation 2021, a [new video](#) featuring queer rights officer Lavi Abitbol, who is studying Law and Arts, covers forms of support and advocacy for [Rainbow students](#).
- 3.17 A new Student Equity Stakeholder Group (previously UTAS community of interest) is being established to support staff who assist students in equity groups. The group will meet three times a year, offering information on removing barriers for equity student cohorts, and discussing student equity initiatives and issues.
- 3.18 The Equity Office is transitioning the University of Auckland Disability Programme (2017-2020) into a Disability Action Plan (DAP). The DAP aims to ensure that students and staff with disabilities can reach their full study and work potential. It will incorporate current sectoral best practice and meet the pending TEC disability funding compliance requirement for all tertiary institutions to develop and implement an effective DAP. This has been a significant programme of work for the University and more detail on key outcomes are on the [Disability Programme and Action Plan](#) webpage.
- 3.19 Following the cancellation of the 2020 Distinguished Alumni Awards Dinner and Bright Lights panel discussion event due to Covid-19 restrictions, a new date and venue have been set for 2021: Saturday 29 May, at the ASB Waterfront Theatre. The recipients who were named for the 2020 awards – Andrew Grant, Engineering; The Honourable Justice Dame Helen Winkelmann, Law & Arts; Jeremy Salmond, Creative Arts & Industries; and Courtney Sina Meredith, Arts (Young Alumna of the Year) – will be honoured and one additional awardee is to be announced. As we reach the 25th year of celebrating the achievements and contributions of some of our most exceptional alumni, a decision has been made to create a new large-scale event, replacing the two events of the past. The vision is for an event that is unique, exciting and memorable, while retaining the prestigious quality of previous years. A new name and associated branding for the event will reflect the University's new version of its name in Māori, Waipapa Taumata Rau, meaning 'place of many peaks'.
- 3.20 Unibound Summer programme: for six weeks over the summer semester we again ran Unibound, our summer preparation programme for Pacific school leavers. This time it included the provision of a full, for credit course in the condensed summer period over which the programme runs—a first for the University. It was the largest cohort we have had so far with around 170 students in active participation. This year a Māori programme ran in parallel with Unibound, as well as the new Summer Start programme. Unibound received very strong evaluations and the taught course had pass rates above the University average.
- 3.21 Ako Kakato: the PVC Pacific office was notified in December that our application for Ministry of Education Pacific Innovation Fund funding had been successful (\$275,000). This project will pilot a holistic approach to University study to bridge the gap between Pacific students' homes and the University. Through a partnership with New Zealand's largest Pacific health organization, the Fono, we will add six months of intensive pastoral support for students in need, including the equivalent of two full time social workers, a range of events, and the utilization both of one of the University's data tools (a real time student engagement monitor) and our expert evaluators.

- 3.22 Online Samoan language course. Over the summer a team from the PVC Pacific office and Pacific Studies, with funding from the PVCP office, completed an introductory online Samoan course, with the expertise of the University's Media Production team. In the next month this course will be released publicly, and available free of charge worldwide.
- 3.23 Te Papa Ako o Tai Tonga (South Auckland Campus) saw use over the summer break and summer semester. This included good rates of use for students studying, and the hosting of a range of events, including a large Pacific Medical symposium and visits from Unibound. In Semester 1 entering Bachelor of Commerce students will be able to undertake all their stage 1 teaching at Tai Tonga.
- 3.24 The decision has been made that examinations in Semester One, Quarter One and Quarter Two will be held online, regardless of the alert level. There will be some exceptions to this, particularly for courses requiring professional accreditation. The timing of this decision was determined by the need to provide certainty for our students and to maximise the opportunity for staff to design examination exercises which are appropriate in an online environment.
- 3.25 In response to Covid-19, the Sport and Recreation team offered an Active Wellbeing fund until December. Sixty-three students received personalised support with active wellbeing services. The main reasons for applying for the fund were financial hardship, stress, anxiety, and depression.
- 3.26 The fund supported both domestic and international students, including two students living in China who were supported via zoom. A range of services were offered including recreation centre access, wellbeing consultations and group training programmes. Ten referrals were made to Campus Care for further support.
- 3.27 Summer Start and UniBound students were supported in January with active recreation, sport, and wellbeing sessions. Summer Start Social sports sessions included basketball, volleyball, outdoor volleyball, ki o rahi and ultimate frisbee. Over this period the Recreation Centre had 2,142 visits from students over a seven-week period.
- 3.28 University of Auckland students attended the Tertiary Beach Volleyball competition in January 2021, placing second and fourth in the tournament.
- 3.29 Faculty Orientation changed from an on-campus to online experience after Auckland's alert level changed the week prior. Live faculty information sessions (with recordings available after the event), DELNA screenings, student services overviews and social hangouts were held online. New students also signed up to be connected with a UniGuide who could support their transition to university life.
- 3.30 More than 1700 school leavers moved into their new accommodation on Sunday 21 February under Alert Level 2 restrictions. This was the first move-in carried out at Alert Level 2, and the team worked quickly to ensure it was a welcoming experience for our new cohort. The number of school leavers living on campus is 22 percent higher than in 2020 which was itself 11 percent higher than in 2019.
- 3.31 The Retail Team worked closely with all on-campus retailers over the summer months, particularly those with acute cash-flow issues. Changes in the retail environment for Semester One include the introduction of *Chi Chop*, a food retailer specialising in Taiwanese style crumbed chicken, major enhancements to the fitout and breadth of menu at the Epsom campus café, and refurbishments to the student dining furniture and facilities in the Quad area at the City Campus.
- 3.32 The Wellbeing Team welcomed four new Student Wellbeing Ambassadors into the team, and they have been busy facilitating the Bullying, Harassment and Discrimination trainings for student leaders throughout summer. They also attended Big Gay Out in Coyle Park on Sunday 14 February.

- 3.33 In February a soft launch of the Symplicity Advocate system across the Campus Care and Proctor services took place. This system enables sensitive information to be kept secure whilst supporting relevant staff to collaborate to provide holistic student care.
- 3.34 In October 2020, ECE Centre Te Ako o Te Tui had their first visit from the Education Review Office. This is the University's largest centre, with 90 children attending a day. It did exceptionally well in all areas of curriculum and tamariki wellbeing. Te Ako was reviewed under a new ERO methodology and was audited as a new centre and a new licence. In December 2020 ERO auditors visited Number 28, the University's second largest ECE Centre. Number 28 also did well. These reviews will be published on the ERO website.
- 3.35 All ECEs recently went live with a new childcare software system – Discover Childcare. The Discover team customised the system to suit the needs of the University, with SSO and payment via an online portal for overdue accounts. The Discover system has also simplified and improved our processes to claim government funding and to allocate the 20 hours ECE childcare subsidy.
- 3.36 Goldie Estate have experienced their earliest vintage on record. All the whites are now picked and in barrel and the reds are expected to be ready early March. The team are extremely happy with the quality of the wines showing great potential.
- 3.37 The 2021 Graduate Programme intake for Digital Services received 220 applications for four placements. Of these, 11 have been invited to participate in a 2 day assessment session.
- 3.38 A Finance Trading Room has been set up in the Business School, providing students with real time stock exchange trading (for learning and teaching purposes).
- 3.39 The Student Digital Equity initiative arose from the University's response to COVID, supported by the Ministry of Education 'Technology Access for Learners Fund'. Over the course of two COVID lockdowns, the University activated a new system and business process to provision students with technology devices (laptop and/or wifi device) to enable students to continue their studies. Supported by the fund, to date the University has been able to procure and provision 738 laptops and 315 wifi devices and distribute to students that were considered in need of technology support. Moving forward into 2021, the new student technology fleet will be utilised to support our student needs, with further enhancements to business processes and service model.
- 3.40 The Epsom campus has had 3 large theatres fully refurbished with streaming facilities to Tai Tokerau and Tai Tonga campuses and to international students simultaneously. Dual camera view selection and all content including document camera, annotation tablet and auxiliary inputs are included with the stream and sessions are also recorded for replay. An additional 6 rooms were fitted out with lecture recording facilities and streaming to far-end participants, but without the dual camera mode.
- 3.41 Two of the seminar rooms in OGGB have been converted to team-based learning spaces with flat panel screens around the room displaying annotated content. Catch-Box microphones were provided for students to throw around among themselves encouraging student participation in discussions.
- 3.42 Kāhu/Unified Campus is all about unifying our student's digital experience into an app, so that they can keep connected, and are supported for academic success. Kāhu contains features and information that is useful to every student. The first release (MVP) of Kāhu was in Dec 2020 to support the new Summer Start programme. In addition, the Kāhu Product Team have been supporting 2021 Orientation and Semester One start, whilst conducting a MVP retrospective with the pilot Summer Start students via Focus Groups.
- 3.43 Your World Your Way is an application designed for prospective students to interact with the University. Phase II is currently under development, with the virtual desktop being evolved and expanded into a 3D world of Auckland and the City Campus. The Pepeha animation which connects the user to the University has been completed and is being shared with key stakeholders. A customer centric approach, combined with stakeholder

partnerships ensures Your World Your Way is designed and developed as a powerful tool for future prospective students to explore study options and the campus experience.

- 3.44 Doctoral Candidature Management: **Wahapū**, the Doctoral Candidature Management project, will deliver a personalised end-to-end online support system for doctoral candidates. The system was rolled into production on 24 February to a select group of 200 candidates. There will be a phased candidate migration during February/March and the roll out to subsequent doctoral cohorts will continue through 2021.
- 3.45 Digital Assessment: In recent days, the University has sought to provide surety to students and staff, and announced that all Semester 1 2021 examinations will be taken and administered online. This presents an opportunity to accelerate the use of the digital-exam platform Inspira, which was piloted successfully in Semester 2 2020 and Summer School 2021. A recommendation on accelerating uptake of Inspira is being worked through. This will require significant change-management activity in Semester 1, but will position the University well for future improvements to the user (staff and student) experience.
- 3.46 Te Pūtere Ako Tāwariwari, Whakaako: Flexible Learning and Teaching. This new sub-project will develop an institution view of flexible learning and teaching, and identify the enablers to achieving this. It builds on the work the Delivery Models working group completed in FY20 — defining a framework for delivery modes, and ensuring there is standardised information for students to choose courses based on the teaching process and the degree of remote or online learning.

#### 4 HIGH QUALITY RESEARCH THAT BENEFITS SOCIETY

Indicators	Last Year	Current Year			
		To Date (1 Feb)		End of Year	
	Actual	Target	Actual	Target	Forecast
Research Revenue (\$M)	225	22	15	249	tbc

*Note: The revenue includes University of Auckland revenue only.*

- 4.1 Work is under way with the Planning and Information Office to enable University and Faculty/LSRI reporting on Rainbow and refugee-background students and students with disabilities. This will include data on EFTS, course completions and qualification completions, and help better inform strategy, planning and resource decisions. Also, we are investigating ways of automating these reports in the future.
- 4.2 The Equity Office has developed resources encouraging inclusive research to the developing Research Hub.
- 4.3 The researcher software Symplectic Elements, has been upgraded. It now provides researchers with a number of benefits including being able to set a preferred name rather than legal name, additional access to different data sources (PubMed and Dimensions) and to the University's institutional repository [ResearchSpace](#) and new CV templates. Research Outputs are now also hosted on the Cloud which frees up ongoing maintenance and provides access to new functionality in a timely manner.
- 4.4 Research Delivery Programme  
The scope of the 2021 Research Delivery programme scope has been approved and a range of priority projects will be progressed this year, including;

- **Research Project Budget Simplification**  
Currently progressing design and development of the Minimum Viable Product (MVP) to pilot in May/June 2021. This project will support staff to build project budgets for funding bids with less time involved in accessing detailed costing information which will be available in drop down menus. It is expected to reduce errors, reduce time required and improve the staff experience.
  - **CoREs Process Simplification**  
Staff at the University of Auckland and coordinating a cross sector group to develop a revised Collaboration Agreement and guidelines for reporting, billing, sub-contracting and contract variations. These new guidelines will be presented to Universities NZ for endorsement on 29 April 2021 and in time to be deployed for the new CoREs commencing on 1 July 2021. This project is also designed to reduce administrative effort.
  - **Research Data Management (RDM)**  
The Advisory Panel and Māori Data Sovereignty Kāhui are now in place. The project team is currently undertaking engagement sessions with Faculties, Large-Scale Research Institutes (LSRI) and external stakeholders to progress the RDM framework and the approach to Māori Data Sovereignty stock takes for completion by 31 March 2021.
  - **Researcher Skills and Development**  
Progressing development of a framework that enables the University to nurture and recruit outstanding research talent through the provision of researcher training and capability building in areas such as (but not limited to) Vision Mātauranga, research impact, leadership and research integrity. A consolidated plan was approved by the Steering Committee on 1 December 2020.
  - **Shared Research Infrastructure (SRI) and Research Platforms**  
OneFinance is progressing the facilities financial set up for SRIs, including a summary of changes for the STEM faculties. The programme will support STEM faculties to align with good practice technical operational processes for Research Facilities (Platforms). The project team is currently developing recommendations for reporting and review expectations and processes for Research Infrastructure (RI) investments.
- 4.5 The project to deliver a **Clinical Research Risk Framework** and a supported suite of Clinical Research IT systems continues to progress with completion expected by May 202. The following residual deliverables are in train;
- Implement Pre Submission Approval for Health and Disability Ethics Committee (HDEC) in Infonetica Ethics RM.
  - Resolve capability to maintain an inventory of Human Health Research and implement preferred process.
  - Finalise Risk and Incident Escalation process and support communication of the process.
  - Transition support and expertise of Clinical Research Management System EDGE to the new platform

## 5 A SUSTAINABLE, AUTONOMOUS UNIVERSITY

Indicators	Last Year	Current Year			
		To Date (1 Feb)		End of Year	
	Actual	Target	Actual	Target	Forecast
Total revenue (\$M)	1,234	344	278	1,248	tbc
Revenue achieved as a % of budget	95%	100%	81%	100%	tbc

*Note: the revenue includes University of Auckland revenue only.*

5.1 The following major new gifts and pledges were received by ARD in November and December 2020 and January 2021:

- \$1,516,892 from Cure Kids to support research projects at FMHS for accelerating vaccine development of TeeVax, better management of mild asthma in children, Rheumatic Fever and for the Monitoring Mortality and Risk Factors for SUDI project;
- \$1,431,400 from Dubai Cares for the Centre for Asia Pacific Refugee Studies at EDSW;
- \$987,139 from Cancer Society Auckland Northland to support the Auckland Cancer Society Research Centre;
- \$875,000 from the Wright Family Foundation to support Koi Tu – The Centre for Informed Futures at the Faculty of Arts and Kupe Leadership Scholarships;
- \$389,226 from the Michael and Suzanne Borrin Foundation for a research project into Pasifika peoples and the criminal justice system in Aotearoa NZ and to support 'The Constitutional Korero: Indigenous Futures and NZ's Constitution' project, both at Law;
- \$344,505 from the Cancer Research Trust New Zealand to support the principal investigators for four cancer research projects at FMHS;
- \$292,394 from The Roofing Store to establish a lectureship in the Department of Civil and Environmental Engineering;
- \$265,000 from the Shundi Group for a PhD scholarship and a postdoctoral fellowship in nutrition studies at the Liggins Institute;
- \$250,000 from the estate of Frank and Doreen Jones for an undergraduate scholarship, to be awarded on the basis of need to students who otherwise would be unable to attend university;
- \$248,000 from The Nature Conservancy Trust for the Ecosystem Benefits of Kelp Aquaculture in New Zealand project at Science;
- \$225,000 from the Estate of Brian Coote for the Professor Brian Coote Law School Endowment Fund to support advanced research;
- \$199,138 from the Douglas Goodfellow Charitable Trust for a research project at Engineering into diagnosis of cancer and for a research project at FMHS on the NZ Prostate Cancer Risk Calculator;
- \$198,000 from the Freemasons Foundation for the George Mason Centre at Science;
- \$183,208 from the Auckland Medical Research Foundation to support the principal investigators for two research projects at FMHS;
- \$150,000 from Peter Fehl for the Fehl Aotearoa Vision Bus;
- \$150,000 from The Stevenson Foundation for the Stevenson Fellowship at FMHS;
- \$110,514 from the NZ Association of Optometrists Education and Research Fund to support a professional teaching fellow to develop a continuing professional development resource for optometrists;
- \$100,000 from an anonymous donor for research at the Liggins Institute into the nutritional and metabolic health of babies;
- \$91,500 from the Heart Foundation to fund a postgraduate scholarship at the Auckland Bioengineering Institute;
- \$75,000 from the Momentum Waikato Community Foundation for the Donny Charitable Trust Palliative Care Scholarship;
- \$68,906 from the Neurological Foundation of New Zealand for a Parkinson's disease research project at FMHS;
- \$59,916 from the Breast Cancer Foundation for the National Register Analysis Part I project at FMHS;
- \$51,500 from the Estate of Barbara Dawn for the Barbara and Bob Dawn Stroke & Heart Disease Research Endowment Fund at FMHS;
- \$50,000 from AECOM New Zealand Ltd for the AECOM Engineering Scholarships;
- \$50,000 from James Lennon to support the Inspiring Futures Scholarship at the Business School;
- \$50,000 from an anonymous donor to support drug discovery in Parkinson's disease research at FMHS; and
- \$US26,830 from Grant Biggar for the Kupe Leadership Scholarships.

- 5.2 The 2020 University of Auckland Legacy Lunch took place on 11 December, hosted by the Vice-Chancellor, with Associate Director Development Mary Jane Boland as MC. The main purpose of this annual event is to acknowledge our legacy givers and to share some of the excitement of the life-changing research that is being supported by their generous gifts. This time, guests heard from neuroscientist Professor Steven Dakin, Head of the School of Optometry and Vision Science. He spoke about how research in optometry is addressing a vast range of problems, from developing contact lenses that permanently correct myopia in children by reshaping their eyes while they sleep, to using artificial intelligence to diagnose macular disease in older adults. The event attracted 43 attendees.
- 5.3 International Recruitment and Business Development virtual events:
- EDU Denmark virtual fair (9 and 10 February)
  - US study abroad virtual fairs (Pace University, Marquette University, University of Southern California and University of Minnesota)
- International Managers and In Country representatives participated in 42 Virtual Fairs/ Recruitment events held in China, India, Malaysia, Singapore, Sri Lanka, Indonesia, Vietnam, Cambodia with key agents and Foundation Partners over January and February.
- 5.4 COVID-19 response: China Learning Centres (CLC): Enrolments are tracking well above their target of 350-400 with nearly 600 enrolments as of today. We anticipate a level of attrition over the next two weeks, as students face travel restrictions and the normal challenges of beginning a semester.
- 5.6 UP Integration Project: The University of Auckland has renewed the partnership contract with UP Education for delivery of the Certificate in Foundation Studies. Under the new arrangements, students will be enrolled as UoA students. A major project is underway to integrate admissions, enrolments, finance and marketing systems and processes including admissions system integration. The first cohort under the new contract commences in July.
- 5.7 Northern Consortium United Kingdom Limited (NCUK), University of Auckland Study Centre Beijing: In December 2020, the first NCUK UoA Study Centre partnership with Beijing Foreign Studies University was announced. The first cohort is planned to commence late March. Students will study the NCUK International Foundation Pathway along with added NZ focussed curriculum.
- 5.8 Brett Berquist, Director International, attended the Australian Education Management C Group virtual Hand-in Hand conference, 03 -05 February and Education new Zealand's *Recovery Plan for International Education* workshop in Wellington, 10 February.
- 5.9 Brett Berquist, Director International, and Ainslie Moore, Deputy Director, International Programmes and Services, attended the Forum of International Managers and Directors meeting in Dunedin, 26 February.
- 5.10 Cancelled on-campus inbound and outbound exchange and study abroad programme for Semester 2 2021 due to the border closure.
- 5.11 Ministry of Foreign Affairs and Trade (MFAT) scholarships - new semester 2 New Zealand scholars have been deferred to 2022 (so there are no new scholars starting in 2021).
- 5.12 Property Services focus is consulting on and developing the long-term Estate Strategy to support the delivery of the new Strategic plan *Taumata Teitei*.
- 5.13 EDSW to B201 is proceeding according to programme. The second tranche of milestone and quarterly reporting has been submitted to Crown Infrastructure Partners (CIP) to meet the conditions of the \$200m loan. Resource consent was approved and Developed Design completed on 18 December 2020. User group, faculty and cultural engagement consultation continues as the design of the project is planned to be completed in July. All decanting projects have been substantially completed allowing the full handover of B201 to the Contractor. Demolition is well underway with soft demolition completed on several floors of B201N. We are targeting a Greenstar 6 rating.

- 5.14 The Recreation and Wellness Centre (RWC) is currently proceeding to programme. Works on site are progressing well, demolition of the existing Recreation Centre is complete, initial piling works will be complete in March and excavation will start in April. The Building Consents for current works have been received and Building Consent for the main building works has been lodged as planned.

## **6. STRONG PARTNERSHIPS WITH KEY ORGANISATIONS AND COMMUNITIES**

- 6.1 Through the Equity Office's partnership with Workbridge, two students with disabilities were recently supported into paid internships with Undertow Media, a PR and social media agency, and with Deloitte as an assurance and advisory service line analyst.
- 6.2 The Equity Office is working with Refugees as Survivors New Zealand (RASNZ) to update its guidance on good practice in supporting refugee-background students.
- 6.3 On the direction of the Vice-Chancellor a review of organisational memberships is being advanced. Criteria for membership will be developed following the review.
- 6.4 We maintain a high level of contact with Auckland Council, including Auckland Transport and Auckland Unlimited, and CBD business organisations and interest groups as the inner city navigates the ongoing Covid-19 pandemic environment, the significant upgrades to infrastructure and the construction of the City Rail Link.
- 6.5 Auckland Council's Governing Body is consulting on its Recovery Budget - 10-year budget 2021- 2031 (long term plan). The University will contribute to this.

## **7. TREATY OF WAITANGI/TE TIRITI O WAITANGI PARTNERSHIPS FOR MUTUAL BENEFIT**

### **7.1 Strategic Plan & Executive Recruitment**

The last quarter has focused on completion of the Strategic Plan, Taumata Teitei, and on strategic hires. The PVC Māori has been involved in recruitment for the Provost, DVC Strategic Engagement and has advised the VC and Director of HR around the process and position description for the PVC Māori. These are still ongoing.

The Executive Committee is also considering how best to implement the name change for the University to best reflect the sentiment of the name change to *Waipapa Taumata Rau*.

Actions:

- Professor Dame Cynthia Kiro will continue to participate in the appointment panels for the recruitment of the Provost and DVC Strategic Engagement. A separate process has been agreed for recruitment of the PVC Māori, which will occur in tandem with these.
- Executive Committee will agree on implementing the Waipapa Taumata Rau name change across all of the activities of the University and a launch for the name and Taumata Teitei as advised by the Kaiarataki Michael Steedman.

## 7.2 **Te Kāhui Amokura**

The Kaiarataki Michael Steedman attended Te Kāhui Amokura (national alliance of Māori DVCs & PVCs), to meet with Minister Kelvin Davis. He emphasised his support for transforming the tertiary sector positively for Māori. The Minister wants to see a step change in how Universities respond to their Tiriti and equity responsibilities in ways that improve education for Māori.

## 7.3 **Te Reo Revitalisation Plan**

The Project Manager for Te Reo Implementation Plan is in transition from Liane Penney to Andrea Lamb from USPO. Liane has done a superb job of assisting us in the design, completion and implementation of the plan thus far, including approval of strategic funding for the next three years. She will leave in April 2021. The Te Reo Steering Committee will continue to meet with a new Project Manager and Chair (incoming PVC Māori).

## 7.4 **Kuputaka**

The Kuputaka is our Māori dictionary focused on University of Auckland words, titles and common phrases. Seventy requests for translations, including extensive Faculty lists of titles, were completed in 2020. The Kuputaka is also now online and is available on the intranet. The Kuputaka is available online and is updated regularly by the EA to the PVC Māori in conjunction with Te Mātanga Reo.

## 7.5 **Māori Unibound and Māori student recruitment**

Mereana Toki has started as Kaitohutohu Tautoko Taura responsible for Māori Unibound, also known as Tōia ki Waipapa. She started late November 2020 and has run the Māori Unibound in January-February 2021. We had a cohort of 12 students, 7 of whom have now transitioned to University degree study and 4 to the Tertiary Foundation Certificate. This is the largest Māori cohort in Unibound for some time. There is clearly a need to continue transition programmes for Māori into the University.

Tai Tokerau campus continues to offer New Start (bridging programme for adult second-chance learners into the University), funded by the discretionary funds of the Office of PVC Māori. Their numbers are low with 10-7 people completing, but they have excellent transition to Bachelor degree study and completion rates of these students.

The Tai Tokerau Awhina Student Support also did a recruitment for students at the Waitangi celebrations in 2021. They have done this most years. As PVC Māori, I was able to spend some time at the University of Auckland tent and interact with the public. This ensures that we have a presence for the University at an event of national significance with large numbers of Māori present.

7.6 Communications and Marketing are working in partnership with the PVC Māori office to introduce the gifting of a new Te Reo Māori name Waipapa Taumata Rau from Ngāti Whātua Orākei to the University of Auckland. This allows us to reset the narrative, tell an engaging story and enhance the mana and distinctiveness of the university.

7.7 **Te Reo Māori Policy Implementation Project:** The aim of the project in 2021 is to stand up a programme (known as Te Taumata Ngaio) of staff capability development in te reo Māori working towards the University language plan goal of all staff participating in te reo Māori learning by 2025. The University Executive Committee have confirmed funding in 2021 in principle and financial assurance of the Te Taumata Ngaio business case is in final stages. The implementation of Te Taumata Ngaio envisages the first te reo courses being available to all staff from semester 2, 2021.

7.8 Office of the PVC Pacific would like to acknowledge the departure of our colleague Dame Cindy Kiro. She has been a strong supporter and agent in the work of the PVC Pacific office and will be missed.

**8 SECTOR ISSUES**

- 8.1 The COVID-19 emergency continues to have disproportionate impact on Auckland's Pacific community. In part this is due to challenges Pacific communities have long disproportionately experienced which amplify COVID risks including deprivation and exposure to overcrowded or poor quality housing. In addition to this, large numbers of Pacific people work in MIQ and border facilities. These experiences are widely present in the lives of many of our Pacific students.

Professor Dawn Freshwater  
Vice-Chancellor

*Chair Approved but not confirmed by the Committee*

**Audit and Risk Committee MINUTES | PART A**

**3 March 2021**

**Meeting held via Zoom**

**08.00am to 10.30am**



<p><b>Present:</b> Jan Dawson (Chair), Dr Rajen Prasad, Rachael Newsome, Cecilia Tarrant, Scott St John</p> <p><b>In Attendance:</b> Professor Dawn Freshwater, Adrienne Cleland, Andrew Creahan, Rachelle Miller, Susan Jones, Michelle Chaloner, Anthony Steele, Yoonyoung Lee, Jacqui Metcalf, Sharmaine Naidoo and Brent Penrose</p>		
<b>1. Apologies</b>	No apologies were noted.	
<b>2. Disclosures of Interest</b>	No further disclosures were noted.	
<b>3. Minutes of Audit and Risk Committee of 18 November 2020</b>	<p><b>Item No 3.1: Minutes, Part A</b></p> <p><b>Item No 3.2: Matters Arising</b> from the Minutes, Part A, not elsewhere on the agenda.</p>	<p><b>RESOLVED (Chair   Scott St John)</b> that the Minutes, Part A, of the Audit and Risk Committee held on 18 November 2020 be taken as read and confirmed.</p>
<b>4. Other Matters for Decision or Noting</b>	No other matters for decision were noted.	
<b>5. Leave of Absence</b>	No leave of absence was requested for the next committee meeting.	
<b>6. Public Exclusions</b>	<p>The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:</p> <p>General subject of each matter to be considered:</p> <p><b>Item No 7.1: Audit and Risk Committee Meeting 18 November 2020, Minutes Part B</b></p> <p><b>Item No 7.2: Audit and Risk Committee Meeting 18 November 2020, Matters Arising from Minutes, Part B</b></p> <p><b>Item No 8.0: 2020 Management Judgements</b></p> <p><b>Item No 9.0: 2020 Tax Assurance</b></p> <p><b>Item No 10.0: 2020 EY Closing Report</b></p>	<p><b>RESOLVED (Chair   Cecilia Tarrant)</b> that excluded from Part B of this meeting AND THAT Professor Freshwater, Mrs Cleland, Mr Creahan, Mrs Miller, Mr Steele, Ms Lee, Ms Jones, Ms Chaloner, Mr Penrose, Mrs Naidoo and Mrs Metcalf be permitted to remain for this part of the meeting, after the public be excluded, because of their knowledge of the matters to be discussed.</p> <p>This knowledge, which will be of assistance in relation to the matters to be discussed, is relevant to those matters because they relate to aspects of the administration of the University of Auckland for which those persons are responsible.</p>

**8.1**

*Chair Approved but not confirmed by the Committee*

	<p><b>Item No 11.0: 2020 Draft Annual Report</b></p> <p><b>Item No 12.0: 2020 EY Report on Control Findings</b></p> <p><b>Item No 13.0: Key Items Briefing</b></p> <p>Reason for passing this resolution in relation to each matter: The protection of the interests mentioned below.</p> <p>Grounds under section 48(1) for the passing of this resolution: Those in Section 9 of the Official Information Act 1982 namely:</p> <ul style="list-style-type: none"> <li>i) To protect the privacy of the persons referred to in the recommendations and to maintain the confidentiality of those recommendations;</li> <li>ii) To enable the University to carry on without prejudice or disadvantage negotiations; and</li> <li>iii) To prevent the disclosure or use of Official Information for improper gain or advantage.</li> </ul>	
<p><b>The meeting moved into a Public Excluded Session at 08.05am.</b></p> <p><b>The meeting closed at 09.28am.</b></p> <p><b>Approved as a true and correct record.</b></p>  <p>_____</p> <p><b>Jan Dawson, Chair</b></p> <p><b>Date:</b></p>		

*Chair Approved but not confirmed by the Committee*

**Finance Committee MINUTES | PART A**

**2 March 2021**

**Meeting held via Zoom**

**08.00am to 9.00am**



**Present:** Michael Daniell (Chair), Scott St John, Cathy Quinn, Cecilia Tarrant, Professor Dawn Freshwater, John Paitai, Professor Jennifer Curtin, Catherine Dunphy and Junyi Wang

**In Attendance:** Adrienne Cleland, Andrew Creahan, Jacqui Metcalf, Mudasir Matto, Bridget Fitzpatrick and Simon Neale

<b>1. Apologies</b>	No apologies were noted.	
<b>2. Disclosures of Interest</b>	No further disclosures were noted.	
<b>3. Minutes of Finance Committee of 23 November 2020</b>	<p><b>Item No 3.1: Minutes, Part A</b></p> <p><b>Item No 3.2: Matters Arising</b> from the Minutes, Part A, not elsewhere on the agenda.</p>	<p><b>RESOLVED (Chair   Scott St John)</b> that the Minutes, Part A, of the Finance Committee held on 23 November 2020 be taken as read and confirmed.</p>
<b>4. Other Matters for Decision or Noting</b>	<p><b>Item No 4.1: Finance Committee Terms of Reference</b></p> <p>Minor changes were noted and approved by the Committee.</p>	<p><b>RESOLVED (Chair   Cecilia Tarrant)</b> that</p> <ul style="list-style-type: none"> <li>i) The report be received and noted</li> <li>ii) Finance Committee recommend to Council that the amended Committee Terms of Reference be adopted</li> </ul>

**8.2**

Chair Approved but not confirmed by the Committee

Other Matters for Decision or Noting	1.0 Financial Highlights										
	EFTS / \$000s		2020				2019		2020 v 2019		2018
	Actual	Budget	var	var %	Actual	var	var %	Actual	Actual	Actual	Actual
<b>EFTS</b>											
Undergraduate	25,508	26,174	(666)	(2.5%)	25,736	(229)	(0.9%)	25,388	25,197	25,388	25,197
Postgraduate	8,186	8,574	(388)	(4.5%)	8,086	101	1.2%	7,950	7,850	7,950	7,850
Other	556	743	(186)	(25.1%)	389	168	43.1%	467	318	467	318
	34,250	35,491	(1,241)	(3.5%)	34,211	40	0.1%	33,805	33,366	33,805	33,366
Domestic	28,704	28,857	(153)	(0.5%)	28,368	335	1.2%	28,346	28,534	28,346	28,534
International	4,991	5,891	(901)	(15.3%)	5,454	(463)	(8.5%)	4,993	4,514	4,993	4,514
Other	556	743	(186)	(25.1%)	389	168	43.1%	467	318	467	318
	34,250	35,491	(1,241)	(3.5%)	34,211	40	0.1%	33,805	33,366	33,805	33,366
<b>Revenue</b>											
TEC funding	347,460	354,172	(6,712)	(1.9%)	337,382	10,078	3.0%	333,742	327,035	333,742	327,035
Fees	352,745	380,009	(27,265)	(7.2%)	351,561	1,184	0.3%	326,486	306,099	326,486	306,099
Research	279,756	299,853	(20,097)	(6.7%)	282,890	(3,134)	(1.1%)	277,175	260,317	277,175	260,317
Other	253,737	264,354	(10,617)	(4.0%)	263,393	(9,656)	(3.7%)	264,841	255,983	264,841	255,983
Total revenue	1,233,698	1,298,388	(64,691)	(5.0%)	1,235,225	(1,528)	(0.1%)	1,202,245	1,149,434	1,202,245	1,149,434
<b>Expenses</b>											
People	707,011	686,900	(20,111)	(2.9%)	669,181	(37,830)	(5.7%)	655,871	630,820	655,871	630,820
Operating costs & leases	397,848	417,834	19,986	4.8%	371,352	(26,496)	(7.1%)	354,573	350,465	354,573	350,465
Depreciation	158,763	161,057	2,293	1.4%	144,236	(14,528)	(10.1%)	133,116	129,103	133,116	129,103
Total Expenses	1,263,623	1,265,792	2,169	0.2%	1,184,768	(78,855)	(6.7%)	1,143,559	1,110,387	1,143,559	1,110,387
Net surplus/(deficit)	(29,926)	32,597	(62,522)	(192%)	50,457	(80,382)	(159%)	58,685	39,047	58,685	39,047
Unusual items	71,600		71,600		(8,712)	80,312		(13,600)	(9,750)	(13,600)	(9,750)
Adjusted net surplus/(deficit)	41,675	32,597	9,078	28%	41,745	(160,695)	(385%)	45,085	29,297	45,085	29,297
%	3.4%	2.5%	0.9%		3.4%	0.0%		3.8%	2.5%	3.8%	2.5%
<b>Cash, Debt &amp; Capital</b>											
Operating cash flows	217,203	212,414	4,789	2.3%	242,445	(25,242)	(10%)	165,565	201,090	165,565	201,090
Cash and short-term investments	51,552	35,588	15,965	(45%)	49,379	2,173	(4%)	77,807	158,788	77,807	158,788
Funding facility	(137,500)	(290,500)	153,000	53%	(180,000)	42,500	24%	(50,000)	-	(180,000)	-
Capital expenditure	158,654	237,907	79,254	33%	410,668	252,015	61%	319,628	191,735	410,668	191,735

\* Other EFTS include out of time PhD, Nursing, ICT and TFC

Table 1: Financial Highlights

The operations of the University have been fundamentally disrupted by the Covid-19 virus and the associated border controls and lockdowns. This has not only had a material impact on student enrolments and the delivery of teaching to students, but it has also disrupted other activities, including research services and the provision of student accommodation, reducing revenues, and driving new costs.

The uncertainty and disruption have also impacted forecasting and reporting processes, with uncertainty around key assumptions and additional processes required to keep pace with continually changing conditions and expectations. The 2020 financial results reflect both the adverse impact of Covid-19 as well as some large non-standard transactions.

8.2

*Chair Approved but not confirmed by the Committee*

Cost mitigation measures were put in place and have been able to partially offset the Covid-19 related adverse revenue impacts in the immediate term. The operating result for 2020 was a loss of \$29.9m.

The key factors contributing to the \$29.9m deficit and the unfavourable variance to budget of \$62.5m are:

- The Voluntary Leaving Scheme (VLS) which has a \$43.2m cost impact in 2020.
- Lower international student enrolments resulting in \$24m less international fees.
- Disruption to research reducing EFR revenue by \$11.9m.
- High vacancy rates in accommodation combined with other revenue shortfalls resulted in a \$7.7m adverse contribution for Campus Life.
- Building write-downs and preliminary building project costs resulted in a net \$23m adverse variance in Property Services.
- Cost savings including academic salary savings of \$10m, travel and conferences (excl funded research) \$13.1m lower than budget, and a sizable drop in international agent commissions of \$1.4m, are offset by the cost of mitigation strategies including the China learning Centre incremental costs of \$1.9m and fee waivers of \$3.6m.

The forecast published alongside the 2021 budget presented to Council in December anticipated a significantly worse position with a loss of \$59.8m projected for 2020. This forecast took into account early estimates of VLS and Building write-downs, with elements of the forecast necessarily prepared before the border situation was clear and underestimated the degree to which savings were possible. While the VLS impact for 2020 is higher than initially expected the immediate short-term savings responses to the 2020 Covid-19 challenges have been more effective than anticipated and the incremental costs Covid-19 specific have been lower. These factors have come together with a series of windfalls to lead to a materially improved financial outcome.

**Non-Standard Transactions (Unusual Items)**

The scale of the non-standard transactions has had a significant influence on the overall result. These non-standard transactions include the expenses and accruals associated with the Voluntary Leaving Scheme (VLS) and the write-down and associated costs connected to the demolition works for the Building 201 refurbishment.

The VLS has a \$43.2m cost impact in 2020, while the demolition of B201 brings costs of \$30.1m, \$26.5m of which is non-cash. These non-standard entries are reflected in the interim \$29.9m loss result for the University and UniServices consolidation. Covid-19 has resulted in material shortfalls in revenues from student fees, research and student services including accommodation. New costs directly associated with the Covid-19 response have been incurred, alongside the response savings initiatives.

A small number of noteworthy transactions contribute to the final contribution position for 2020, and these are identified separately below:

Adjustment for Unusual Items (\$000)	2020	2019	2018	2017
Voluntary Leaving Scheme	43,200			
Building 201 refurbishment write-down (incl asbestos provision)	30,100			
Revaluation of two AUL Associate Investments		(8,712)		
Intellectual Property sale			(3,600)	(8,900)
Various one-off items	(1,700)		(10,000)	(850)
	71,600	(8,712)	(13,600)	(9,750)

Table 2: Unusual Items

*Chair Approved but not confirmed by the Committee***Cash Debt and Capital**

The University Operating deficit of \$29.9m, while being unfavourable to budget by \$62.5m includes significant non-cash expenses which has muted the impact on operating cashflows;

- Despite the surplus, net Operating cashflows aligned with budget as cash cost mitigations matched cash revenue shortfalls, resulting in operating cashflows at \$217.2m, being favourable to budget by \$4.8m.
- The capital expenditure profile for 2020 was reviewed considering the Covid-19 disruptions with all non-essential equipment purchases deferred, resulting in a saving \$16m. The review of the timing and contingency levels of major projects resulted in Property Services spending \$103m against a budget of \$166m.
- Cash outflows associated with investing fall from budget by \$89.6m reflecting capital expenditure savings.
- These factors combine to drive net cash generation of \$44.1m which is \$95.1m favourable to the budgeted net cash consumption of \$51m.
- Net cash generation for the year of \$44.1m, results in a year end loan facility balance of just \$137.5m. This use of the funding facility is well down on the \$290.5m budget, with opening balances and a significantly reduced capex profile playing a large role in this improved position.

**Student Enrolments**

International enrolments which have been impacted by Covid-19 and border restrictions total 4,991 EFTS which is 901 or 15.3% short of budget. After strong growth over five years or more International EFTS fell by 463 or 8.5% year on year, with Business and Economics, Science and Arts most impacted.

The overall Domestic position for the year has been relatively positive when compared to International EFTS. Domestic enrolments increased by 335 EFTS or 1.2% vs 2019. However, this is 153 EFTS or 0.5% unfavourable to budget. The Faculty of Science and the Faculty of Education and Social Work were the two faculties which struggled to meet the 2020 Domestic budget and declined on their 2019 position, both largely at the 1N level. All other faculties have managed to either grow or hold their 2019 domestic numbers and 2020 budgets.

**Teaching Activities**

Closure of the borders due to Covid-19 has impacted student enrolments although many students have continued their programmes remotely mitigating the impact. International fee revenue falls short of the 2020 budget by \$23.5m or 12.5%, with additional shortfalls in TEC funding and fees associated with domestic students.

Despite the scale of the revenue shortfall, savings in teaching costs, led by academic salary savings, have offset some of the revenue shortfall. Academic salary savings of \$10.0m are a product of vacancies not filled and combine with annual and research and study leave savings and savings in appointment, relocation, and training costs. Further savings have also been achieved in operating costs, while delays in capital expenditure drive depreciation savings.

Travel and conference costs are the most notable cost saving category, with the \$7.1m spend across the University (including funded research), \$18.5m lower than budget and \$25.1m lower than 2019. Hospitality and photocopying and stationery also delivered combined savings exceeding \$4.5m.

The China Learning Centres (CLC) enabled an enhanced academic experience for some students left offshore and this cost an incremental \$1.9m.

*Chair Approved but not confirmed by the Committee*

	<p><b>Research and Contracts and Service Income</b>                  The inability to access labs and equipment during the lockdown disrupted funded research activity. A provision of \$11.9m was raised, representing the cost of non-productive research effort or expenditure. This directly adversely impacted on the margin achieved from funded research, but this was also able to be largely offset by the items noted.</p> <p>UniServices achieved a surplus more than \$5.0m more than budgeted, benefitting from some Covid-19 specific contracts, the conclusion of some high profit contracts, an improved investment outcome and some cost saving measures. In addition, research overhead recoveries derived from University Public Good grants exceeded budget by \$5.1m.</p> <p><b>University Service Divisions and Infrastructure</b>                  Occupancy rates and rent rebates resulting from Covid-19 lockdowns and lower international enrolments resulted in an \$11.1m revenue shortfall across the accommodation units. Revenue from commercial activities aimed at students was also adversely impacted. Cost saving measures, including accommodation operating costs, reduced the impact of the revenue shortfalls for Campus Life to a contribution shortfall of \$7.7m.</p> <p>Property Services achieved building operating cost savings including cleaning, utilities, and security from the lockdowns. Demolition, building lease and depreciation savings also feature, leaving Property Services \$7.1m ahead of the 2020 budget before non-standard write-down costs.</p> <p>International agents commission costs fell with the reduction in student enrolments, with this \$1.4m saving offsetting some other direct costs associated with Covid-19. All Service Divisions also achieved savings by holding vacancies and reducing other expenditures.</p> <p><b>University Academic Investments</b>                  The travel savings mentioned above had a material impact on some of the Academic Investment funds in 2020 and these generally were underspent. This was most noticeable in the FRDF, PRESS and RDA accounts where investments were more than \$6.2m lower than budgeted. These savings were partly offset by additional costs incurred in responding to Covid-19 as the main existing budget was repurposed.</p> <p>2021 reflects the first year in a 3 year Business Recovery cycle and will be the second consecutive year with border restrictions. The impact of the 300 plus employees leaving via VLS will create an environment of change and opportunity. Our business recovery plan has the University return to a 3% operating surplus in 2023 and successfully implementing the VLS strategy is a key component to recovery.</p>	
<p><b>5. Leave of Absence</b></p>	<p>No leave of absence was requested for the next committee meeting.</p>	
<p><b>6. Public Exclusions</b></p>	<p>The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:</p> <p>General subject of each matter to be considered:</p> <p><b>Item No 7.1: Finance Committee Meeting 23 November 2020, Minutes Part B</b></p>	<p><b>RESOLVED (Chair   Junyi Wang)</b> that the public be excluded from Part B of this meeting AND THAT Mrs Cleland, Mr Creahan, Mr Matto, Mrs Fitzpatrick, Mr Neale and Mrs Metcalf be permitted to remain for this part of the meeting, after the public be excluded, because of their knowledge of the matters to be discussed. This knowledge, which will be of assistance in relation to the matters to be discussed, is relevant to those matters because they relate to aspects of the administration of</p>

*Chair Approved but not confirmed by the Committee*

	<p><b>Item No 7.2: Finance Committee Meeting 23 November 2020, Matters Arising from Minutes, Part B</b></p> <p><b>Item No 8.0: Financial Performance for 2020</b></p> <p><b>Item No 9.0: Treasury Management, Compliance and Cash Flow Report</b></p> <p><b>Item No 10.0: Debt Limit Rollover – Status</b></p> <p><b>Item No 11.0: Recreation and Wellness Centre – Stage Gate Review</b></p> <p>Reason for passing this resolution in relation to each matter: The protection of the interests mentioned below. Grounds under section 48(1) for the passing of this resolution: Those in Section 9 of the Official Information Act 1982 namely:</p> <ul style="list-style-type: none"> <li>i) To protect the privacy of the persons referred to in the recommendations and to maintain the confidentiality of those recommendations;</li> <li>ii) To enable the University to carry on without prejudice or disadvantage negotiations; and</li> <li>iii) To prevent the disclosure or use of Official Information for improper gain or advantage.</li> </ul>	<p>the University of Auckland for which those persons are responsible.</p>
<p><b>The meeting moved into a Public Excluded Session at 08.06am.</b></p> <p><b>The meeting closed at 09.28am.</b></p> <p><b>Approved as a true and correct record.</b></p> <p>_____</p> <p><b>Chair, Michael Daniell</b></p> <p><b>Date:</b></p>		

## Finance Committee

### Terms of Reference

The Finance Committee is a committee of the University of Auckland Council, with the delegated responsibilities, authorities and accountabilities set out in this Terms of Reference approved by Council on ~~12.03.18~~ 15 March 2021.

#### 1. Purpose

The purpose of the Finance Committee is to monitor the finances of the University so as to satisfy Council that they are managed in a way that:

- maintains solvency at all times, and
- minimises the risk of external intervention in the affairs of the University, and
- promotes achievement of the University's annual budget, mission and strategic objectives

The Committee supports the Council in carrying out its duty under s. ~~181~~281(e) of the Education and Training Act 1989 2020 to 'ensure that the institution operates in a financially responsible manner that ensures the efficient use of resources and maintains the institution's long-term viability'.

#### 2. Responsibilities

The Committee is responsible for reporting and recommending to Council concerning:

- approval of major financial decisions, and
- financial policy and regulatory matters, and
- financial strategy and planning, and
- the financial position and performance of the University, and
- any other matter that Council or the Vice-Chancellor may refer to the Committee

#### 2.1 Approvals

The Committee is to make recommendations to Council concerning approval of:

- the University's annual budget (capital and operating)
- ~~annual~~ reviews of the Capital Plan and Financial Projections
- student fees

- financial delegations to and by the Vice-Chancellor

## **2.2 Policy and Regulation**

The Committee is to make recommendations to Council concerning the adoption and review of financial policies, including policies relating to:

- investment
- borrowing
- financial management

## **2.3 Strategy and Planning**

The Committee is to report and recommend to Council concerning:

- Strategic Plan objectives relating to financial and resource management
- major and sensitive assumptions in the University's financial projections
- consistency of the University's financial projections with the Strategic Plan
- major areas of financial risk and related risk management strategies

## **2.4 Financial Position and Performance**

The Committee is to monitor and report to Council on the University's performance against:

- budget
- TEC financial risk criteria
- the University's own financial management parameters
- Strategic Plan objectives related to financial and resource management
- debt-related or any other external covenants

The Committee is also to report to Council and make recommendations where, as a result of its monitoring activity, it believes that corrective action or any changes to policy, practice or financial parameters are appropriate.

## **3. Review of Terms of Reference**

The Committee shall review its Terms of Reference and report to Council the outcome of that review every three years.

## **4. Membership**

The Committee shall comprise the Chancellor, Pro Chancellor, Vice-Chancellor, up to three lay members of Council at least one of whom has financial expertise, the professional staff member of Council, the academic member of Council and the student member of Council.

The Council will appoint as the Committee's Chairperson a lay member of Council who has financial expertise, and the Committee may, if it sees fit, appoint a Deputy Chairperson.

#### **5. Term of Appointment**

The term of office of each member (other than the Vice-Chancellor) shall be one year.

#### **6. Meetings**

The Committee shall normally meet five times a year.

#### **7. Management Attendance**

The following members of management will normally attend meetings of the Committee:

- Deputy Vice-Chancellor (Operations) and Registrar
- Chief Financial Officer

Additional members of management may be invited to attend for particular items by either the Chairperson or the Vice-Chancellor.

#### **8. Secretarial Support**

The Chief Financial Officer will designate a person in Financial Services to provide secretarial support for the Committee who is to ensure that a complete record of the proceedings of the Committee including agendas, minutes and papers, proposals, advice and reports provided to the Committee is maintained in permanent form with the Registrar.

#### **9. Authority**

The Committee has no delegated authority.

#### **10. Reporting**

Minutes of each meeting of the Committee shall be provided to the following meeting of Council.

Where a recommendation is made to Council and the papers before the Committee are not sent to Council, the minutes shall summarise the major issues considered by the Committee in coming to its recommendation.

#### **11. Conflicts of Interest**

Committee members must declare any real or perceived conflicts of interest in line with the requirements of the University's Conflicts of Interest Policy.

**12. Confidentiality**

Committee members have a responsibility to treat all information with appropriate confidentiality. This includes matters tabled or discussed at the Committee meetings, as well as any additional issues that are raised outside meetings.

THE UNIVERSITY OF AUCKLAND

MATERIAL FOR COUNCIL FROM

THE MEETING OF SENATE 01.03.2021 (Virtual meeting by Zoom webinar)

**PART A:**

**i) RECOMMENDATIONS FROM SENATE REQUIRING TO BE CONSIDERED/RECEIVED BY COUNCIL REVIEWS**

**1. Review of the Department of Exercise Science**

**2. Review of the Discipline Grouping of Cultures and Languages**

Both these reviews were very positive reviews and progress reports are expected for 2022

**Senate 01.03.2021 recommends to Council that it receive the Reviews of the Department of Exercise Science and the Review of the Discipline Grouping of Cultures and Languages**

**3. Review of the Department of Chemical and Materials Engineering – Year-on Progress Report**

This review showed some progress, but a further progress report was requested for some items in the Review.

**Senate 01.03.2021 recommends to Council that it receive the Review of the Department of Chemical and Materials Engineering – Year-on Progress Report**

**ii) RECOMMENDATIONS FROM SENATE REQUIRING COUNCIL CONSIDERATION/APPROVAL**

**ACADEMIC MATTERS AND REGULATIONS**

**4. REGULATION AMENDMENTS**

**Senate 01.03.2021 RECOMMENDS that Council approves the following Regulation Amendments for submission to CUAP:**

**CUAP AMENDMENTS**

**Education and Social Work**

2021/302	EdD	Amends Eligibility clause
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**Medical and Health Sciences**

2021/600	PGCertHSc, PGDipPH	Deletes Mental Health, Pacific Health specialisations
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**Interfaculty**

2021/800	MProfStuds	Deletes International Relations and Human Rights specialisation
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**Senate, 01.03.2021 RECOMMENDS that Council approve the following Regulation Amendments:**

- a) Regulation Amendment 2020/900:** Key University Dates – Closing Dates for Applications for Admission to Specified Programmes
1. To delete the Master of Commercialisation and Entrepreneurship (MCE) and the Postgraduate Certificate in Commercialisation and Entrepreneurship (PGCertCE) from Quarter One.
  2. To delete the Postgraduate Diploma in Business from Quarter One.
  3. To add the Master of Business Analytics (MBA), Master of Business Development (MBA) and the Master of Business Management (MBM), to the Quarter 2 and Quarter 4 lists in the 'Closing dates for applications for admission to specified programmes' section.
  4. To add the Postgraduate Diploma in Business in Māori Development to the Quarter 2 list.
  5. To add the Master of Human Resource Management to the Quarter 2 list.
- b) Regulation Amendment 2021/901:** – Key University dates – Closing Dates for Applications for Admission to Specified Programmes  
To replace the listing of individual programmes under quarters with a new table listing the standard closing dates for admission for programmes offered in quarters.

*Note about amendments 2021/900 and 901: Amendment 2021/900 was a retrospective amendment. It confirmed the changes which were approved by the Chair of Education Committee after the meeting in November 2020. This amendment was now superseded by amendment 2021/901. Originally the Calendar listed all quarter programmes and their closing dates, however, the new amendment 2021/901 proposed standard closing dates for all quarter programmes. This made the necessity to update the list whenever new programmes were created redundant.*

- c) Regulation Amendment 2021/903:** – Academic Statutes and Regulations – Examination Regulations

To amend the Examination Regulations to allow late applications for Aegrotat and Compassionate Consideration.

- d) Regulation Amendment 2021/904:** - Academic Statutes and Regulations – International Students

To amend the International Students section in the Calendar.

**5. Code of Conduct Guidelines**

Senate, at its meeting of 24.02.2020, requested to have a further discussion on this item again at the first meeting in 2021. The Vice-Chancellor commented that, as it was in the current Zoom webinar format not possible to have a discussion about this item, it should be deferred to a later face-to-face Senate meeting where it could be considered in the context of the new strategy.

**6. Senate and Senate membership**

**Senate 01.03.2021 RECOMMENDS** that Council **approve** the addition of the Pro Vice-Chancellor Education as ex-officio member of Senate.

**PART B: ITEMS FROM SENATE FOR NOTING BY COUNCIL****1. Reports on Leave**

**Senate 01.03.2021 RECOMMENDS** that Council **note** the following research and study leave reports:

<b>Name</b>	<b>School/Department</b>
Professor Goldson, Annie	Social Sciences
Associate Professor Gregory Nuala	Creative Arts and Industries
Dr Agar, Trudy	Cultures, Languages and Literature
Dr Minagawa, Harumi	Cultures, Languages and Literature
Dr Vercoe, Caroline	Humanities
Dr Zhou, Xuelin	Social Sciences
Mr Donovan, Brendan	Social Sciences

**PART C: MATTERS RECEIVED AND APPROVED UNDER DELEGATED AUTHORITY****1. NEW SCHOLARSHIP & AWARD REGULATIONS**

**Senate, 01.03.2021 advises Council that:**

**the following two new Scholarship and Award Regulations were approved:**

1. Strong Bear Undergraduate Scholarship
2. Sullivan/Margaritis Award

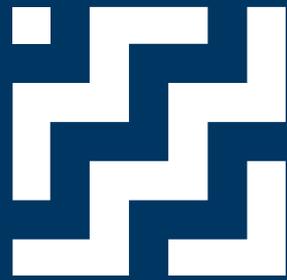
**In addition to one set of significant amended Prize regulations:**

3. Vice-Chancellor's Prize for Best Doctoral Thesis

**2. COMMITTEES OF SENATE MEMBERSHIPS**

**Senate, 01.03.2021 advises Council that Senate approved:**

- The addition of the Pro Vice-Chancellor Education as **ex-officio member and Chair** of Academic Programmes Committee and Education Committee.
- **The appointment of:**
  - Professor Maartje Abbenhuis to fill a professorial vacancy on Academic Programmes Committee for a term ending 31.01.2024;
  - Dr Rizwan Asghar to fill a sub-professorial casual vacancy on Academic Programmes Committee for a term ending 31.01.2024; and
  - Professor Nicholas Rowe to fill a Professorial casual vacancy on Education Committee for the term ending 31.01.2024.



# *Taumata Teitei*

Vision 2030 and Strategic Plan 2025

11.4



THE UNIVERSITY OF  
**AUCKLAND**  
Te Whare Wānanga o Tāmaki Makaurau  
NEW ZEALAND

# Vice-Chancellor's Message

## Whakatauki

*Whāia te iti kahurangi, ki te tuohu koe*

*Me he maunga teitei*

*Seek the treasure which you value dearly*

*If you should bow your head, let it be to a lofty mountain*

11.4

The University of Auckland is located in Aotearoa New Zealand, a place of extraordinary beauty and diversity, where Māori are tangata whenua. From here, we reach out to the Pacific, to Asia and the World. Our enduring relationship with tangata whenua is based upon Te Tiriti o Waitangi, an essential part of our distinctiveness, and a key component of our new Vision 2030 and Strategic Plan 2025.

I am pleased to commend to you this University of Auckland Vision and Strategy for the next decade 2021–2030, *Taumata Teitei*, which can be interpreted from te reo Māori as pursuing excellence, despite uncertainty. It recognises the exciting challenges posed by the concerns of our age and is a contemporary statement of our purpose, vision and values.

Alongside our new Vision and Strategy, we are co-creating a framework titled *Waipapa* (based upon the Ngāti Whātua Ōrakei gifted name for the University, *Waipapa Taumata Rau*). A framework that will sustain us beyond this 10-year Strategy, it elucidates ideas important to the University, including the principles of manaakitanga, kaitiakitanga and whanaungatanga. Located within an interactive network of maunga (mountains) redolent of the many mountain peaks of Auckland, this iterative framework will act as a dialogue over successive years, supporting our actions, deliberations and outcomes, so as to benefit our students, staff and key communities.

Our common commitment to ecologically sustainable systems, equitable and just society, well-being for all, and a thriving economy based upon innovation, are therefore to be understood through the lens of this framework.

*Taumata Teitei* signals a strong commitment to excellence, sustainability, relevance, fairness

and positive impact in all we do. It does this for the immediate communities of the University of Auckland, for Aotearoa and the Pacific, as well as the global social and economic systems critical to intergenerational equity across the world. We promote a strategy that emphasises well-being, human value and the preservation and protection of our natural world. In short, our strategy is for the world.

Consequently, we will sharpen our focus, prioritising our education and research efforts to improve insight and understanding of global concerns and opportunities, taking informed and positive action through ethical use of knowledge. We will do this across broad domains – geopolitical; environmental and resources; justice, equality and democracy; health and well-being; technology and digitisation – and, through these efforts, advance understanding of what it is to be human, curious, flawed, ingenious and interconnected.

To realise these aspirations, we favour transdisciplinarity, working collaboratively through our teaching and research, respectful of the complex abilities and needs of the diverse communities that we serve. We co-create and disseminate knowledge within and beyond the academic, which is enabled through strong and meaningful engagement with students, staff and our partners, using open and responsive novel work practices such as design-thinking, co-design and co-production.

Mobilising to achieve our purpose in a world in flux is not without risk. To succeed, we must be a strongly principled and values-led academic community, holding ourselves and our partners to values that support academic freedom, curiosity, research-driven knowledge, sustainability, impact and engagement. Paramount amongst these

are the most human of values — openness, tolerance, fairness, trustworthiness and respect for each other and our ideas. Throughout the uncertainty and changes ahead, we will live our values and continue to reflect on them, as we, and our world, change.

The foci proposed in our new strategy will only be possible by working in ways that respectfully challenge old boundaries and assumptions, that require different behaviours. We will be recognised by our explicit collaboration with our students, staff, alumni and partners to understand their needs, aspirations and experiences. This collaboration will inform how we work, and our policies, processes, systems and decision-making.

Importantly, through our lived values we will continue to demonstrate our belief in sustainable, fair and equitable societies, innovation-led economies, and to meeting our responsibilities to Māori, Pacific and students of all socio-economic backgrounds.



**Professor Dawn Freshwater**  
Vice-Chancellor  
The University of Auckland

# Our values

*Our values are lived through our behaviours and actions, with strong and enduring commitments to open intellectual inquiry, collaboration, creativity, and equity and diversity.*

11.4

## Purpose

We create globally transformative impacts through our distinctive strengths in world-leading research, scholarship, teaching and collaborative partnerships, inspired by our unique position in Aotearoa New Zealand and the Asia-Pacific.

## Vision (2030)

We will be internationally recognised for our unique contribution to fair, ethical and sustainable societies.

## Te Ao Māori Principles

We are committed to positively impacting society, and to the advancement and exploration of knowledge. We will do this in ways consistent with our emerging Waipapa framework. Our fundamental principles reflect our foundational relationship with tangata whenua and our commitment to Te Tiriti.

Manaakitanga – Caring for those around us in the way we relate to each other.

Whanaungatanga – Recognising the importance of kinship and lasting relationships.

Kaitiakitanga – Valuing stewardship and guardianship and our relationship with the natural world.

## Respect and Integrity

- We respect and appreciate what makes people different, harnessing the power of our diversity.
- We recognise the multiple perspectives of our community.
- We understand that our actions influence intergenerational equality and act accordingly in the service of equity and inclusion.
- We act with integrity, openness and honesty at all times.
- We take responsibility for our choices and actions, and trust that others will fulfil their responsibilities.
- We are values-led in our relationships, creating genuine opportunities for the communities we serve to engage in ethical and responsible partnerships.
- We embrace the generation and sharing of knowledge, supporting the freedom to express controversial opinions and ideas without retribution.

## Excellence

- As a world-class university, we will maximise our contributions to forging just and sustainable societies in Aotearoa New Zealand and the Pacific.
- We are ambitious for the betterment of society and aspire to excellence in everything we do.
- Together with our students, communities and international partners, we facilitate solutions that shape and advance our future.
- In our role as a world-class university, we work to graduate the leaders of tomorrow.
- We believe that excellence in teaching and research provides a means of engendering transformation in the lives of many people.

## Service

- An ethic of active service and civic responsibility underpins all engagements with our communities.
- We engage with our communities in genuine partnerships to promote their prosperity and help them to realise their aspirations.
- We apply our knowledge, skills and expertise derived from our engagement with kaupapa Māori and international scholarship to the positive transformation of society.

# Our Impact

Humanity is at a critical juncture. As a global civic institution, we have a significant role to play as part of creating fundamental solutions to address unprecedented challenges during a time of extreme change. As a university, we remain committed to the pursuit of excellence in the development, dissemination and impact of knowledge.

In respect to our unique positioning in one of the world's most diverse cities in Aotearoa New Zealand, and our deep connections to Pacific, Australasian and Asian neighbours, we enjoy strategic regional and global alliances that serve to further our purpose and values.

Committed to the collaborative development, wide sharing and application of knowledge for positive and material impact on our world, we will selectively prioritise research, education and engagement activity. We will reimagine what we do and embrace new areas of scholarship; loci of research concentration; new programmes of study in emerging disciplines and occupations; and changes in how we work with stakeholders and partners.

We will do this through a focus on our four interdependent priorities of sustainability, health and well-being, justice, and ethical innovation and technology.

## Leading transition to sustainable ecosystems

Resource use and associated technologies have real effects – both positive and negative – for our natural, social and economic systems. Effects extend from the immediate to the long term, from the known to the uncertain, from local to global, macro to micro. Public, political, professional and academic uncertainties affect the capacity of policy, economic, social and technological adaptations, to replace or offset negative consequences.

We will continue to be world-leading in extending the reach and significance of the Sustainable Development Goals (SDGs). Earth systems, biodiversity, water, food, land, human economic systems and unplanned urbanisation are under such pressure that we need to find a way towards sustainable prosperity.

We will strengthen our recognition as a global leader in sustainable and ethical practices through our education, research and engagement, and by our internal policies and practices. We recognise that indigenous practices may yet teach us important transferable lessons regarding sustainable ecosystems and that this mātauranga may be of value to us as we commit to this global sustainability imperative.

## Improving health and well-being for all

The health and well-being of individuals and communities vary across nations, urban, rural and remote areas, and across physical, psychological and emotional manifestations. Health and well-being interventions are dependent on the human sense of connectedness, demographics, disease prevalence, political will for change, logistical and economic feasibility; and, the existence of relevant technologies. Unique indigenous approaches to well-being, such as hauora, which encompass a holistic understanding of health, will facilitate creative ways of delivering and responding to health inequalities.

Breakthroughs in technology and contemporary practices (such as genomics, phenomics, telehealth), where available, are changing life expectancies and quality. The effectiveness, ubiquity and equitable availability of preventative and remedial services depend upon a balance of technical, political, economic and ethical settings.

We will be a global innovator in the discovery and ethical and equitable application of technologies, public policy and delivery mechanisms that contribute to the sustainable health and well-being of humanity.

## Advancing just, cultured and engaged communities

The capacity of individuals and organisations to meaningfully and fully engage in the lives of their communities has never been more important, yet recent experiences highlight lessening confidence in traditional governance structures. Understanding this, we recognise that maximising individual and community

participation is one aspect of realising just and fair communities and creating additional societal value. Such efforts will help ameliorate the current decline in trust of democracy and consequential inequalities.

We will be known as a place where diversity and dynamism of local and global communities are recognised, valued and improved through our education, research, engagement and in how we treat the world. We will remain critically cognisant of the value and values of other knowledge systems including mātauranga Māori, and to working with citizen scientists.

## Innovating contemporary, distributed, secure knowledge systems

Opportunities abound for automated, intelligent and distributed systems to revolutionise society and economies and transform the human condition. New digital tools and systems challenge current conceptions of national boundaries, sovereignty, personal and group identity, privacy, etiquette, security, democracy and the rule of law.

Such transformations have impacts beyond economic production, reaching into lifestyle, workplace relationships and family formation. Their adoption and application threaten to outstrip the capacity of humanity and its systems to adapt. Our distinctive application of whanaungatanga will ensure that we remain connected to our common human endeavours.

We will embrace the confluence between human practices and digital capabilities to enable the fair and ethical development, application and distribution of innovations. This requires our university to engage in wide-ranging and entrepreneurial responses.

We will forge enduring partnerships that inform and guide our progress towards becoming a Māori Data Sovereignty organisation. This will see transformations across our education, research and engagement practice and in how we work as an organisation.

# Education and Student Experience

Students who embark on a University of Auckland research-informed education join an inclusive lifelong learning culture. They will be active participants in an educational environment that recognises and prioritises their changing life demands and preferences, and privileges human connections. They will learn from each other and participate in imaginative and innovative programmes designed by leading researchers in their disciplines and engaging with their fellow students in campus-based experiences.

Through the curriculum, and through the richness of experiences of University life, students will be highly connected to knowledges of place and conversant in mātauranga Māori, kaupapa Māori and Te Tiriti o Waitangi principles and accountabilities.

University of Auckland students are engaged in the design of their programmes, their learning experiences, the digital, social and physical contexts in which they learn and the myriad of co-curricular and extra-curricular opportunities that enhance student life, experience and learning.

As a result of our distinct educational experience, University of Auckland students and graduates will be notable for their leadership and high level of engagement in the contemporary concerns of society.

They will possess an intimate and deep sense of cultural identity, social justice and civic duty and sustainable practices, which will be demonstrable in their actions and interactions. Our graduates will stand apart from others in their readiness to play leading roles in public debate and in matters of relevance to our communities.

## Our Education and Student Experience Priorities

Accessible, equitable lifelong higher education opportunities.

Student-centric learning, co-curricular and extra-curricular cultures.

Education that is research-informed, transdisciplinary, relevant and with impact for the world.

Graduates who make the world better tomorrow than it is today.

11.4



# Research and Innovation

Embracing its distinctive position and commitment to Aotearoa, and the Pacific, the University of Auckland will advance excellent research for the betterment of our world and its communities. Our unique diversity of world views, and multiple ways of knowing, enriches and distinguishes our research locally and globally. Our research will reflect and be cognisant of Te Tiriti and will value mātauranga Māori as a way of analysing and understanding our world.

A spirit of innovative, creative and entrepreneurial research has always characterised the University of Auckland. We will build on this to become a global powerhouse for translational research, developing new commercial, social and creative enterprises. Our institutional culture will reflect empowered creativity and informed risk-taking, and we will instil an entrepreneurial mindset in our graduates. Integration of research and discovery into our teaching and learning will attract and inspire our students to be bold, curious learners and will further inform and enable our research endeavours.

We commit to being open and engaged, striving to build strong, transparent and reciprocal relationships with local and global communities. Our research will be relevant and have a positive impact on the prosperity, resilience, environmental sustainability, and the well-being of our society. This will be evidenced by confidence in the University as a partner and an independent and trusted critical voice.

Acknowledging that deep disciplinary knowledge is a critical enabler of successful collaboration, our researchers will be encouraged to work beyond disciplinary constructs to tackle the complex questions of our age. Targeted international relationships will expand and enhance the scope, scale and quality of our research, resulting in transformative impact, and enhancing our reputation as global leaders in signature research areas. Curiosity-driven research is a core strength of the University that we will continue to champion. We will support a diversity of scholarship and the multiple paths to impact, critical to engaging with our diverse communities.

We will nurture and sustain our research workforce providing tangible support for the development of the next generation of scholars. Our performance standards will respect the diversity of research activity across our institution and be compatible with a world-class university environment in which research careers thrive. This will include a focus on investing in and growing our Māori and Pacific research workforce.

11.4

## Research and Innovation Priorities

World-class research inspired by our place in Aotearoa and the Pacific.

A global powerhouse of innovation, creativity and entrepreneurship.

Relevant, purposeful, impactful research for our communities.

Ambitious research confronting humanity's greatest challenges.

Nurturing, recruiting and retaining outstanding research talent.

A research ecosystem characterised by collaboration, agility, simplicity, engagement and empowerment.

# Partnerships and Engagement

Our engagement and partnerships build on our commitment to Te Tiriti and tangata whenua.

The University's knowledge, expertise and teaching are a taonga. Through partnerships, we express this: we are accessible; we value our students, alumni and donors; we are open and committed to iwi, communities, organisations, industry and international partners. With a strong sense of duty, we contribute to central and local government policy, and with our partners we translate research into meaningful outcomes for people.

The opening decades of the 21st century have shaped Auckland City into one of the world's most diverse cities. Its exponential growth has laid bare issues of sustainability, equity and social justice. Our unique, distinctive and place-based perspectives make us a valued partner when working with others to meet these community and world challenges.

We take our benefits of this distinctive and diverse engagement, infused by our values and the Māori guiding principles of manaakitanga, whanaungatanga and kaitiakitanga to the world and our global partnerships. This makes us a unique and highly valued partner of choice for the world's leading organisations and industries.

Acting as a knowledge broker, we not only share our insights, knowledge and understanding with the world, we ensure that the best of what the world offers is brought back to our Pacific shores and applied in the interests of all.

## Our Partnerships and Engagement Priorities

Strengthen and deepen our relationship with tangata whenua.

An ambitious and relevant partner that is globally networked.

Deep engagement with diverse Aotearoa and Asia-Pacific communities.

Enduring relationships with prospective students, students, alumni and donors.

Diverse student body reflecting our communities.

Recognised and valued by our communities for the contributions we make towards a more sustainable future for all.



11.4



# Enabling our People and Culture

*He aha te mea nui o te aō. He tāngata, he tāngata, he tāngata*

*What is the most important thing in the world? It is people, it is people, it is people.*

The University embraces its aspiration to develop, support, guide and empower its people to succeed together – for the betterment of society.

Our success will depend on reimagining how we access, align, engage, develop, reward and ultimately lead the workforce of the future. Societal shifts in Aotearoa New Zealand, as well as automation and digitisation, are changing the capabilities and mindsets required for the University to thrive and prosper.

To respond, the University of Auckland will develop an inclusive workforce that is diverse, capable, innovative and flexible to fulfil our academic aspirations and respond to the challenges of the future. We will be a place where te reo Māori can flourish and where mātauranga Māori and Te Tiriti o Waitangi are valued, fostered, protected and used responsibly by us all. Activating our values, we will develop a mana-enhancing culture that is outwardly focused and open, characterised by belonging, equity, a commitment to wellbeing, and the empowerment of staff to innovate and succeed.

We will take a values and purpose-led approach, recognising the need for aspirational inclusive leadership and empowered teams, to build insight, trust and confidence for change. The nurturing and development of a more diverse workforce, alongside the establishment of new adaptive career pathways, will strengthen our

contribution to world-class research, scholarship and teaching. We will create a distinctive people experience in which our people's wellbeing is vital and our place in Aotearoa New Zealand and the Pacific is celebrated. They will be adept at broad and deep collaboration in transdisciplinary and cross-functional contexts, in and beyond the University, with an enduring commitment to impact and sustainability.

We will continue to champion diversity, inclusion and equity, ensuring all people feel valued and respected and can contribute fully to the success of the University.

Our people and interactions with them will be enabled by contemporary and innovative ways of working, favouring:

- A deep ethos of service to our students and communities.
- Our commitment to the principles of Te Tiriti o Waitangi.
- Effective collaboration and engagement with our communities and partners.
- Dedication to co-design, co-development and design thinking in all we do.
- Streamlined processes that support and enable our people.
- A bias for agile and informed change.
- A focus on people's well-being and enriching roles.

11.4

## Priorities in Enabling our People and Culture

Live our values and purpose.

Develop a future-ready workforce.

Build a high-performing, diverse, inclusive and equitable community.

Activate manaakitanga, whanaungatanga and kaitiakitanga across our People and Culture practices.

Aspirational and inclusive leadership.

# Our Enabling Environment

Mana-enhancing stakeholder experiences will be the focus of how we develop and manage our facilities and services. These experiences will be anchored in our distinctive physical and digital spaces, responsive and accessible services, and our open and collaborative work practices that privilege the needs of our students, staff and partners.

Our decision making is strongly values-based, founded upon accountability and integrity, and focused on delivering professional services that are ethical, equitable, excellent, and sustainable. These values will be evident in our service interactions and in the experiences supported by our physical, digital and social environments. We continually seek user feedback and sentiment which guides our program of continual improvement.

Kaitiakitanga will be evident in our approach to sustainability and woven into everything we do. We will realise this in close collaboration with mana whenua and through open, inclusive engagement with our many and varied partners.

Manaakitanga will drive innovative human-centred design to create mana-enhancing and performant services and practices for our people. Open, transparent, and ethical governance and data-informed decision-making will foster a high-trust culture and increase the University's accountability, agility, and nimbleness.

Everybody engaging with the University of Auckland's digital and physical spaces will experience a distinctive sense of place that balances acknowledgement of history, heritage, and place with the vibrant evolution of our communities. Engaged and collaborative meditations with students, academics,

community, professions, and industry on current and transdisciplinary challenges will be facilitated by well-crafted, richly integrated digital and physical spaces.

Our campuses and precincts will showcase our innovation, entrepreneurship, and commercialisation strengths and invite community and industry interaction. The development of our Newmarket Campus will reflect these strengths wholeheartedly.

We will create vibrant locations recognised as gateways to learning and teaching, research and innovation, and partnership and engagement with the University. These distinctive spaces and the rich digital connections they have will deliver innovative and welcoming outreach, engagement, and extension activities with our communities, particularly from our Tai Tokerau and Tai Tonga campuses.

11.4

## Priorities for Our Enabling Environment

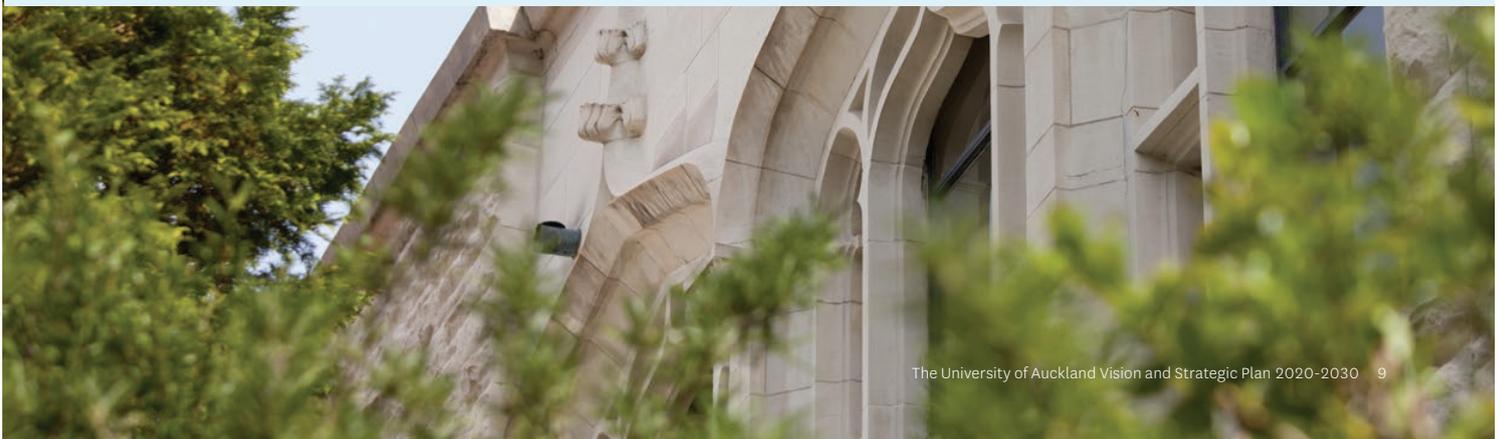
Mana-enhancing services and practices.

Efficient, effective, prudent, transparent, and informed operations.

Seamless, effective and equitable user experiences across social, physical and digital environments.

A distinctive, capable, and flexible built environment that celebrates our place in Aotearoa New Zealand and the Pacific.

A commitment to achieve net-zero carbon status and to publish meaningful metrics of the University's progress towards overall sustainability.



# Strategic Initiatives

## 1. Education and Student Experience

Priority	Strategic Initiatives	Category
<b>Priority 1:</b> Accessible, equitable lifelong higher education opportunities	<ul style="list-style-type: none"> <li>Review offerings, scheduling, and delivery to improve access and retention to accommodate broader student needs and life stages, including:                             <ul style="list-style-type: none"> <li>improved pathways, timetabling, mode options, remote and community-based provision;</li> <li>improved retention and progression for Māori students and Pacific students;</li> <li>non-degree education opportunities for select needs.</li> </ul> </li> </ul>	Relevance and Impact
<b>Priority 2:</b> Student-centric learning, co-curricular and extra-curricular cultures	<ul style="list-style-type: none"> <li>Develop a student-centric education model for physical, digital, formal and informal learning activities enriched by professional and community co-curricular activities.</li> <li>Extend informal social, professional and academic engagement between individuals, student cohorts, staff and the broader university community.</li> <li>Review student representative systems to enhance the student voice.</li> </ul>	Student Experience
	<ul style="list-style-type: none"> <li>Revise appointments, continuation and promotions processes to select for, develop and reward high-quality teaching for all student cohorts.</li> <li>Develop cultural competencies for all teaching staff.</li> </ul>	Capability Development
<b>Priority 3:</b> Education that is research-informed, transdisciplinary, relevant and with impact for the world	<ul style="list-style-type: none"> <li>Develop current and new offerings in our areas of transdisciplinary focus for quality, viability, impact and strategic alignment.</li> <li>Provide credit-bearing and partnered transdisciplinary, research-led, experiential, international and industry-based/Work Integrated Learning experiences for all students.</li> <li>Develop programmes and student recruitment plans to rebalance education activity around transdisciplinary priorities.</li> <li>With leaders in kaupapa Māori pedagogies and mātauranga Māori, include te ao Māori in programmes, teaching and the student experience, framed by Te Tiriti accountabilities.</li> <li>Build academic staff capability in collaborative practice, transdisciplinary pedagogy, student engagement and success; honouring Te Tiriti; working with Pacific communities.</li> <li>Improve support for selected pedagogical innovations and the scholarship of teaching and learning.</li> </ul>	Relevance and Impact

11.4

Priority	Strategic Initiatives	Category
<p><b>Priority 4:</b>                      Graduates who make the world better tomorrow than it is today</p>	<ul style="list-style-type: none"> <li>Review the University Graduate Profile to ensure that it is current, 'fit-for-purpose' and gives clear expression to the full range of the University's values and graduate capabilities.</li> </ul>	<p><b>Relevance and Impact</b></p>
<p><b>Priorities 1-4:</b>                      Educational policies and processes supportive of strategy</p>	<ul style="list-style-type: none"> <li>Undertake a phased review of policy and process to support above objectives ensuring:                             <ul style="list-style-type: none"> <li>an annual cohesive executive-approved programme development pipeline and student recruitment plan;</li> <li>student and staff centricity;</li> <li>simplicity and fitness-for-purpose;</li> <li>clear roles and responsibilities;</li> <li>transparent risk, decision making and resourcing frameworks.</li> </ul> </li> </ul>	<p><b>Framework for Action</b></p>

11.4

## 2. Research and Innovation

Priority	Strategic Initiatives	Category
<p><b>Priority 1:</b> World-class research inspired by our place in Aotearoa and the Pacific</p>	<ul style="list-style-type: none"> <li>Identify and invest in targeted international research partnerships that support our transdisciplinary aspirations.</li> <li>Deepen and strengthen relationships with Māori and Pacific communities.</li> <li>Grow Māori and Pacific scholarship in areas of transdisciplinary priority.</li> </ul>	Relevance and Impact
<p><b>Priority 2:</b> A global powerhouse of innovation, creativity and entrepreneurship</p>	<ul style="list-style-type: none"> <li>Boost knowledge mobilisation, research translation and commercialisation.</li> <li>Invest in university-industry collaboration in transdisciplinary priority areas and where we have demonstrated global competitive strength or potential.</li> <li>Identify innovative affiliation models (e.g. shared appointments, co-investments, triple-helix partnerships with industry, community organisations, government).</li> </ul>	Relevance and Impact
<p><b>Priority 3:</b> Relevant, purposeful, impactful research for our communities</p>	<ul style="list-style-type: none"> <li>Be a research partner of choice for industry, policymakers and community organisations.</li> <li>Review promotion and reward systems to appropriately recognise the value of a range of research endeavours.</li> <li>Upskill and build capability of staff and students in research impact, engagement and science communication.</li> </ul>	Relevance and Impact
<p><b>Priority 4:</b> Ambitious research confronting humanity's greatest challenges</p>	<ul style="list-style-type: none"> <li>Focus investment to recognise our transdisciplinary priorities and existing areas of proven strength.</li> <li>Foster collaboration and create opportunities for cross-discipline collegiality through social or intellectual interaction.</li> </ul>	Relevance and Impact
<p><b>Priority 5:</b> Nurture, recruit and retain outstanding research talent</p>	<ul style="list-style-type: none"> <li>Strengthen, grow and diversify our research pipeline in transdisciplinary priority areas.</li> <li>Invest in equity objectives and particularly the growth of the Māori and Pacific research workforce.</li> <li>Identify and invest in academic leadership in transdisciplinary priority areas.</li> <li>Provide outstanding researcher training and capability building in areas such as Vision Mātauranga, research impact, leadership and research integrity.</li> </ul>	Capability Development
<p><b>Priority 6:</b> A research ecosystem characterised by collaboration, agility, simplicity, engagement and empowerment</p>	<ul style="list-style-type: none"> <li>Review policy, processes and decision-making frameworks for transparency and simplicity, and to inform executive decisions on research funding priorities.</li> <li>Invest in and strengthen shared infrastructure and resources to enable cross-organisational collaboration.</li> <li>Adopt a framework to inform greater risk tolerance in our research.</li> <li>Reduce and simplify administrative overheads and processes and enable agile ways of working.</li> </ul>	Framework for Action

11.4

### 3. Partnerships and Engagement

Priority	Strategic Initiatives	Category
<p><b>Priority 1:</b> Strengthen and deepen our relationship with tangata whenua</p>	<ul style="list-style-type: none"> <li>Collaborate with tangata whenua to co-develop a framework with an ethos of service built on Māori values, to support our mutual commitment to deep and ongoing partnership.</li> <li>Develop focussed workplans with mana whenua in Tāmaki Mākaurau and Te Tai Tokerau to achieve shared outcomes.</li> </ul>	Relevance and Impact
<p><b>Priority 2:</b> An ambitious and relevant partner that is globally networked</p>	<ul style="list-style-type: none"> <li>Develop a values-led framework to identify, prioritise, resource and manage global and local partnerships that are strategically aligned, diverse and ambitious, with a focus on transdisciplinary priority areas that support research and student and staff mobility.</li> <li>Lead, sustain and deepen our global networks to enhance the international outreach of our University, staff and students and share the benefits with local communities.</li> <li>Develop policy, process, staff and capability to simplify engagement with the University and facilitate access university capability.</li> <li>Develop work plans with identified partners to achieve shared outcomes with a focus on transdisciplinary policy areas.</li> </ul>	Relevance and Impact
<p><b>Priority 3:</b> Deep engagement with diverse Aotearoa and Asia-Pacific communities</p>	<ul style="list-style-type: none"> <li>Identify and prioritise where University transdisciplinary excellence is matched to community needs and develop work plans to achieve shared outcomes.</li> <li>Realise our commitments to Tāmaki Mākaurau, Te Tai Tokerau, Pacific peoples here and in the Pacific, and our diverse communities in Aotearoa through collaboratively developed workplans.</li> </ul>	Relevance and Impact
<p><b>Priority 4:</b> Enduring relationships with prospective students, students, alumni and donors</p>	<ul style="list-style-type: none"> <li>In collaboration with students, alumni and the DVCSE determine relationship attributes for cohorts across their life stages with the University.</li> <li>Design a programme of engagement for seamless, rich and reciprocal relationships with individuals in their personas as prospective student, current student, alumnus, parent, employer and donor.</li> </ul>	Relevance and Impact
<p><b>Priority 5:</b> Diverse student body reflecting our communities</p>	<ul style="list-style-type: none"> <li>Collaborate with students to refine our student value proposition.</li> <li>Implement student recruitment activity to rebalance our student cohorts in transdisciplinary priority areas as outlined in our education, EFTS and budget plan.</li> </ul>	Relevance and Impact
<p><b>Priority 6:</b> Recognised and valued by our communities for the contributions we make towards a more sustainable future for all</p>	<ul style="list-style-type: none"> <li>Review our organisational identity and engagement approach, including communications, to ensure relevant stakeholders are informed about us, our concerns, transdisciplinary priority areas and the differences we make.</li> </ul>	Relevance and Impact

11.4

## 4. Enabling Environment

Priority	Strategic Initiatives	Category
<p><b>Priority 1:</b>  <b>Mana-enhancing services and practices</b></p>	<ul style="list-style-type: none"> <li>• Guided by manaakitanga:                             <ul style="list-style-type: none"> <li>• develop and adopt a human-centred, collaborative and transparent service-design methodology grounded in quality, viability, relevance and strategic alignment criteria;</li> <li>• develop a prioritised schedule of services for review;</li> <li>• advance our capabilities and practices for innovation and co-creation of services and experiences;</li> <li>• embed continuous improvement user feedback mechanisms in all services;</li> <li>• improve student success through a holistic model for student support and well-being.</li> </ul> </li> </ul>	<p><b>Capability Development</b></p>
<p><b>Priority 2:</b>  <b>Efficient, effective, prudent, transparent, and informed operations</b></p>	<ul style="list-style-type: none"> <li>• Review planning and resource management frameworks to ensure strategically aligned, integrated, informed and balanced decision support to the VC and Executive:                             <ul style="list-style-type: none"> <li>• university and unit annual budget and priority setting;</li> <li>• programme development, student load and research planning;</li> <li>• marketing, engagement and communications;</li> <li>• capital and facilities management planning.</li> </ul> </li> <li>• Review and recast long-term revenue and investment plans to ensure support for the strategy.</li> <li>• Review and communicate governance and management frameworks (committees, accountabilities, policies, delegations, roles, responsibilities, risk and compliance etc.) for simplicity, transparency and effectiveness.</li> <li>• Review the quality, viability and relevance of current operating models for corporate and support services to determine improvement opportunities.</li> <li>• Develop an institutional information framework to guide the ethical acquisition, structure, storage and utilisation of institutional data assets.</li> </ul>	<p><b>Framework for Action</b></p>
<p><b>Priority 3:</b>  <b>Seamless, effective and equitable user experiences across social, physical and digital environments</b></p>	<ul style="list-style-type: none"> <li>• Develop an integrated physical and digital environments plan that reimagines how we plan, develop and integrate all of our facilities and systems to create distinctive, equitable, accessible, culturally attuned, user-shaped and sustainable spaces and experiences.</li> <li>• Create focussed plans for Newmarket, Tai Tokerau and Tai Tonga recognising and maximising the specific opportunities represented by each.</li> <li>• Identify campus improvements through the Master Estate Plan that create a welcoming, vibrant, attractive, and comfortable environment for students, making our University campuses places students want to be.</li> </ul>	<p><b>Student Experience</b></p>

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Priority	Strategic Initiatives	Category
<p><b>Priority 4:</b> A distinctive, capable, and flexible built environment that celebrates our place in Aotearoa New Zealand and the Pacific</p>	<ul style="list-style-type: none"> <li>Co-create with our stakeholder communities a master estate plan that ensures a distinctive, capable and flexible University physical environment.</li> <li>Ensure that the distinctiveness of the physical estate is reflected and integrated seamlessly into the University's digital estate.</li> </ul>	<p><b>Framework for Action</b></p>
<p><b>Priority 5:</b> A commitment to achieve net-zero carbon status and to publish meaningful metrics of the University's progress towards overall sustainability</p>	<ul style="list-style-type: none"> <li>Clear commitment to achieve net-zero carbon status by a date to be determined.</li> <li>Carbon accounting, resource consumption, asset utilisation, and SDG measures will be established, tracked, and made widely available.</li> <li>Informed by kaitiakitanga, develop and implement policy, processes and a work plan for ethical and sustainable operations including:                             <ul style="list-style-type: none"> <li>optimising the utilisation of our assets (particularly space);</li> <li>a framework for sustainable and ethical procurement.</li> </ul> </li> </ul>	<p><b>Framework for Action</b></p>

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## 5. People and Culture

11.4

Priority	Strategic Initiatives	Category
<p><b>Priority 1: Live our values and purpose</b></p>	<ul style="list-style-type: none"> <li>Define and deploy our values in practice.</li> <li>Revise HR policy, practice and programmes to support and empower staff and leadership to enact values.</li> <li>Provide training, development and support to enable staff to work in cross-functional, open and collaborative ways.</li> </ul>	<p><b>Framework for Action</b></p>
<p><b>Priority 2: Develop a future-ready workforce</b></p>	<ul style="list-style-type: none"> <li>Undertake a detailed university-wide workforce planning exercise to inform our current and needed staff profile, expertise, work practices and behaviours across all academic and professional areas.</li> <li>Revise academic and professional reward, recognition, performance and development frameworks to align with strategic aspirations.</li> <li>Co-create a University of Auckland 'people experience' that responds to the needs and aspirations of current and future staff.</li> <li>Review HR policy, practice and programmes to ensure supported and smooth workforce evolution to meet current and emerging social, physical and digital modes of operation.</li> </ul>	<p><b>Capability Development</b></p>
<p><b>Priority 3: Build a high performing, diverse, inclusive and equitable community</b></p>	<ul style="list-style-type: none"> <li>Improve data, insights and decision support to ensure continuous improvement of staff capability, performance, affiliation, diversity, inclusion and equity outcomes.</li> <li>Determine and craft changes to recruitment, career entry pathways and mentoring initiatives aligned to the needs of specific cohorts.</li> <li>Determine opportunities to maximise and showcase the distinct professional, social and cultural contributions of staff cohorts across all cultures and identities.</li> <li>Reassess our criteria for selection, promotion and rewards to value service to our communities, collaboration, transdisciplinarity and impact.</li> </ul>	<p><b>Capability Development</b></p>
<p><b>Priority 4: Activate manaakitanga, whanaungatanga, and kaitiakitanga across our People and Culture practices</b></p>	<ul style="list-style-type: none"> <li>In the context of the workforce planning exercise and in collaboration with Māori community leadership and staff, develop signature programmes that facilitate an environment that is mana-enhancing for Māori, promote an understanding of our place in Aotearoa New Zealand, and enable all our people to engage with Māori internally and externally.</li> <li>Develop targeted recruitment and career programmes, sourcing from our students and iwi/community groups.</li> </ul>	<p><b>Capability Development</b></p>
<p><b>Priority 5: Aspirational and inclusive leadership</b></p>	<ul style="list-style-type: none"> <li>Develop a values-based leadership and leadership training framework that:                             <ul style="list-style-type: none"> <li>recognises and supports distributed leadership across academic and professional areas;</li> <li>clearly articulates expectations and provides associated development for current and emerging leaders;</li> <li>supports succession planning.</li> </ul> </li> </ul>	<p><b>Framework for Action</b></p>

# Measures of Success

*The implementation of our strategy will be guided by a performance indicator framework at institutional, portfolio, faculty and local levels.*

## **The framework includes:**

Student, staff and partner feedback

Recognition for excellence in nominated University areas of focus and impact

Demand from prospective students and staff, industry and partners

Breadth, depth and impact of partner relationships

Academic reputation

Recognition for sustainability

Achievement of agreed performance thresholds:

- Staff capability and capacity
- Student EFTS recruitment
- Student satisfaction and performance
- Student success, attraction, retention and employability
- Research earnings and impact
- Resource utilisation (carbon, energy, water, waste)
- Service and facility efficiency and effectiveness
- Financial performance

11.4

11.4



**Internal Memorandum**



<b>To: Education Committee Chair</b>	
<b>From: Margaret Crannigan Allen – Manager, Scholarships and Graduation, Academic Services</b>	
<b>Copy: Joanna Browne, Director Academic Services</b>	
<b>Date: 3 March 2021</b>	<b>Telephone Ext: 87539</b>
<b>RE: Julie Lysaght - Rescindment and re-awarding</b>	

11.5

Council conferred the Master of Nursing on October 7 2020

This memo requests that the qualification of the Master of Nursing identified for the student above, be rescinded and re-awarded with First Class Honours. I can confirm the relevant checks and procedures have been undertaken.

**Margaret Crannigan Allen  
Manager Scholarships & Graduation**

**Internal Memorandum**



<b>To: Education Committee Chair</b>	
<b>From: Margaret Crannigan Allen – Manager, Scholarships and Graduation, Academic Services</b>	
<b>Copy: Joanna Browne, Director Academic Services</b>	
<b>Date: 3 March 2021</b>	<b>Telephone Ext: 87539</b>
<b>RE: Shanah Tini - Rescindment and re-awarding</b>	

11.5

Council awarded the Postgraduate Diploma in Health Sciences on December 15 2020

This memo requests that the qualification of the Postgraduate Diploma in Health Sciences identified for the student above, be rescinded and re-awarded with Merit. I can confirm the relevant checks and procedures have been undertaken.

**Margaret Crannigan Allen**  
**Manager Scholarships & Graduation**