

Council Agenda Part A (Open Agenda)			Page #
13.06.2022 Council Room – Level 2 ClockTower, Princes Street 22, Auckland 4:00pm			
1. APOLOGIES	Professor Curtin	The Chancellor moves that the apologies, be noted .	
2. DISCLOSURES OF INTEREST BY MEMBERS	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.	The Chancellor moves that the disclosures, if any, be noted and the action taken be endorsed .	
3. CONFERMENT OF DEGREES	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, CECILIA TARRANT, Chancellor, confer the degrees stated upon those who, within their several faculties, have satisfied the requirements of this University.</i>		7
4. AWARD OF DIPLOMAS	In accordance with the provisions of the Conferment of Academic Qualifications and Academic Dress Statute 1992 the Chancellor will award the diplomas listed (as attached) by stating: <i>By the authority vested in me by resolution of The University of Auckland Council I, CECILIA TARRANT, Chancellor, award the diplomas stated to those who, within their several faculties, have satisfied the requirements of this University.</i>		11
5. HONOURS/AWARDS	The Chancellor and Vice-Chancellor will send congratulatory letters to those persons with links to the University.		
6. COUNCIL MEETINGS	6.1 Council, Draft Minutes (Part A), 27.04.2022	The Chancellor moves that the Minutes (Part A),27.04.2022 be taken as read and confirmed .	13
	6.2 Matters arising from the Minutes (Part A), 27.04.2022 not elsewhere on the Agenda		

<p>7. VICE-CHANCELLOR'S REPORT</p>	<p>Note: Kōtuitanga with Ngāti Whātua Ōrākei is included in the report and added as an appendix</p>	<p>The Chancellor moves that the Vice-Chancellor's Report be noted.</p>	<p>17</p>
<p>8. REPORTS OF COUNCIL COMMITTEES</p>	<p>8.1 AUDIT AND RISK COMMITTEE 8.1.1 Minutes, (Part A), 19.05.2022</p>	<p>The Chancellor moves that the Audit and Risk Committee Minutes (Part A) 19.05.2022 be received.</p>	<p>40</p>
	<p>8.2 FINANCE COMMITTEE 8.2.1 Minutes, (Part A), 25.05.2022</p>	<p>The Chancellor moves that the Finance Committee Minutes (Part A) 25.05.2022 be received.</p>	<p>42</p>
	<p>8.3 UNIVERSITY EQUITY LEADERSHIP COMMITTEE 8.3.1 2022 Mid-year report to Council including: Appendix I: amendment to membership of the University Equity Leadership Committee; and Appendix II: Disability Action Plan projects for 2022</p>	<p>The Chancellor moves that Council:</p> <ol style="list-style-type: none"> 1. Note and receive 2022 Mid-year report of the University Equity Leadership Committee meeting; 2. Endorse the amendment to membership of the University Equity Leadership Committee as highlighted in Appendix I. 3. Note the Disability Action Plan projects for 2022 – 2025 in Appendix II. 	<p>45</p>
<p>9. SENATE MATTERS</p>	<p>9.1 REPORT OF SENATE, 30.05.2022</p> <p>Part Ai a,b,1: Policy and other matters requiring to be received by Council Part Aii 3-6: Policy and other matters requiring Council approval Part B, 1: Matters for noting by Council Part C, 1: Matters handled under Delegated Authority</p>	<p>The Chancellor moves that the recommendations in Part A of the Report of Senate, 30.05.2022 be adopted and Part B & C be noted</p>	<p>57</p>
<p>10. CORRESPONDENCE REFERRED BY THE CHANCELLOR</p>	<p>No items received</p>		

<p>11. OTHER MATTERS FOR DECISION OR NOTING</p>	<p>11.1 SEAL</p> <p>Since the Council meeting on 27.04.2022 the seal has been applied to the following documents in accordance with the Council resolution of 18.02.1991:</p> <ul style="list-style-type: none"> • Deed Recording Rent Review – 6 Osterley Way, Manukau, Auckland – Takahe Properties Ltd (Landlord) & The University of Auckland (Tenant) • Deed of Lease – 50 Devon Street, New Plymouth – Taradise Holdings 2004 Ltd (Landlord) & the University of Auckland (Tenant) 	<p>The Chancellor moves that the affixing of the seal to the listed document be noted.</p>	
<p>12. GENERAL BUSINESS</p>	<p>The following meeting scheduled for 18.08.2022 will take place on the Newmarket campus</p>		
<p>13. LEAVE OF ABSENCE</p>	<p>(for the meeting of 18.08.2022)</p>		

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), 27.04.2022
Item No. 2.1	University of Auckland Human Participants Ethics Committee Membership
Item No. 2.2	Audit and Risk Committee Minutes Part B, 19.05.2022
Item No. 2.3.1	Finance Committee Minutes Part B, 25.05.2022
Item No. 2.3.2	Financial Performance and Forecast for 2022-2024
Item No. 2.3.3	Treasury Management, Compliance and Cash Flow Report
Item no. 2.3.4	Disestablishment of a Fee
Item No. 4.1	University of Auckland Investment Plan 2022
Item No. 4.2	University of Auckland Learner Success Plan

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 Linton and Metson, Andrew Phipps, Tim Bluett, Pamela Moss, Helen Cattnach, Anthony Brandon 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 13 June 2022

CONFERMENT OF DEGREES

Doctor of Philosophy

Lucy Winnington in Art History
Badri Narayanan Narasimhan in Chemical and Materials Engineering
Seyed Morteza Sharifi in Education
Danyal Sabzi in Chemical and Materials Engineering
Romana Gruber in Psychology
Ines Geraldine Moran in Biological Sciences
Xiaojun Ding in English
Soe Min Tun in Surgery
Qiyu Sun in Education
Pauls Davis in Mechanical Engineering
Manqing Cheng in Politics and International Relations
Chuyi Xiong in Property
Pania Elizabeth Te Aoerere Bridge-Comer in Biomedical Science
Wei Ting Samantha Chan in Bioengineering
Alison Jane Pavlovich in Law
Adnan Djefal in Geology

Master of Arts with Second Class Honours Second Division

Kang Liu in Media

Master of Biomedical Science with First Class Honours

Charlotte Louise Hamilton

Master of Creative Writing with Second Class Honours First Division

Jeffrey Francis Thomas Evans

Master of Dance Studies with Second Class Honours Second Division

Ting Chen

Master of Engineering with First Class Honours

Adnan Zameer in Civil Engineering

Master of Engineering with Second Class Honours First Division

Muhammad Shahryar Haque in Civil Engineering

Pieter Frederick Reinier Swanepoel in Civil Engineering

Master of Engineering Studies with First Class Honours

Joel Hogan in Transportation

Master of Information Technology with First Class Honours

Zhang Yujun

Master of Information Technology with Second Class Honours First Division

Xuecheng Tan

Master of Information Technology with Second Class Honours Second Division

Jingwei Min

Master of Information Technology

Jiatian Yan

Master of Management

Ang Li

Haiyi Liang

Nathaniel Sudharta

Jiabao Wang

Master of Nursing with First Class Honours

Xiaoyi Mackenzie

Master of Professional Accounting with Distinction

Anh Tuyet Truong

Master of Professional Studies with First Class Honours

Sharelle Hannah Smith in Food Safety

Bachelor of Arts (Honours) with Second Class Honours Second Division

Darryl Christopher Jones in Media and Communication

Bachelor of Engineering (Honours) with Third Class Honours

Samuel Charles Cawston in Civil Engineering

Bachelor of Science (Honours) with First Class Honours

Fiona Catherine Walter in Biological Sciences

Bachelor of Science (Honours) with Second Class Honours Second Division

Ming Yang in Computer Science

Bachelor of Architectural Studies

Qian Jiang

Bachelor of Commerce

Haider Ali

Anna Drozdova

Xinyue Yu

Joseph Patrick Gerard Coles

Bachelor of Education (Teaching)

Ji Yoo Yeom

Bachelor of Fine Arts

Yiwen Wang

Bachelor of Science

Cheow Yu Jian

Alyssa Gabasa Dosado

Qingyuan Wei

Bachelor of Global Studies and Bachelor of Science (Conjoint)

Amreen Karim Vadsaria

The University of Auckland

Council 13 June 2022

AWARD OF DIPLOMAS

Postgraduate Diploma in Biomedical Science with Distinction

Thomas Saju

Postgraduate Diploma in Business

Matthew David Edward Penny in Administration

Saurabh Taneja in Administration

Postgraduate Diploma in Counselling Theory with Merit

Catherine Elizabeth Comber

Postgraduate Diploma in Engineering with Merit

Xu Luo in Civil Engineering

Postgraduate Diploma in Health Sciences

Hannah Elizabeth Flett in Advanced Nursing

Majithamol George in Advanced Nursing

Rosie Clare Stewart in Advanced Nursing

Rasheeda Meyer in Magnetic Resonance Imaging

Pablo Jagodnik in Ultrasound

Postgraduate Diploma in Professional Supervision with Distinction

Rebecca Anne Webster

Postgraduate Diploma in Public Policy with Merit

Patrick James Jeffery

Graduate Diploma in Commerce

Jiabao Wang

Graduate Diploma in Teaching (Early Childhood Education)

Lilin Cheng
Jonathan Robert Davey
Jialiang Liu
Shida Alavi

Graduate Diploma in Teaching (Primary)

Samuel McRae Matthews
Tim Yun Yunny Luk
Hannah Rain Ross

Graduate Diploma in Teaching (Secondary)

Thomas Alexander Lyall
Shiree Brooke Stonestreet

Graduate Diploma in Teaching English in Schools to Speakers of Other Languages

John Yim

Diploma in Paediatrics

Raewyn Annie-Ella Cavubati
Jaime Lee Newton

Council Minutes Part A (Open Minutes) 27 April 2022		
PRESENT:	Ms Tarrant (Chair – virtually via Zoom), Professor Freshwater (Vice-Chancellor - virtually via Zoom), Dr Prasad, Mr Mason, Professor Curtin, Mrs Dunphy, Ms Dawson, Mr Paitai, Mr Wang, Ms Quinn, Mr McDonald (virtually via Zoom), and Ms Newsome (virtually via Zoom)	
IN ATTENDANCE:	Mrs Cleland, Professors Kool, Linton, Metson; Mr Bluett, Ms Moss, Ms Cattnach, Sir Michael Daniell, Mr Brandon, and Ms Verschaeren	
KARAKIA	A karakia had been offered by Dr Prasad at the beginning of the Briefings so an additional karakia was not required.	
1. APOLOGIES	None	
2. FAREWELL	The Chancellor thanked Sir Michael Daniell for his contributions for more than ten years to the working of Council and the University and wished him the best for the future.	
3. DISCLOSURES OF INTEREST BY MEMBERS	<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 Schedule 11, Clause 8 of the Education and Training Act 2020.</p> <p>No further disclosures were made.</p>	
4. CONFERMENT OF DEGREES	With the authority of Council, the Chancellor conferred the degrees as per the attached list.	
5. COUNCIL MEETINGS	5.1.1 Council, Draft Minutes (Part A), 14.03.2022	RESOLVED (Chancellor/Mr Mason): that the Minutes (Part A), 14.03.2022 be taken as read and confirmed .
	5.2 Matters arising from the Minutes (Part A), 14.03.2022 not elsewhere on the Agenda <ul style="list-style-type: none"> With regard to item 9 Vice-Chancellor’s Report: the discussion about Kōtuitanga with Ngāti Whātua Ōrākei mentioned on p.7 of the Report was further deferred until the meeting of 13.06.2022. 	

6.1

	<ul style="list-style-type: none"> With regard to item 14 General Business: the letters from the Minister of Education and TEC, discussed at the meeting of 14.03.2022, had been circulated to the members on 18.03.2022. 	
<p>6. VICE-CHANCELLOR'S REPORT</p>	<p>The report was taken as read.</p> <p>The Vice-Chancellor, Professor Freshwater, gave Council the following update about the report:</p> <ul style="list-style-type: none"> Although there was a possibility that a larger number of students could come to New Zealand by the end of the year, this depended greatly on the immigration reset. Immigration New Zealand was currently overwhelmed with processing visa applications and this could create further delays. With regard to Freedom of Expression, there had been a Free Speech Union survey and, although this was not a large survey in terms of the response rate, its results and findings showed the academics' understanding of free speech. The University continued to improve in the latest QS rankings. The rankings strategy had already been submitted to Council and a further report on this would be forthcoming by the end of the year. A statement on the University Impact rankings would be made later in the week. Although the return to campus on 2 May was a positive prospect, there were a number of staff members and students concerned about the removal of restrictions. This related mostly to regulations about mask wearing on campus. An all-staff email later this week would aim at alleviating these concerns and allowing staff and students to move forward while living under the COVID orange light setting. With regard to harmful sexual behaviours, the Vice-Chancellor advised Council that since the report was written, there had been an additional report in the media about the outcome of the discipline hearings at the University. She reminded Council that she had initiated an independent review concerning the University's disciplinary processes and this was now progressing towards the drafting of the Terms of Reference for the review. The Report also mentioned the progress made with regard to the strategic priorities and more detail about this, specifically with regard to curriculum transformation, would be submitted to Council in June. 	<p>RESOLVED (Chancellor/Ms Newsome): that the Vice-Chancellor's Report be noted.</p>
<p>7. REPORTS OF COUNCIL COMMITTEES</p>	<p>7.1 STUDENT APPEALS COMMITTEE</p> <p>7.1.1 Report of the Student Appeals Committee 03.03.2022</p>	<p>RESOLVED (Chancellor/Ms Quinn): that Council note the Report, 03.03.2022 of the Student Appeals Committee</p>

<p>8. SENATE MATTERS</p>	<p>8.1 REPORT OF SENATE, 28.02.2022</p> <p>Part A 1-4: Policy and other matters requiring Council approval Part C, 1-: Matters handled under Delegated Authority</p> <p>The Vice-Chancellor commented that the Senate Review, led by Professor Mathew, was currently underway and a panel discussion would be held at the Senate meeting of 30.05.2022 to discuss Senate's role.</p> <p>The Chancellor added that she and Ms Dunphy had a positive discussion with Professor Mathew about the relationship between Senate and Council.</p>	<p>RESOLVED (Chancellor/Dr Prasad):that the recommendations in Part A of the Report of Senate, 28.02.2022 be adopted and Part C be noted.</p>
<p>9. CORRESPONDENCE REFERRED BY THE CHANCELLOR</p>	<p>No items received</p>	
<p>10. OTHER MATTERS FOR DECISION OR NOTING</p>	<p>10.1 SEAL</p> <p>Since the Council meeting on 14.03.2022 the seal had been applied to the following documents in accordance with the Council resolution of 18.02.1991:</p> <p>Deed of Lease Variation – 128 Anzac Ave & 131A Beach Road, Central, Auckland – NZ Education Holdings Beach Ltd (Landlord) & the University of Auckland (Tenant)</p> <p>-</p>	<p>RESOLVED (Chancellor/Ms Dunphy): that the affixing of the seal to the listed documents be noted.</p>
<p>11. GENERAL BUSINESS</p>	<p>The Chancellor asked the Vice-Chancellor to forward the letters from the Minister of Education and TEC discussed to Council.</p>	
<p>12. LEAVE OF ABSENCE</p>	<p>Professor Jennifer Curtin requested absence for the meeting of 13.06.2022</p>	

PUBLIC EXCLUSIONS

RESOLVED (Chancellor/Vice-Chancellor): 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), 14.03.2022
- Item No. 2.1 University of Auckland Animal Ethics Committee Annual report
- Item No. 2.2 University of Auckland Biological Safety Committee Membership
- Item No. 2.3 University of Auckland Human Participants Ethics Committee Membership
- Item No. 2.4 Honours Committee
- Item No. 4.1 EFTS Forecast 2022
- Item No. 4.2 Forecast Financial Performance 2022 update

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 Linton and Metson, Tim Bluett, Pamela Moss, Helen Cattanach, Sir Michael Daniell, Anthony Brandon 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 meeting closed at 6.00

The meeting went into Public Excluded session at 4.45pm

Approved as a true and correct record.

Cecilia Tarrant, Chancellor

Date

Vice-Chancellor's Report to Council | 13 June 2022

General

External, Policy and Government Update

The Government has brought forward the full border opening for international students to 31 July from the original October date. This means students will be able to apply for a visa from that date with the potential that they could arrive for summer school. We have some students arriving now, as part of the 5,000-sector quota, with most expected for the start of semester two. The original UoA allocation of 375 was increased to 393.

The Government announced its immigration 'reset' which included post study work rights (PSWR) visa provisions for international students. The length of PSWR for undergraduates will be aligned to the time spent on the ground in NZ studying – up to three years. Masters and PhD students will retain the right to work in NZ for up to three years after their studies conclude. The new provisions prevent students from applying for a second post-study visa. They also set cost-of-living funds required for international students at \$20,000/year, down \$5,000 from the draft proposal. This is positive news for the university sector. PSWR are not available for sub-degree students unless they have studied skills detailed on the new skills Green List.

Budget 2022 included a 2.75 per cent funding increase for tertiary tuition and training totalling \$266.9m over four years (including the SAC) and an additional \$113m for extra 2023 enrolments across the sector. For the university sector, this amounts to a SAC increase totalling \$29.892m (from \$1,433.3m to \$1,463.1m). This does not reflect inflation nor wage/salary growth. There was no increase in research, science and innovation funding. There was, however, \$40.7 million over four years for vaccine/RNZ research. The Faculty of Medical and Health Sciences has been involved in the development of the RNA research platform and expects to be one of the partners.

Internal Update

Associate Professor Jemaima Tiatia has been appointed to the PVC (Pacific) position for a 5 year term. A welcome event is being held for Jemaima on 20 June.

Transition back to Campus has been progressing. A significant number of students and staff attended campus in the first two weeks after the mid semester break but there has been a drop off in attendance in the last week. There has been high compliance with mask wearing on teaching and learning spaces and around campus which is pleasing. The semester finishes on 3 June so this is expected. Encouraging students and staff back to campus for semester two will be a focus over the next month.

Last month, Campus Life welcomed their new kaiārahi, Grace Latimer. Grace is of Te Rarawa ki Hokianga, Ngāti Te Reinga, Ngāpuhi, Ngāti Kahu, and Te Aupouri descent, and will be working closely with the leadership team to help Campus Life take a more Māori-centred approach to student support and engagement.

Staff, students, and families gathered at Waipārūrū Hall in April for 'Meet the Village', an event that celebrated the launch of the Ngā Wharenoho | Accommodation Pacific Study Fono programme.

Harmful Sexual Behaviours

Two new policies have been developed: 'Harmful Sexual Behaviours' and 'Personal Relationships Between Staff Members and Students'. These are currently being consulted on across the University community. Progress continues on the 'Creating Cultures of Consent and Respect' action plan, including the commencement of a review of the University's Statute for Student Discipline. Following recent shortcomings identified with the University's handling of two cases related to sexual harm, we have committed to holding an independent review of our disciplinary processes to determine where they can be improved. The independent review will commence its preliminary discovery phase shortly, with the final report and recommendations anticipated in the fourth quarter of 2022. In the interim, all cases involving harmful sexual behaviour are being reviewed to ensure that the appropriate pathway to resolution is taken. Our intention is always to seek a fair, transparent and timely resolution, within the jurisdiction of the University and its powers.

1. Education and Student Experience

Overview

The EFTS forecasts for 2022 to 2025 are currently under review. They will be updated in mid-June.

Semester 2 recruitment activity is currently a focus, especially for programmes with Semester 2 intakes. Programme and enrolment advice is being provided to school-leavers who are enrolled in Semester 1 only, to ensure their retention throughout the year. Currently, a significant number of students, including school-leavers, have yet to enrol in Semester 2. Ensuring that they do enrol in Semester 2, will have a significant impact on 2022 EFTS.

Postgraduate enrolments are lower than in 2021. In part this is because of New Zealand's high employment, especially among skilled jobs, compared with 2021, and in part because of the limited opportunities for international students to study in New Zealand. Only 238 new doctoral students have enrolled to date in 2022. This is lower than at the same time in 2021 (323) and 2020 (253). The resumption of student-visa processing is expected to lift the overseas doctoral enrolments.

Although International students will be able to apply for student visas from 31 July, this is not expected to have an impact on Semester 2 International EFTS as students will not have the opportunity to return before the semester commences. A range of options are being explored to ensure the students who have enrolled with us online over the last two years are able to have an on-campus experience and complete their degrees.

Indicators	Last Year	Current Year			
		To Date (30 May 2022)		End of Year	
	Actual	Target	Actual	Target	Forecast
Total EFTS	36,748	31,645	31,093	35,960	35,808
Domestic Funded	30,960	28,235	27,062	31,027	30,334
International Full Fee	5,391	3,590	3,806	4,662	5,171
% Postgraduate EFTS	25%	24%	23.8%	24.6%	24%

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

EFTS in priority groups

	2021 (28 May 21)	2022 (30 May 22)	% Change
Total Māori EFTS	2,355	2,209	(6%)
Māori School leavers	389	347	(11%)
Total Pacific EFTS	2,852	2,752	(4%)
Pacific School leavers	588	563	(4%)
Total Postgraduate	7,972	7,412	(4.8%)
Local (Residence)	6,046	5,754	(4%)
International (Residence)	1,926	1,657	(14%)

Progress against priorities

Priorities 1-4: The Curriculum Framework Transformation Project

The Curriculum Framework Transformation (CFT) Project is the realisation of multiple priorities of the *Education and Student Experience*, underpinned by Waipapa Toitū and Taumata Teitei. Phase 1 formal consultation on the taumata (guiding principles) and the 24 structure recommendations is taking place between 10 May and 7 June, open to staff, students, and externally. Activities to increase consultation engagement including webinars and campus Roadshows at Tai Tonga, Tai Tokerau, Epsom, Grafton, and two on the city campus. These attracted 14-24 and 9-46 attendees respectively, drawn from professional staff and a range of academics from teaching staff to Heads of Departments and Schools. A webinar was also recorded and distributed to School Principals while three student pop-up events were held on

the city campus. A Review Committee will consider the consultation feedback this month with recommendations for any changes going to UEC via PDDC for approval, and then onto Senate. Phase 2 consultation covers recommendations relating to the embedding of the hallmark elements of the CFT (Mātauranga Māori, Te Tiriti O Waitangi principles, Kaupapa Māori Pedagogies; Research-led and -Informed Teaching; Sustainability; Transdisciplinary, Innovation and Entrepreneurship; Transitions and Support) and the Learning & Teaching Delivery framework.

The University is currently engaging in the Teaching Culture Survey, run world-wide investigating how the status of teaching and learning is viewed by the academic community. This builds and expands on the previous survey held in 2019 with 21 Universities.

The University is about to engage in the Cycle 6 Academic Audit run by the Academic Quality Agency. The report is with Senate on 30 May.

Priority 1: Accessible, equitable lifelong higher education opportunities

Teaching continuity has been maintained despite staff absences due to Covid, successfully returning to on campus teaching from 2 May. Work continues on the Learner Success Plan, to be submitted to the TEC.

The UniBound Pacific Summer Programme ended with a lower-than-expected number of participating students due to COVID (2022 n=110, previous iterations were 2021 n=156, 2020 n=152, 2019 n=118, 2018 n=103). 93% (n =102) of students moved into Semester One programmes, 46 into foundation certificates and 56 directly into degree programmes).

Priority 2: Student-centric learning, co-curricular and extra-curricular cultures

A School Leaver Taskforce was established early 2022 to coordinate support for first year undergraduate students whose last two years of schooling have been impacted by Covid-related disruptions. The Taskforce co-ordinated information on available support and worked to improve student engagement. Small grants (\$10-50k) were provided and being assessed to six faculties to support activities including increased administrative support to monitor school leaver engagement dashboards, FTE to release course director to run skills courses etc.

A review of Tuakana Learning Community has been undertaken by office of PVCM and its findings will feed into the Learner Success Plan and investment plans. The office of PVCM is working a Māori student cohort plan. Which will identify areas of focus for all market segments and support the work of the Poutiaki Hāpai Tauira.

Priority 3: Education that is research-informed, transdisciplinary, relevant and with impact for the world

A 'Transdisciplinary, Innovation and Entrepreneurship' support paper and recommendations has been developed as part of the CFT. Feedback from faculties on the Portfolio Tool (PT) is being reviewed and will be incorporated into any revisions to the tool.

Priority 4: Graduates who make the world better tomorrow than it is today

The Graduate Profile (GP) refresh has been approved by Education Committee. An extraordinary meeting of Senate is being held to discuss and approve the Graduate Profile. Once approval is obtained work will begin in Faculties on developing the Level 3 capabilities for all of our programmes.

2. Research and Innovation

Indicators	Last Year	Current Year			
		To Date (31 Mar 22)		End of Year	
	Actual	Target	Actual	Target	Forecast
Research revenue (\$M)	251.2	69.3	62.8	268.8	287.8

Note: The revenue includes University of Auckland revenue only

Overview

Major investments in research, science and innovation have not been included in budget '22 which reflects the multitude of competing priorities the Government is seeking to manage, as well as the ongoing Future Pathways review of the research system. Nevertheless some flagship funding opportunities in climate and health reform as part of this year's budget are likely have important implications for the University. The most notable investment is \$40.7 million in RNA technology over four years with the University well placed to lead this new platform alongside the Malaghan Institute of Medical Research. This investment provides \$10 million per year over four years beginning 1 July 2022. Investments in advanced manufacturing (as part of the Industry Transformation Plan), digital health and emissions reduction also present opportunities in areas of strength for University of Auckland research.

Progress against priorities

Priority 1: World-class research inspired by our place in Aotearoa and the Pacific

Hikina Kia Tutuki, establishment of the University's Research Centres is nearing completion. Proposals have now been received and the assessment panel will meet in mid-June to review applications and hear presentations from the nine applications invited to full proposal stage.

The establishment of the Pacific Research Entity is progressing well, led by the PVC Pacific, a Leadership Team including experienced senior and early career pacific researchers has been formed after discussion with Associate Dean Pacific and wider Pacific research networks that already exist in the UoA. This team are collectively designing the Pacific Research Entity for final endorsement by the DVCR prior to establishment.

Consultation has now been completed for five PBRF sector reference group papers, with another four due for consultation over the next few months. This consultation paper will inform the design of the 2025 submission and evaluation processes.

Priority 2: A global powerhouse of innovation, creativity and entrepreneurship

Progress of the MedTech-iQ initiative has been delayed slightly, due to the extended time required to finalise the Strategic and Business cases. Deloitte have been engaged since late January to deliver national Economic and Strategic Cases and Stakeholder Engagement activities. These

deliverables are on track for completion by the end of May. Chard Consulting has been actively engaged since January to deliver UoA Business Canvas and Business Implementation Plan, which will be reporting to the MedTech-iQ Steering Committee in June.

Priority 6: A research ecosystem characterised by collaboration, agility, simplicity, engagement, and empowerment

A Research Function Improvement Plan is now under development as a response to the Researcher Journey Mapping exercise and the key pain points identified in the Journey Mapping report. The Research Function Improvement Plan includes a series of actions to enhance the maturity of institutional research support capabilities. As part of the Research Function improvements, organisational structure design will be required to address the need to more effectively integrate these capabilities across the end-to-end research lifecycle. A key focus of the structural design will include the UniServices Agency Arrangements for pre and post award support (including researcher development and training) to address some of the core issues around communication flow, handover points, lack of common systems and processes and the multiple ways of resolving pain points across multiple central and local support teams spanning the University and UniServices.

7

3. Partnerships and Engagement

Overview

The novelty of face-to-face events (both domestically and internationally) has been a welcome change from limitations of the previous two years. In particular, being able to hold events for alumni and friends in London, New York, Boston and San Francisco in recent weeks has allowed us to reconnect with our international constituencies. There is clearly a great deal of interest in the New Zealand pandemic experience, but also a great deal of anger and frustration among Kiwis based abroad.

Priority 1: Strengthen and deepen our relationships with tangata whenua.

The University and the Ngāti Whātua Ōrākei Trust have developed a model to strengthen our ongoing strategic relationship, which has been documented in the attached Kōtuitanga (Appendix 2). The key Kōtuitanga objective is to *“provide a practical structure to enable the existing relationship to flourish and grow, to record areas of ongoing cooperation and opportunity, and establish a platform for identifying desired outcomes.”* Today the collective affairs of Ngāti Whātua Ōrākei, the tangata whenua of Tāmaki and the Waitematā are looked after by the Ngāti Whātua Ōrākei Trust (NWO). The purpose of the NWO is to ensure the cultural, commercial, and social development of Ngāti Whātua Ōrākei for the benefit of its members. A suitable signing and acknowledgement ceremony is being planned.

The Schools and Community Engagement Team (SCET) are currently working with the Office of PVC Māori to map existing relationships and outreach initiatives across the University to inform a more joined-up engagement strategy that will establish new, and deepen existing, relationships with Māori stakeholder groups.

An appointment has been made to the new permanent full-time role of Kaitohutohu Pāpāho Māori - Media Adviser (Māori) within the central Communications team. The new adviser, Te Rina Triponel, who will commence her role in June 2022, has extensive experience in Māori media,

including NZ Herald and Māori TV and will significantly enhance the University's engagement externally with Māori media, iwi and wider Māori communities, and internally with Māori staff and students.

Priority 2: An ambitious and relevant partner that is globally networked.

The International Office is supporting applications for 9 group programmes in the current round of the Prime Minister's Scholarship Programme for Asia and Latin America, which has reopened for group applications after a two-year pause during Covid-19. Programmes include global internships (Vietnam, Thailand, India, Colombia), language study abroad programmes (South Korea, Taiwan), and customised group study tours (Mexico, Brazil, India). Results of the current application round will be announced by Education New Zealand at the end of June, with programmes that are successful in receiving funding due to begin from December 2022/January 2023.

On 24 March 2022 members of the University's senior leadership team met with the leadership of the Northeastern University (NEU) of China to acknowledge the newly formed partnership between the two universities and to recognise the positive impact our collaboration will have on student and staff mobility and knowledge transfer and its value in fostering global innovation. The meeting was also attended by the leadership team of the Australia Education Management Group (AEMG). UoA is NEU's first partner in the Pacific region. NEU is one of China's national key state universities located in Shenyang, the largest city in northeast China. UoA and NEU, together with broker agent AEMG, are finalising details of a three-party Memorandum of Agreement (MoA) to establish and operate a joint programme in Mathematics. This joint programme with NEU will be the next major partnership brokered by AEMG for UoA.

On 6 May, the team of International Managers led by Marcelo Credidio convened a meeting with colleagues across the University who play an active role in international student recruitment for an update on the International Office's 2022 International Recruitment Re-engagement Plan. The team is preparing to re-engage in key source markets and reconnect with channel partners. The plan aims to re-build stakeholder engagement, re-energise the agent channel, and enhance brand awareness in the following focus markets: China, NZ onshore, USA, Hong Kong, Singapore, India, Malaysia, Indonesia, Vietnam, and European study abroad markets.

Planning is underway for consultation with staff, students, alumni, Māori, Pacific and international stakeholders in relation to a potential refresh of University's visual identity to reflect and reinforce the University's connection and relevance to local and international partners and communities. A two-phased approach was agreed by Council, with the first phase addressing and understanding the appetite for change. A cross-functional Working Group with expertise across audience segments and strategic cohorts has been set-up to ensure a tailored approach to engagement.

Following the successful 6-month trial in 2021, the University has secured a 3-year membership of The Conversation media platform. This will enable us to build the University's presence international media, particularly for high quality research. To date, the University has published 133 articles in The Conversation, generating 6.9million unique reads in 235 countries and territories worldwide.

Priority 3: Deep engagement with diverse Aotearoa and Asia-Pacific communities.

The SCET are partnering with the University's Centre for Innovation and Entrepreneurship (CIE) to develop a joint Māori-and-Pacific-targeted youth engagement initiative, as part of strengthening the Centre's position as New Zealand's tertiary leader in innovation, creativity and entrepreneurship, while contributing to the team's shared goal of increased Māori and Pacific participation and success (in alignment with the University's Learner Success Plan). The newly established SCET-CIE partnership will also contribute to affecting CIE's priority goal of becoming the university of choice for innovators, creators and entrepreneurs of the future within the Asia-Pacific region and globally.

In April 2022, the University appointed Emmaline Pickering-Martin to the new permanent role of Media Adviser (Pacific) in the central Communications team. This appointment will enhance the University's engagement with Pacific communities through dedicated relationships with Pacific media channels, and internally with Pacific staff and students.

Priority 4: Enduring relationships with prospective students, students, alumni and donors

An increased uptake of Pastoral and Wellbeing support by Pacific students has seen an improved rate of academic success for this cohort. Ako Kakato, an initiative by the Office of PVC Pacific, was created specifically for identifying and supporting disengaged Pacific students. Since its launch and partnership with Te Papa Manaaki Campus Care, there has been an increase in key relationships between Pacific students, Practitioners and Staff.

The Schools and Community Engagement Team (SCET) is currently developing an engagement model that will see more existing students (at both UG and PG levels, and via student clubs), and alumni, engage with and inspire prospective students, their families, and their wider communities. The SCET is also in the process of establishing Youth Advisory Boards with secondary school students to ensure programme offerings and recruitment initiatives are informed and validated directly by our future student body as well as building and strengthening the University's relationship more generally with this core constituency.

The Schools and Community Engagement Team (SCET) are also partnering with the University's International Office to support the rebuilding of international secondary students cohort across New Zealand's secondary schools (with a flow-on impact for the University). The SCET and International Office partnership will contribute to the strengthening of UoA-New Zealand school relationships while supporting the recovery of our domestic international pipeline.

The India Support Programme communications and marketing campaign for Semester 1 has delivered impressive results through earned media and partnership marketing, reaching 117.78 million people with a value of NZD\$6.02million. This campaign is a finalist in the 2022 PIONEER Awards Marketing Campaign of the Year, one of eight finalists globally and the only institution in the Southern Hemisphere. Planning is being finalised for Semester 2 activity.

The recipients of the 2022 Distinguished Alumni Awards were announced in early May. This year's recipients are:

- Fepulea'i Margie Apa, BCom 1995, MPA(Exec) Well. 2020, who is Chief Executive of Health New Zealand, the government's new centralised national health organisation;

- Ngarimu Blair, BA 1998, an influential Māori leader and Deputy Chair of the Ngāti Whātua Ōrākei Trust;
- Dr Maureen Lander, MNZM, BFA 1987, BA 1989, MFA 1993, DocFA 2002, who is a weaver, academic and multimedia installation artist;
- Nigel Latta, ONZM, BSc Otago 1988, MSc Otago 1990, MPhil 1995, PGDipClinPsych 1995, a clinical psychologist, author and television host; and
- Dr Sudhvir Singh, BMedSc(Hons) 2011, MBChB 2012, MSc LSE 2021, MA Chicago 2021, the Young Alumnus of the Year, who is a physician and public health leader.

The 2022 Distinguished Alumni will be presented with their awards at Taumata, a celebratory event to be held at the ASB Waterfront Theatre, Auckland, on June 11.

The 2021 Annual report to donors was mailed to 1,419 donors, with a link to view the full financial statements on the Foundation website: www.uoafoundation.org.nz. A further 6,541 donors were sent a postcard thanking them for their generosity and providing a link to the annual report at www.giving.auckland.ac.nz/report.

The May issue of Ingenio magazine went to print on 6 May. The cover story looks at the impacts of learning during Covid lockdowns. Other key stories were an opinion piece on nursing during the pandemic, a feature about Melanie Smith, a Māori CEO in London and coverage of our 2022 DAA recipients.

Priority 5: Diverse student body reflecting our communities.

In addition to the initiatives outlined above, SCET are currently piloting community partnerships with two well-established Pacific Youth Development Programmes – Tula'i (which is in its 10th year of Auckland Council, joint-local board, funding), and MC4 (Ministry of Education funded). SCET play a key delivery role of these 4-month programmes.

SCET are also partnering with Campus Life and the office of PVC Equity to deliver on the objectives outlined in the University's Disability Action Plan. Through this recently established partnership long-term strategic areas for improvement (improving the digital campaign journey, developing scholarship offerings to meet market needs, improving access/process/systems, developing staff capability framework to ensure equity-based capabilities throughout teams) have been identified as well as immediate pilot opportunities (YES Disability, I Educate, and Camp Quality partnerships through our SCET's outreach manager; and deepening SCET-PVCE-Campus Life relationship).

Priority 6: Recognised and valued by our communities for the contributions we make towards a more sustainable future for all.

Ainslie Moore has been elected Oceania Chapter President of the Climate Action Network for International Education (CANIE). The University of Auckland International Office was the first in the world to become a signatory to the CANIE Accord. The CANIE Accord was created in consultation with leaders in international education to strengthen and accelerate the sector's commitment to climate action. Details can be found here: <https://canie.org/the-canie-accord>.

4. Enabling our People and Culture

Overview

Operational plan activities continue to be scoped and prioritised.

The HR Ecosystem project is progressing well. We have shortlisted a small number of vendors who are currently demonstrating their products. We will shortly be entering into the RFP process.

Progress against priorities:

Priority 1: Live our values and purpose

The scope of this work is almost complete and will focus on the following 4 key areas:

- The development of a Senior Executive Leadership Programme;
- Cascading values-led culture practices – tools and facilitated sessions for leaders and teams;
- Integrating our values and Te Ao Māori principles in systems, processes, policies and decision making to deliver an improved employee experience;
- Deciding on an Employee Engagement Survey Tool and communication approach.

The business case has been approved. The immediate focus is to engage with senior leaders on developing the leadership principles. This was a key session at the recent Leadership planning day. Feedback from this session was very positive. The results are being collated

Priority 2: Develop a future-ready workforce

The business case has been approved. The purpose of this work is to identify and define a comprehensive and cohesive set of workforce initiatives (a Workforce Strategy) that identifies, builds, and supports the Academic Workforce to enable us to deliver the outcomes from Taumata Teitei. The project will focus on the future academic workforce including new roles (pracademics, community engagement), new capabilities (digital, Matauranga Māori, transdisciplinary) new ways of working and new recognition and reward structures. Close alignment with the Curriculum Transformation project and the Ranking Strategy are key in delivering this project.

The current state analysis has been completed and reported on. Scenario planning on future state is progressing well. The project is on track to deliver a workforce strategy mid-year.

A working group, in partnership with the unions, is being established to review the academic standards. This work will commence in Q3.

An international recruitment campaign is being finalised which aims to recruitment to a number of senior level roles from across the university now that the borders are reopening.

Priority 3: Build a high-performing, diverse, inclusive and equitable community

People and Culture and Pro Vice-Chancellor (Māori) are co-sponsoring the development of a Māori staffing plan. The business case is being developed. The initial focus of the Māori Staffing plan will be on understanding the lived experience of current Māori staff in order to improve retention and to develop a recruitment strategy, in conjunction with the strategic hires

Work towards a Pacific staffing plan continues, addressing cultural competency, leadership and equity. With the permanent appointment of PVC Pacific, the Pacific Staffing plan will reflect the lived experiences of current Pacific staff in order to improve retention and develop a hiring strategy that correlates with the strategic hires. Consultation will begin in June 2022 with Pacific senior leaders followed by a series of consultation with key stakeholders.

Priority 4: Activate manaakitanga, whanaungatanga and kaitiakitanga across our People and Culture practices

Te Akoranga Kairangi: A cultural and Tiriti competency programme has launched with the first cohorts enrolled and the programme being delivered.

Taumata Ngaio funding has been extended through 2023. This Te Reo programme is for all staff and has both online and 'for credit' courses which are already over subscribed for 2022.

5. Our Enabling Environment**Overview**

Indicators	Last Year	Current Year			
		To Date (31 March 2022)		End of Year	
	Actual	Target	Actual	Target	Forecast
Total revenue (\$M)	1,333.1	560.3	553.5	1,344.6	1,350.4
Revenue achieved as a % of budget	104%	100%	99%	100%	100.4%

Progress against priorities:**Strategic Priority 1: Mana-enhancing services and practices**

As part of the Student Services Function Review (phase 1), a new staff-capability framework, Te Herenga Tauira, was launched on 4 April 2022 for staff across the student-services function. Since go-live, between 200 and 300 individuals each week have taken part in the different

elements of Te Herenga Tauiira. The framework has a strong focus on mana-enhancing service delivery and is founded on Te ao Māori (Māori world view) principles. The learning has been divided into two wānanga ('Introduction to Te Herenga Tauiira' and 'My role in the transformation'), and a suite of five learning sessions on mana-enhancing interactions and systems training.

Digital Services and Organisational Performance and Improvement (OPI) are partnering to document customer journeys and develop experience improvement plans arising from the journey maps. The Research Strategy and Integrity Office (ORSI) has developed an improvement plan for services to researchers; the improvement plan to address feedback from Academic Heads is under development. The Academic Heads plan will be developed in partnership with the Directors of Faculty Operations and the Staff Services Community of Practice. This is part of a new approach to use the experiences of key staff groups across the University to influence the planning and prioritisation of mana-enhancing services. Later in 2022, it is proposed to document the experiences of Programme Directors, in partnership with Student and Academic Services.

Strategic Priority 2: Efficient, effective, prudent, transparent, and informed operations

As part of the Student Services Function Review (phase 1), the ground floor of the General Library at City Campus has been redeveloped as a Student Hub for the city campus; with a soft go-live on 11 April. The other four student hubs (at Tai Tonga, Epsom, Grafton and Tai Tokerau campuses) went live at the same time. A blessing was held for the new spaces and services at dawn on 11 April in the new City Campus space, also connecting team members and the five campus locations virtually. Students are responding well to the new services, especially the new spaces in the General Library.

Work continues on the University's Investment Plan and the associated Learner Success Plan. An Academic reference group, student representatives and other key stakeholders are providing input. Drafts will be presented for review by Council, which following the incorporation of feedback, will be sent to the Tertiary Education Commission in July 2022. Work continues on the implementation of the Pastoral Care Code of Practice.

Strategic Priority 3: Seamless, effective, and equitable user experiences across social, physical, and digital environments

The return to campus saw Connect experience a higher demand on call centres, desk-side support teams and lecture theatre technicians; issues were related to the prolonged absence and use of the new lecture recording system 'Panopto', to support live-streaming for international and off-campus students. Panopto, which is being used in teaching spaces for the first time, has received a 9 out of 10 rating from the student survey and a weekly average viewership of 50,000. The lockdown in China has delayed the supply of computers, which has resulted in a six to eight-month delay in planned laptop replacements.

Campus Calling was held during the week of 2 May to celebrate the return of students on campus, and the resumption of in-person teaching and learning. Events included a Clubs Expo, STEM expo, free BBQs and picnics, live music and DJs, a silent disco, lawn and arcade games, prizes and giveaways. Events were held across all faculties, as well as City, Grafton, Epsom, and Tai Tokerau campuses.

Strategic Priority 4: A distinctive, capable, and flexible built environment that celebrates our place in Aotearoa New Zealand and the Pacific.

The priorities of Te Rautaki Tūāpapa, the University's Estate Strategy, continue to be progressed. Current activity includes:

- Construction of the **Recreation and Wellness Centre** remains four weeks behind programme due to the impact of Covid-19. Good progress has been made over the last period, with a significant portion of structural steel erected towards the Symonds Street end of the site. Tracking deliveries on key overseas-supplied items remains a focus, with Omicron still affecting the global supply chain.
- Construction of **Building 201** is progressing well, although the risk of further delays and disruption due to Covid-19 is ongoing. Mitigation measures have included the rescheduling of work streams and acceleration measures to reduce the risk to construction completion date.
- The **Building 104 | Old Choral Hall** project is progressing with the main contractor procurement process ongoing and construction scheduled to commence in August 2022.
- Planning for the **Te Tai Tokerau Campus** redevelopment continues with a local Te Tai Tokerau architectural practice selected to develop a cultural engagement brief, identify cultural narratives and prepare a masterplan for the site.

Strategic Priority 5: A commitment to achieve net-zero carbon status and to publish meaningful metrics of the University's progress towards overall sustainability

Planning and preparation are underway for the audit of 2020 and 2021 greenhouse gas emissions inventory report. The University has engaged Toitū once again to conduct the external audit and verification to ISO14064-1:2018, which will take place the first week of August.

A Draft Net Zero Carbon Strategy continues to be developed. Once finalised, with confirmed targets, implementation plans will be produced. Toitū will also be engaged in the certification of the carbon reduction and management plan. Monthly meetings between Planning and Information Office and the Sustainability team enable coordinated reporting of related measures.

Invoices from utility providers are now being automatically uploaded into the new utilities monitoring and reporting system, ESP. The transfer of electricity, water and gas consumption data from ESP to the University's data warehouse 'lake' is now operational. Out-of-pattern consumption can be identified and reported on, using artificial intelligence (AI), triggering action to reduce wasteful usage.

An initiative is underway to capture detailed travel information in the University's data warehouse which will enable timely reporting of the direct travel component of our carbon footprint.

Dawn Freshwater
Vice-Chancellor

Appendix 1 | University Gifts and Pledges

The following major new gifts and pledges were received by ARD in March and April 2022:

1. \$2,933,341 from the Neurological Foundation of New Zealand to support the Neurological Foundation Chair in Clinical Neurology, the 'FTDGeNZ: Identifying pre-symptomatic biomarkers of dementia' study and the 'Transplantation of 3D encapsulated directly reprogrammed human-induced oligodendrocyte precursor cells (hiOPCs) for remyelination therapy' study, all at Medical and Health Sciences;
2. \$893,924 from Cure Kids to support the Cure Kids Duke Family Chair in Child and Adolescent Mental Health, the 'Microneedle patch for pain free sedation in children' study, the 'Neurorestoration with erythropoietin after therapeutic hypothermia for neonatal encephalopathy' study, research to improve access to Oxygen Treatment in Fiji and for the 'Wellbeing for young people - The Sleep Ninja App' study, all at Medical and Health Sciences; and the 'Early childhood outcomes after intratracheal budesonide to prevent bronchopulmonary dysplasia (PLUSS Follow Up)' study at the Liggins Institute;
3. \$799,378 from the Auckland Medical Research Foundation to support the 'Stapled Antimicrobial Peptides to Eliminate Group A Streptococcus Infections' study at Science; and the 'Experiences of using the End of Life Choice Act' study, the 'Antibiotic hybrids to combat antimicrobial resistance' study, the 'Exploring the role of the inflammasome pathway in diabetic retinopathy' study, the 'Evaluation of Carcinoma Prostate Treatment Outcomes after Radiation or Surgery (CaPTO Study)' and for research to discover potential new therapies for Parkinson's disease, all at Medical and Health Sciences;
4. \$566,000 from Gregory Trounson to support Part 2 of the Zinc-Air Battery Project at Science;
5. \$368,958 from Cancer Society Auckland Northland to support the Auckland Cancer Society Research Centre at Medical and Health Sciences;
6. \$336,349 from Telethon Kids Institute to support the 'Development of Group A Streptococcus pyogenes Opsonophagocytic Killing Assay (GAS OPKA)' study at Medical and Health Sciences;
7. \$324,243 from the New Zealand Lottery Grants Board to support the 'Using reward-based interventions to remediate stimulus over selectivity and maximise treatment outcomes in behaviour therapy' study and the 'Improving patient engagement with cardiac rehabilitation' study at Science; and for the 'Delivering stem cells to the eye clinic' study at Medical and Health Sciences;
8. \$239,958 from the Cancer Research Trust New Zealand for the 'Fine tuning the expression of a molecular target of immunotherapy drugs to model and predict patient response' study at Science and the 'New potent macrocyclic DNA-PK inhibitors' study and the 'Tumour selectivity of radiosensitisation by DNA-PK inhibitors' study, both at Medical and Health Sciences;
9. \$250,000 from the Hugo Charitable Trust to support the STaR Centre at Medical and Health Sciences;
10. \$250,000 from the Boyd Clarke Foundation to support the Centre for Asia Pacific Refugee Studies Non Residential Fellowship Programme at Education and Social Work and for Refugee Scholarships;

11. \$225,000 from the Heart Foundation to support a Heart Health Research Trust Senior Fellowship Grant at Medical and Health Sciences;
12. \$199,319 from Ember Korowai Takitini to support the 'Developing a co-designed social media advertising campaign to increase reach and uptake of the Aroha Chatbot' study and the 'Reimagining safety planning for suicide prevention: A Chatbot enhanced approach to engaging young people' study at Medical and Health Sciences; and 'The relative contributions of screen media, bed-sharing and breastfeeding in infancy to infants' sleep outcomes' study and the 'From "Shot? No..." to "Shot Bro!" Prior beliefs, new information, and the flexibility of vaccination decisions in Aotearoa New-Zealand' study at Science;
13. \$147,973 from the Freemasons Foundation for Ageing Process Research at Medical and Health Sciences and for the Freemasons Foundation Psychology Fellowship at Science;
14. \$129,200 from the PG and WN Gillespie #2 Trust for Chronic Traumatic Encephalopathy Research at Medical and Health Sciences;
15. \$101,772 from the Education Development Center Inc to support the 'Gender Landscape Analysis' study at Education and Social Work;
16. \$100,000 from the Simplicity Foundation for the Peter Neilson Pancreatic Cancer Research project at Medical and Health Sciences;
17. \$90,000 from Hinrich Foundation to support Hinrich Foundation Global Trade Leader Scholarships;
18. \$86,000 from The Angus Family Trust to support the Dementia Research Clinic at Medical and Health Sciences;
19. \$81,874 from RG Douglas Limited to support studies by two researchers at Medical and Health Sciences;
20. \$75,000 from the Gus Fisher Charitable Trust to support the Centre for Informed Futures at Arts;
21. \$67,561 from the Spencer Foundation to support the 'Is this a safe thing to do? Exploring school uses of 'safety' and the construction of citizens 'at risk'' study at Education and Social Work;
22. \$50,000 from Janie Sheridan for the Janie Sheridan Scholarship in Pharmacy at Medical and Health Sciences; and
23. £218,400 from Eric Tracey to support the UK Eric & Patricia Tracey Fellowship in Infectious Diseases Research at Medical and Health Sciences.

Appendix 2 | Kōtuitanga with Ngāti Whātua Ōrākei**KŌTUITANGA****NGĀTI WHĀTUA ŌRĀKEI TRUST (*Ngāti Whātua Ōrākei Trust*)**

and

WAIPAPA TAUMATA RAU / THE UNIVERSITY OF AUCKLAND (*The University of Auckland*)

7

Horopaki / Background

- A Ngāti Whātua Ōrākei Trust represents the collective rangatiratanga and tribal authority of the descendants of Tuperiri who established Ngāti Whātua Ōrākei mana in Tāmaki, the central Auckland Isthmus from the 1740s and is driven by its vision *kia rere te kāhu pōkere ki ngā taumata tiketike* (to soar and fly to the highest heights). Its mahi is underpinned by its mātāpono, the values that ground it to tikanga Māori.
- B Ngāti Whātua Ōrākei are the tangata whenua of Tāmaki and the Waitematā and their rohe (see map at attached as Schedule 1) on the basis of take tūpuna (ancestral rights and obligations), take raupatu (the taking of land through traditional warfare), tuku whenua (traditional gifting of land) which demonstrates mana i tē whenua; and ahi kā (continuous and unbroken occupation and use of land and sea). They hold firm to their history, culture, identity, and language.
- C Today the collective affairs of Ngāti Whātua Ōrākei are looked after by the Ngāti Whātua Ōrākei Trust. Its purpose is to ensure the cultural, commercial, and social development of Ngāti Whātua Ōrākei for the benefit of its members.
- D. The University of Auckland is located in central Tāmaki and is Aotearoa New Zealand's pre-eminent research-led institution. It was founded in 1883 and is Aotearoa New Zealand's largest university. It is invested in the learning and development of Auckland, and New Zealand on the global stage.
- E. The Purpose of The University of Auckland is to create globally transformative impacts through its distinctive strengths in worldleading research, scholarship, teaching and collaborative partnerships, inspired by its unique position in Aotearoa New Zealand and the Asia-Pacific.
- F. The University of Auckland's vision 2030 is to be internationally recognised for its unique contribution to fair, ethical and sustainable societies. It is committed to positively impacting society, and to the advancement and exploration of knowledge. It is guided by its values of respect and integrity, excellence, and service and its fundamental principles of manaakitanga, whanaungatanga, and kaitiakitanga.
- G. This Kōtuitanga builds on the 2003 partnership established by Vice Chancellor John Hood and Professor and Ngāti Whātua Ōrākei leader Sir Hugh Kāwharu, it reflects the unique nature of the living Te Tiriti o Waitangi relationship between Ngāti Whātua Ōrākei and The University of Auckland, and records their aspirations for the development of their relationship now and into the future.

Ngā Whakaaetanga a Ngā Hoa Kōtuitanga pēnei: / The Parties Agree as follows:**1. Te Koronga o Tēnei Kōtuitanga / Shared Purpose**

- 1.1 This Kōtuitanga identifies the unique active relationship and association between The University of Auckland and Ngāti Whātua Ōrākei Trust. The Kōtuitanga is a living document reflective of the principle of partnership in Te Tiriti o Waitangi. The objective of the Kōtuitanga is to provide a practical structure to enable the existing relationship to flourish and grow, to record areas of ongoing cooperation and opportunity, and establish a platform for identifying desired outcomes.

2. Ngā Takohanga / Roles and Responsibilities

- 2.1 Ngāti Whātua Ōrākei is the tangata whenua of central Tāmaki and the Waitematā and is deeply invested in the success and development of Auckland and Aotearoa. Ngāti Whātua Ōrākei Trust's primary role and responsibilities to The University of Auckland pursuant to this Kōtuitanga are:
- a) Ahi kā – to share the cultural narratives of central Tāmaki that it holds as ahi kā and the cultural framing that connects and develops Auckland's past, present and future and, as tangata whenua, to acknowledge Waipapa Marae and to enable and ensure its use of Ngāti Whātua Ōrākei kawa.
 - b) Mātauranga – the authority on mātauranga-a-iwi (iwi knowledges) and mātauranga-a-whenua (knowledges of place) in central Tamaki; including traditions, concepts, philosophies and world views.
 - c) Tikanga – provide advice and authority on customs, values and protocols including tikanga of the Waipapa Marae.
 - d) Development – uplift iwi educational, social and economic development, innovation and sustainability.
- 2.2 The University of Auckland is a world-class public research university located in central Tāmaki. It is the largest, most comprehensive and highest-ranked university in New Zealand invested in the learning and development of Auckland, and New Zealand on the global stage. The University of Auckland's primary role and responsibilities to Ngāti Whātua Ōrākei Trust pursuant to this Kōtuitanga are:
- a) Ahi kā – to acknowledge Ngāti Whātua Ōrākei as tangata whenua of central Tāmaki and the Waitemata, and, accordingly, of Waipapa Marae and to consult and seek the guidance of Ngāti Whātua Ōrākei Trust as a primary partner on all matters pertaining to mātauranga, tikanga and kawa (including but not limited to karakia, pōwhiri, whakairo, mahi toi, rāranga, whakamānawa, and tuku ingoa) and to ensure the kawa of Waipapa Marae is Ngāti Whātua Ōrākei kawa. If The University of Auckland undertakes activities within another iwi's rohe or which are of regional or wider significance, The University of Auckland will provide space and resource for Ngāti Whātua Ōrākei to, respecting the mana of the relevant iwi, tautoko The University of Auckland's existing iwi relationships and lead and facilitate The University of Auckland's new iwi relationships.

- b) Learning and Education – to provide innovative, relevant, lifelong learning opportunities that are connected to place, Te Tiriti, mātauranga, and kaupapa Māori.
- c) Research and Innovation – to advance excellent research from its distinctive location that gives life to te Tiriti and values mātauranga Māori for the betterment of the Aotearoa New Zealand and the world.
- d) Partnerships and Engagement – to build on its commitment to Te Tiriti and tangata whenua and collaborate to meet community and world challenges.
- e) Heritage, Identity, and Social Good to contribute to the developing narrative of Tāmaki, making Auckland a better place to work, live, and study.

3. Wā / Term

- 3.1 This Kōtuitanga commences on the date it is signed by both parties and will continue until either party terminates it on three months written notice to the other party, except that if a dispute process is underway in accordance with paragraph 8, neither party may give notice terminating the Kōtuitanga until the dispute process has been completed. Notwithstanding this right to terminate for convenience, the parties acknowledge that paragraph 7 (confidentiality) will continue to apply after any termination.
- 3.2 The parties agree to review the terms of this Kōtuitanga (and amend if appropriate) on the second anniversary of the Kōtuitanga, and every second anniversary after that.

4. Ngā Mātāpono / Values

- 4.1 The parties agree the following shared values will guide their relationship pursuant to this Kōtuitanga:
 - a) Manaakitanga – To encourage respect and care of people, place and diversity and respect for each other's roles and responsibilities.
 - b) Rangatiratanga – To live and practice strong leadership;
 - c) Kōtahitanga – To work collaboratively towards achieving the Shared Purpose described in paragraph 1;
 - d) Kaitiakitanga – To look after people, lands, resources and taonga, including The University of Auckland campus and the whenua upon which it sits, for present and future generations; and
 - e) Pūataata - To be honest, transparent, and open with each other.

5. Ngā Āheinga/ Areas of Opportunity

- 5.1 The parties will collaborate together on the following areas of opportunity to achieve their Shared Purpose:
 - a) Develop, endorse, support, and maintain The University of Auckland's enduring Waipapa Toitū framework and its successive strategic plans, programmes, and activities;

- b) Develop and maintain cultural and place-based narratives, spaces, artworks, signage and naming across The University of Auckland's central Tāmaki campus and its other sites;
- c) Uplift The University of Auckland's confidence in te reo Māori, tikanga and kawa o Ngāti Whātua Ōrākei and embed it in its way of being and it ensure its use at Waipapa Marae;
- d) Collaborate on curriculum development, content, and pedagogy;
- e) Support and deliver Ngāti Whātua Ōrākei iwi educational plans and training opportunities;
- f) Foster alumni and other partnership and engagement opportunities within Auckland, Aotearoa New Zealand, and globally;
- g) Develop and progress joint research, innovation, and commercialisation plans;
- h) Support and progress Ngāti Whātua Ōrākei led research and iwi development plans;
- i) Explore commercial opportunities aligned with the Ngā Mātāpono / Values;
- j) Explore Ngāti Whātua Ōrākei and Waipapa Taumata Rau shared governance roles;
- k) Venue sharing; and
- l) Governance knowledge and best practice sharing including business knowledge, strategy, and philosophy.

6. Hui ā Rangatira / Engagement and Governance

- 6.1 The parties acknowledge the Kōtuitanga will require active management and agree to work closely together to support the development of this enduring relationship. The parties agree to undertake the following joint activities:
- a) Joint press releases to announce the signing of the Kōtuitanga and any significant mahi or successes;
 - b) Regular relationship manager meetings to proactively champion and manage the relationship (the parties agree their relationship managers will meet at least four times a year);
 - c) Biannual Chairs' hui;
 - d) Annual engagement between the parties' leadership teams;
 - e) Explore opportunities for representatives of each party to contribute to open Governance or Committee roles of the other party and for other enhanced Governance arrangements.

7. Matatapu / Confidentiality

- 7.1 The parties may acquire confidential information relating to each other's business, employees, members, clients, and customers in the course of their relationship under this Kōtuitanga. The parties agree to keep the other party's confidential information strictly confidential at all times (even after this Kōtuitanga has been terminated).

8. Hohou Te Rongo / Dispute Resolution

- 8.1 In the event of a dispute between the parties arising out of or relating to the Kōtuitanga, they will try to resolve the dispute in accordance with tikanga and in a spirit of goodwill and cooperation and will be guided by, and behave and act in accordance with, the Mātāpono / Values set out in paragraph 4.
- 8.2 If the parties' appointed relationship managers are not able to resolve the dispute between them, they will refer the dispute to their respective Chief Executive Officers who will seek to resolve the dispute by discussions between them.
- 8.3 If the Chief Executive Officers are not able to resolve the dispute within a reasonable period of time, they will refer the dispute to their respective Boards who will seek to resolve the dispute by discussions between them.
- 8.4 If the Boards are not able to resolve the dispute within a reasonable period of time, either party may terminate the Kōtuitanga by providing one weeks' written notice to the other party.
- 8.5 The parties must continue to comply with their obligations under this Kōtuitanga during the dispute resolution process.

9. Ngā Māngai / Parties Representatives

- 9.1 The key personnel who will be responsible for ensuring the relationship between Ngāti Whātua Ōrākei and The University of Auckland flourishes and grows under this Kōtuitanga are:
- a) Ngāti Whātua Ōrākei Trust: Marama Royal, Chair (sponsor), Lisa Davis (Chief Executive Officer (Acting)) (lead), and Monique Maihi-Pihema, Kaiwhakahaere Hononga (Relationship Manager monique@nwo.iwi.nz).
 - b) The University of Auckland: Professor Dawn Freshwater, Vice-Chancellor (sponsor), Associate Professor Te Kawehau Hoskins, Pro Vice-Chancellor Māori (lead), Deputy Vice-Chancellor Partnership and Strategic engagement (Dr Erik Lithander) co-lead, Michael Steedman, Kaiarataki (Relationship Manager m.steedman@auckland.ac.nz).
- 9.2 Each party will promptly notify the other of any changes to their key personnel as listed above.

10. Ko Ērā Atu / Miscellaneous

Notices

- 10.1 All notices under this Kōtuitanga will be in writing and will be considered to have been properly given or sent only if personally delivered or sent by pre-paid post or email to the address of the respective Relationship Manager as set out in paragraph 9.

- 10.2 Notices are deemed to have been delivered (i) on the third day after posting in the case of notices sent by post, (ii) on the date of transmission in the case of email, or (iii) on the date of delivery in the case of personal service.

Relationship

- 10.3 Nothing in this Kōtuitanga will constitute any party the partner, agent or fiduciary of the other party. Neither party shall have any authority to incur any obligations or liabilities for or on behalf of, or to otherwise bind (whether legally or equitably) or act on behalf of, the other party.

Counterparts

- 10.4 This Kōtuitanga may be executed in any number of counterparts, all of which when taken together will constitute one and the same instrument.

Variation

- 10.5 This Kōtuitanga may be varied by agreement in writing and signed by both parties.

Legal effect

- 10.6 Sections 7 (Matatapu / Confidentiality), 8 (Hohou Te Rongo / Dispute Resolution), and 10 (Ko Ērā Atu / Miscellaneous) shall be legally binding upon the parties.

11. Kuputaka / Glossary

- 11.1 A description of te reo Māori terms, as they are used in the context of this Kōtuitanga, which are not described elsewhere in this Kōtuitanga:

- a) **Hapū** means subtribe / kinship group;
- b) **Iwi** means tribe / large kinship group;
- c) **Karakia** means incantation;
- d) **Kaupapa** means topic;
- e) **Kawa** means local protocols;
- f) **Kōtuitanga** means lashing or joining. It references Te Kōtuitanga on the western border of Ngāti Whātua Ōrākei rohe where waka were carved and lashed with rākau from Waitākere and then floated on Te Whau;
- g) **Mahi** means work;
- h) **Mātauranga** means knowledge;
- i) **Pōwhiri** means traditional māori welcome;
- j) **Rangatira** means esteemed leader;

- k) **Raranga** means to weave;
- l) **Rohe** means region;
- m) **Tangata Whenua** means people of the land;
- n) **Te Tiriti** means *Te Tiriti o Waitangi first signed on 6 February 1840, and signed by Apihai te Kawau, Te Tinana, and Te Reweti on 20 March 1840;*
- o) **Tikanga** means māori customary procedure;
- p) **Tuku Ingoa** means gifting of names;
- q) **Whakairo** means carving;
- r) **Whakamānawa** means to instill confidence; and
- s) **Whanaungatanga** means relationship, kinship, sense of family connection and belonging.

Hanganga / Signatures

Signed for and on behalf of **Ngāti Whātua
Ōrākei Trust** by:

Signed for and on behalf of **The University of
Auckland** by:

Name: Marama Royal

Position: Ngāti Whātua Ōrākei Trust
Chairperson

Date:

Name:

Position:

Date:

CHAIR APPROVED BUT NOT CONFIRMED BY THE COMMITTEE

Audit and Risk Committee MINUTES | PART A
19 May 2022
HYBRID | Council Meeting Room and via Zoom
08.00am to 10.30am



<p>Present: Jan Dawson (Chair), Dr Rajen Prasad, Rachael Newsome, Cecilia Tarrant, Rob McDonald, and Jonathan Mason (exited at 9.15 am).</p> <p>In Attendance: Professor Dawn Freshwater, Adrienne Cleland, Tim Bluett, Rachelle Miller, Jacqui Metcalf, Andrew Phipps, Angus Clark, James Harper, Julian Michael, Simon Neale, Anthony Steele, Lynn Xu, Brent Penrose, Isti Hudaya, Murtaza Ali and Bineeta Nand.</p>		
1. Apologies	No apologies were noted.	
2. Disclosures of Interest	No further disclosures were noted.	
3. Minutes of Audit and Risk Committee of 3 March 2022	<p>Item No 3.1: Minutes, Part A</p> <p>Item No 3.2: Matters Arising from the Minutes, Part A, not elsewhere on the agenda.</p>	<p>RESOLVED (Jan Dawson Rob McDonald) that the Minutes, Part A, of the Audit and Risk Committee held on 3 March 2022 be taken as read and confirmed.</p>
4. Other Matters for Decision or Noting	There were no other matters for decision or noting.	
5. Leave of Absence	Rob McDonald requested a leave of absence for the next meeting scheduled for 20 September 2022.	
6. Public Exclusions	<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>Item No 7.1: Audit and Risk Committee Meeting 3 March 2022, Minutes Part B</p> <p>Item No 7.2: Audit and Risk Committee Meeting 3 March 2022, Matters Arising from Minutes, Part B</p> <p>Item No 8.0: Combined Assurance Report</p> <p>Item No 9.0: Internal Audit Programme</p> <p>Item No 10.0: Insurance Renewal</p>	<p>RESOLVED (Jan Dawson Cecilia Tarrant) that the public be excluded from Part B of this meeting AND THAT Professor Freshwater, Mrs Cleland, Mr Bluett, Mrs Miller, Mrs Metcalf, Mr Phipps, Mr Clark, Mr Harper, Mr Michael, Mr Neale, Mr Steel, Ms Xu, Mr Penrose, Ms Hudaya, Mr Ali, and Ms Nand 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>Item No 11.0: Management Representation Item No 12.0: Health & Safety Programme Item No 13.0: Digital Programme Item No 14.0: Enterprise Risk Programme Item No 15.0: Independent Reviews</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"> 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. 	
<p>The meeting moved into a Public Excluded Session at 08.03 am. The meeting closed at 10.15 am. Approved as a true and correct record.</p> <hr/> <p>Jan Dawson, Chair Date:</p>		

CHAIR APPROVED BUT NOT CONFIRMED BY THE COMMITTEE

Finance Committee MINUTES | PART A

25 May 2022

HYBRID | Council Meeting Room and via Zoom

8 am to 10 am



Present: Rob McDonald (Chair), Cecilia Tarrant, Professor Dawn Freshwater, Professor Jennifer Curtin, Catherine Dunphy (exited at 8.30am) and Junyi (Johnny) Wang.

In Attendance: Tim Bluett, Jacqui Metcalf, Helen Cattanach and Mudasir Matto.

1. Apologies	Cathy Quinn and John Paitai were noted as apologies for this meeting.	
2. Disclosures of Interest	Junyi (Johnny) Wang noted a disclosure of interest for <i>Item 10.0: Disestablishment of a Fee</i> , as he is currently a student at the University of Auckland.	RESOLVED (Rob McDonald Cecilia Tarrant) that the disclosures, if any, be noted and the action taken be endorsed.
3. Minutes of Finance Committee of 2 March 2022	<p>Item No 3.1: Minutes, Part A</p> <p>Item No 3.2: Matters Arising from the Minutes, Part A, not elsewhere on the agenda.</p>	RESOLVED (Rob McDonald Professor Dawn Freshwater) that the Minutes, Part A, of the Finance Committee held on 2 March 2022 be taken as read and confirmed.
4. Other Matters for Decision or Noting	There were no other matters for decision or noting.	
	The following section has been approved for insertion in Part A of the minutes. It contains the Forecast Financial Performance for 2022 highlights to the Finance Committee.	

8.2

CHAIR APPROVED BUT NOT CONFIRMED BY THE COMMITTEE

	<p>1.0 Financial Highlights - 2022 Forecast Performance</p> <p>This first forecast for 2022 was completed in April and reflects actual financial results for the three months to March, and actual semester one student enrolments enabling a robust and informed forecast. The main variances and drivers to forecast are noted below.</p> <p>Table 1: Financial Highlights - 2022</p> <table border="1" data-bbox="645 359 1261 954"> <thead> <tr> <th></th> <th>2022 Forecast</th> <th>2022 Budget</th> <th>var</th> <th>2021 Actual</th> <th>2020 Actual</th> </tr> </thead> <tbody> <tr> <td>EFTS</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Domestic</td> <td>30,249</td> <td>30,899</td> <td>(651)</td> <td>30,828</td> <td>28,703</td> </tr> <tr> <td>International</td> <td>5,171</td> <td>4,662</td> <td>509</td> <td>5,391</td> <td>4,990</td> </tr> <tr> <td>Other</td> <td>389</td> <td>399</td> <td>(10)</td> <td>527</td> <td>556</td> </tr> <tr> <td></td> <td>35,808</td> <td>35,960</td> <td>(152)</td> <td>36,746</td> <td>34,249</td> </tr> <tr> <td>Profit and Loss \$m</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>TEC Funding</td> <td>379.5</td> <td>379.5</td> <td>-</td> <td>379.2</td> <td>350.7</td> </tr> <tr> <td>Domestic Fees (net)</td> <td>207.0</td> <td>208.7</td> <td>(1.8)</td> <td>209.9</td> <td>187.2</td> </tr> <tr> <td>Intl Fees (net)</td> <td>173.9</td> <td>157.0</td> <td>16.9</td> <td>172.0</td> <td>165.0</td> </tr> <tr> <td>Other</td> <td>109.7</td> <td>109.3</td> <td>0.4</td> <td>110.5</td> <td>109.9</td> </tr> <tr> <td></td> <td>870.1</td> <td>854.6</td> <td>15.5</td> <td>871.6</td> <td>812.8</td> </tr> <tr> <td>Academic salaries</td> <td>234.0</td> <td>239.2</td> <td>5.2</td> <td>220.2</td> <td>232.8</td> </tr> <tr> <td>Other People Costs</td> <td>101.2</td> <td>102.0</td> <td>0.8</td> <td>99.0</td> <td>97.0</td> </tr> <tr> <td>Opex / Depn</td> <td>65.8</td> <td>61.3</td> <td>(4.5)</td> <td>62.3</td> <td>54.5</td> </tr> <tr> <td></td> <td>401.0</td> <td>402.5</td> <td>1.5</td> <td>381.5</td> <td>384.3</td> </tr> <tr> <td>T&r contribution</td> <td>469.1</td> <td>452.1</td> <td>17.0</td> <td>490.1</td> <td>428.5</td> </tr> <tr> <td>Research Revenue</td> <td>341.9</td> <td>335.9</td> <td>6.0</td> <td>311.5</td> <td>284.6</td> </tr> <tr> <td>Research Expenditure</td> <td>298.7</td> <td>298.8</td> <td>0.1</td> <td>281.0</td> <td>246.8</td> </tr> <tr> <td>EFR contribution</td> <td>43.3</td> <td>37.1</td> <td>6.1</td> <td>30.5</td> <td>37.8</td> </tr> <tr> <td>Other Revenue</td> <td>141.4</td> <td>154.1</td> <td>(12.7)</td> <td>138.0</td> <td>136.4</td> </tr> <tr> <td>Other PC+Opex</td> <td>451.5</td> <td>442.8</td> <td>(8.7)</td> <td>398.6</td> <td>457.6</td> </tr> <tr> <td>Other Lease Depn</td> <td>175.7</td> <td>182.1</td> <td>6.4</td> <td>184.4</td> <td>175.0</td> </tr> <tr> <td>Other contribution</td> <td>(485.8)</td> <td>(470.8)</td> <td>(14.9)</td> <td>(445.0)</td> <td>(496.2)</td> </tr> <tr> <td>Operating surplus</td> <td>26.6</td> <td>18.4</td> <td>8.2</td> <td>75.5</td> <td>(29.9)</td> </tr> </tbody> </table> <p>The forecast operating surplus of \$26.6m (2.0%) is a \$8.2m improvement over the budget.</p> <p>The EFTS forecast highlights a favourable mix change from budget expectations; internationals are up 509 EFTS, being a 4% drop from 2021, with a softening in domestic enrolments due to low unemployment and an attractive job market.</p> <p>Favourable revenue impacts from the increased international EFTS mix is the main influence on the net surplus position, offset by the direct impacts of the red traffic light restrictions during the first four months of the year. The specific impacts were loss of revenue from student accommodation and other direct cost impacts related to the pandemic.</p> <p>Key risks to consider mainly concern the pressures in cost inflation which will have a gradual impact in 2022 but are expected to lead to step change increases to our cost base in 2023 and beyond.</p> <p>The closing cash balance in 2021 provides some resilience to withstand the start of the inflationary imbalance during 2022 and leads to a favourable net cash position compared to budget.</p>		2022 Forecast	2022 Budget	var	2021 Actual	2020 Actual	EFTS						Domestic	30,249	30,899	(651)	30,828	28,703	International	5,171	4,662	509	5,391	4,990	Other	389	399	(10)	527	556		35,808	35,960	(152)	36,746	34,249	Profit and Loss \$m						TEC Funding	379.5	379.5	-	379.2	350.7	Domestic Fees (net)	207.0	208.7	(1.8)	209.9	187.2	Intl Fees (net)	173.9	157.0	16.9	172.0	165.0	Other	109.7	109.3	0.4	110.5	109.9		870.1	854.6	15.5	871.6	812.8	Academic salaries	234.0	239.2	5.2	220.2	232.8	Other People Costs	101.2	102.0	0.8	99.0	97.0	Opex / Depn	65.8	61.3	(4.5)	62.3	54.5		401.0	402.5	1.5	381.5	384.3	T&r contribution	469.1	452.1	17.0	490.1	428.5	Research Revenue	341.9	335.9	6.0	311.5	284.6	Research Expenditure	298.7	298.8	0.1	281.0	246.8	EFR contribution	43.3	37.1	6.1	30.5	37.8	Other Revenue	141.4	154.1	(12.7)	138.0	136.4	Other PC+Opex	451.5	442.8	(8.7)	398.6	457.6	Other Lease Depn	175.7	182.1	6.4	184.4	175.0	Other contribution	(485.8)	(470.8)	(14.9)	(445.0)	(496.2)	Operating surplus	26.6	18.4	8.2	75.5	(29.9)
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<p>5. Leave of Absence</p>	<p>There was no Leave of Absence requested for the next meeting.</p>																																																																																																																																																						
<p>6. Public Exclusions</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>RESOLVED (Professor Jennifer Curtin Junyi Wang) that the public be excluded from Part B of this meeting AND THAT, Mr Bluett, Mr Matto, Mrs Cattanach 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>																																																																																																																																																						

CHAIR APPROVED BUT NOT CONFIRMED BY THE COMMITTEE

	<p>Item No 7.1: Finance Committee Meeting 2 March 2022, Minutes Part B</p> <p>Item No 7.2: Finance Committee Meeting 2 March 2022, Matters Arising from Minutes, Part B</p> <p>Item No 8.0: Financial Performance & Forecast for 2022-2024</p> <p>Item No 9.0: Treasury Management, Compliance and Cash Flow Report</p> <p>Item No 10.0: Disestablishment of a Fee</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"> 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. 	<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>
<p>The meeting moved into a Public Excluded Session at 08.03 am.</p> <p>The meeting closed at 09.15 am.</p> <p>Approved as a true and correct record.</p> <p>_____</p> <p>Rob McDonald, Chair</p> <p>Date:</p>		



University Equity Leadership Committee Report to Council June 2022

Note: This report summarises the March 2022 UELC meeting and subsequent progress on several items that were discussed. The next UELC meeting will be on 9 June 2022.

1. March University Equity Leadership Committee meeting

1.1 University Equity Leadership Committee membership amendment

The Pro Vice-Chancellor Equity noted Mr Mosely, Director Campus Life has replaced Ms Parsons as a member of the University Equity Leadership Committee as noted in Appendix I.

1.2 Equity Action Network - draft proposal for Associate Dean/Director Equity and Diversity role description

The Pro Vice-Chancellor discussed the draft proposed role description for Faculty and LSRI equity committee chairs, the value of having a more standardised role across Faculties and LSRI, the engagement with Deans and LSRI Directors, and the positive feedback for this role that has been received. UELC members agreed discussions to be scheduled with the Provost, Deans and Directors Committee, University Executive Committee and final approval being scheduled for the June University Equity Leadership Committee.

Key items of the role proposal to note:

- This role will be part of the senior leadership team for faculties LSRI, sitting alongside other core AD roles: Academic, Learning & Teaching, Postgraduate Research, and Research.
- The role holder will work alongside Māori and Pacific leaders such as Kaiārahi, AD Māori, AD Pacific, as well as Māori and Pacific staff and students.
- The role holder is a member of the Equity Action Network, with responsibility for giving effect to the University's equity-related plans, priorities, and initiatives.
- An implementation plan has been provided to Deans and Directors, along with a recommended support package including minimum FTE and VSP values for LSRI and Faculties.

Subsequent Progress: The proposal was endorsed by PDDC on 3 May and by UEC on 10 May.

Next step: UELC to review on 9 June 2022 for final approval, followed by communication and implementation via HR and PDDC.

1.3 Disability Action Plan

Members noted work is progressing on the Disability Action Plan and a ranking of priorities will be forwarded to them by Professor Stinear before the next meeting.

Subsequent Progress: Following endorsement in principle at the December Council meeting, five projects have been prioritised and are summarised in Appendix II, along with next steps.

Next step: The Disability Action Plan will be submitted via the Planning and Information Office to TEC by 8 July 2022 and eventually published on the University website.

1.4 Equity Operational Plan

The Pro Vice-Chancellor noted the early stages of development of the Equity Operation Plan.

Subsequent Progress: The OPVCE has identified priorities for 2022, and these have been presented to UEC, PDDC, EAN, HR, and PSLT. These priorities are provided in Appendix III.

Next step: A one-page Equity Operational Plan will be developed, incorporating feedback received on the OPVCE Priorities for 2022.

1.5 Equity related data and reporting

Professor Stinear discussed one of the more significant changes to collection of equity data is to report data for diversity dimensions as people counts, in addition to the existing EFTS and FTE. The Chair noted the need for triangulation of quantitative and qualitative data to provide the insights we need to make informed decisions.

Members agreed with the proposed process changes to reporting and use of Māori, Pacific and equity group student and staff data, noting Deans, Directors, Equity Chairs and analysts will have access through SMR to their own equity data libraries being developed by the OPVCE and Planning Office. This access will replace the previous annual equity and Equity Profile reporting. Professor Stinear agreed to update members on progress at the next meeting.

Mr Phipps invited Professor Stinear to join an HRLT meeting to discuss staff data and how to enhance these data quality.

Members discussed intersectionality of identity, and disclosure and privacy measures of people count data to ensure people feel safe to disclose.

1.6 Equity Policy review

Members discussed the Equity Policy review noting this will include definitions, terminology and currently defined equity groups. Professor Stinear discussed the Equity Policy will also aim to become an overarching policy for the University that will enable other current equity related policies to be reformatted into Procedures. She noted the review of UTAS will occur once the Equity Policy has been finalised.

Professor Stinear noted one of the Equity function review recommendations was to make stronger connections with representatives of equity dimensions. She noted the opportunity to bring together a number of thought leaders within the University with both lived experience and/or academic expertise to act as critic and conscience, beginning with the Equity Policy review.

Ms So'olefai noted a need to consider timing with respect to examination periods when seeking student feedback. She welcomed AUSA's involvement to consult and offer any advice or student perspectives. Members supported the opportunity this review presents to include the perspectives of our diverse University community.

The Chair acknowledged the work Professor Stinear is leading across these communities and reminded members we are here to receive material from our University community and also to provide advice.

Subsequent Progress: A Working Group has been convened, chaired by Professor Robert Greenberg. This group is comprised of 11 members who have lived experience and expertise across a wide range of equity and diversity dimensions. The group met for the first time on 20 May 2022, with discussion opened by Ihonuku Māori Associate Professor Te Kawehau Hoskins and Ihonuku Te Moananui-a-Kiwa Associate Professor Jemaima Tiatia. Familiarising the Working Group with indigenous concepts of equity, diversity, inclusion, safety, and belonging is an essential first step.

Further discussion between the Toitū Waipapa Group and Working Group members is scheduled for 15 June to deepen understanding.

Next Steps: The new policy will be drafted by the Working Group and OPVCE, in consultation with the PVC Māori, PVC Pacific, UELC, EAN, PDDC, following a timeline that includes an open consultation phase for all students and staff in September-October. The resulting policy will be approved by the Vice-Chancellor.

1.7 Harassment Governance Group

Mr Phipps updated members on the first meeting in 2022, noting discussion on policy development with consultation occurring in mid-April. He noted reporting statistics will come to this committee and discussed early stages of the sexual harassment terms of reference, student processes and systems.

The Chair acknowledged the concerns of recent events and noted she was confident we would learn from these and strengthen our policies to support our students.

2. Recommendations

1. That Council note receipt of the report of the March University Equity Leadership Committee meeting.
2. That Council endorse the amendment to membership of the University Equity Leadership Committee as highlighted in Appendix I.
3. That Council note the Disability Action Plan projects for 2022 – 2025 in Appendix II.

APPENDIX I - UNIVERSITY EQUITY LEADERSHIP COMMITTEE

UELC members agreed a revision to membership as highlighted below.

Terms of Reference and Membership

The University Equity Leadership Committee will be chaired by the Vice-Chancellor and report to Council.

Terms of Reference

1. Enhance integrated, effective, and efficient equity leadership across the University commensurate with Taumata Teitei and the strategic priorities of the Executive portfolios
2. Provide leadership and accountability for the University's Equity Operational Plan, Equity Policy and related projects
3. Respond to monitoring and reporting on implementation of the University's Equity Operational Plan
4. Respond to advice, recommendations, and requests for guidance from the Equity Action Network
5. Identify where synergies can be harnessed, or gaps need to be addressed in improving equity across the University
6. Foster and encourage good practice and innovation in improving equity throughout the University
7. Advise Senate and Council on University equity strategy, policy and progress reporting
8. Ensure the University's statutory and other compliance obligations are met

Membership

Vice-Chancellor – Chair
PVC Equity – Deputy Chair
PVC Māori
PVC Pacific
PVC Education
AUSA President
Student representative
Director HR

Director Campus Life

~~Deleted: Campus Life Associate Director, Student Wellbeing & Engagement~~

Frequency of meetings

The University Equity Leadership Committee will meet at least five times each year.

Review

These Terms of Reference will be reviewed at least once every three years.

APPENDIX II – UNIVERSITY DISABILITY ACTION PLAN

Memo To: Council

From: Professor Cathy Stinear, PVC Equity

Date: 01.06.2022

Topic: Disability Action Plan: Priority deliverables

Purpose: For discussion and noting

8.3**Background**

On 8 February 2022, UEC

- Endorsed the University’s Disability Action Plan in principle, subject to the PVC Equity reporting back to UEC with “a ranking of priorities through 2022-23”.
- Agreed the PVC Equity would lead the Disability Action Plan (the Plan)
- Agreed the UELC would provide governance for implementation of the Plan

On 13 March 2022, Council

- Endorsed the University’s Disability Action Plan in principle, subject to the PVC Equity reporting back to Council with priorities for implementation. This will be achieved via the UELC mid-year report to Council.

During June, both UEC and Council will receive for noting the following progress on the PVC Equity’s work in leading and coordinating the Plan for

- submission to the Tertiary Education Commission (TEC) by 8 July 2022
- implementation across the University from 2022 to 2025.

Introduction

This memo summarises priority deliverables forming the University’s Disability Action Plan from 2022 to 2025 and next steps for implementation.

The original disability action plan was an internal-facing document for consultation that identified a total of 30 deliverables and 102 tasks for consideration. These have been prioritised in the proposed University of Auckland Disability Action Plan (“the Plan”) comprised of 5 projects, 18 deliverables, and 37 underpinning tasks. These will be the focus of work over the next four years.

The five projects have been assigned to four project owners. The Office of the PVC Equity will provide support for the coordination and implementation of all projects.

The PVC Equity proposes the five projects form the University’s public-facing Disability Action Plan and be submitted to the TEC. In accordance with the TEC Investment Round Roadmap, the University will need to submit a version of its Plan to TEC by 8 July 2022. TEC will then refer the Plan to a panel of experts for review, with feedback provided to the University.

Table 1: The DAP 2022 – 2025 is comprised of five projects

Project Owner	Project tile and description
PVC Equity	Project 1: DAP Enabling and Maintenance Ensuring successful governance, implementation, and reporting of the Disability Action Plan.
AD HR, Staff Diversity, Equity, and Inclusion	Project 2: Staff Support, Capabilities, and Confidence Towards a disability confident workplace and improving awareness and capability across the learning and teaching environments.
AD Student Wellbeing and Engagement	Project 3: Student Access and Participation Improving student experience through a sense of belonging and responsive provision of supports.
PVC Education delegated – Director Learning and Teaching	Project 4: Learning and Teaching Delivering accessible and inclusive learning and teaching platforms and practices.
PVC Equity	Project 5: Standards, Processes, Measurement, and Reporting Ensuring evidence-based decision-making, including regard for intersectionality, physical accessibility standards, and contributing to internal and external reporting requirements.

8.3

Priority deliverables: scoping work

The PVC Equity appreciates the enthusiasm from project owners and their support in progressing this significant and system-wide Plan.

Initial discussions with project owners indicate that most deliverables and key tasks relate to existing activities. Many key tasks are either under way or can be lifted into existing work programmes with some adjustments. This in part is owing to the University’s Disability Programme 2017-2020 which means some tasks are already underway or in the pipeline, with the Plan providing further guidance on how to rollout or progress work.

The proposed project deliverables and tasks are outlined at Annex A. Individual project outlines are currently with project owners for written comment, which may include minor amendments to tasks and will include

- identification of existing activities aligning with key task(s)
- identification of where a task represents a new activity for the University
- key relationships, which are expected to be largely internal and/or within current contracts. timeframes for delivery

Project owners have been asked to plot task implementation in six-month intervals from January-June 2022 through to July-December 2025. This scoping work will indicate where delivery is a joint effort and where efficiencies can be realised across deliverables and projects.

Identifying efficiencies

The Office of the PVC Equity has liaised with USPO and Enterprise Architecture colleagues to identify approaches to implementing the DAP. The coordination with these teams will become critical over time as more detailed information is added to each project by the project owners.

Sequencing

The Plan’s implementation is over a four-year horizon and the emphasis is on commencement of tasks in that timeframe rather than completion. It is also noted that many tasks, once executed, will become business as usual.

Projects 1 and 5 under the PVC Equity show many tasks are currently in progress, with all project tasks to have commenced by the end of 2023. Details of Project 2, 3, and 4 sequencing are expected in early June 2022.

Resourcing

No specific and additional resourcing needs have been identified, as yet.

Evaluation and reporting

The University has not yet formally received information about TEC's external reporting requirements. Informal discussions with TEC have indicated reporting content will be at the discretion of the University. TEC expects that the Plan submitted to them will include the University's evaluation strategy, or at least information about how an evaluation strategy will be established. The Plan will be submitted to TEC along with the University's Learner Success Plans. The Office of the PVC Equity is coordinating with jeff kennedy to ensure documentation is consistent.

The PVC Equity under Project 1 will set monitoring processes with project owners and evaluation strategies via the UELC, in its role as governing body of the Plan.

Publication

TEC requires the University to publish a disability action plan. The PVC Equity will oversee the publication of the Plan on the University website, see Annex A. The published Plan is likely to be presented in a similar format as the "Creating Cultures of Consent and Respect Action Plan", allowing the status of work to be updated and shared.

Representation

A critical task being led by the PVC Equity is the establishment of a reference group to provide expertise and scrutiny over the Plan's implementation. Campus Life intends to establish student focus groups, and HR is helping to facilitate a disability network for staff members. A reference group for the Plan will be established by inviting expressions of interest from students and staff in these groups.

Next steps

The PVC Equity expects project owners to provide their project scopes by end of June 2022. From there, the Office of the PVC Equity will

- ensure the Plan is ready for submission to TEC via the Planning and Information Office by 8 July 2022
- finalise the Plan and report back to UEC and UELC.

Ngā mihi nui,

Professor Cathy Stinear

Ihonuku Tōkeke | Pro Vice-Chancellor, Equity

Appendix III - OPVCE Priorities for Taumata Teitei – Vision 2030 and Strategic Plan 2025

The University is committed to being safe, equitable, and inclusive. This commitment is explicit in the Taumata Teitei priorities highlighted below.

	EDUCATION & STUDENT EXPERIENCE	RESEARCH & INNOVATION	PARTNERSHIPS & ENGAGEMENT	ENABLING ENVIRONMENT	PEOPLE & CULTURE
Taumata Teitei Priorities	<ol style="list-style-type: none"> 1. Accessible, equitable lifelong higher education opportunities. 2. Student-centric learning, co-curricular and extra-curricular cultures. 3. Education that is research-informed, transdisciplinary, relevant and with impact for the world. 4. Graduates who make the world better tomorrow than it is today. 	<ol style="list-style-type: none"> 1. World-class research inspired by our place in Aotearoa and the Pacific. 2. A global powerhouse of innovation, creativity and entrepreneurship. 3. Relevant, purposeful, impactful research for our communities. 4. Ambitious research confronting humanity’s greatest challenges. 5. Nurturing, recruiting and retaining outstanding research talent. 6. A research ecosystem characterised by collaboration, agility, simplicity, engagement and empowerment. 	<ol style="list-style-type: none"> 1. Strengthen and deepen our relationship with tangata whenua. 2. An ambitious and relevant partner that is globally networked. 3. Deep engagement with diverse Aotearoa and Asia-Pacific communities. 4. Enduring relationships with prospective students, students, alumni and donors. 5. Diverse student body reflecting our communities. 6. Recognised and valued by our communities. 	<ol style="list-style-type: none"> 1. Mana-enhancing services and practices. 2. Efficient, effective, prudent, transparent, and informed operations. 3. Seamless, effective and equitable user experiences across social, physical and digital environments. 4. A distinctive, capable, and flexible built environment that celebrates our place in Aotearoa New Zealand and the Pacific. 5. A commitment to achieve net-zero carbon status and to publish meaningful metrics of the University’s progress towards overall sustainability. 	<ol style="list-style-type: none"> 1. Live our values and purpose. 2. Develop a future-ready workforce. 3. Build a high-performing, diverse, inclusive and equitable community. 4. Activate manaakitanga, whanaungatanga and kaitiakitanga across our People and Culture practices. 5. Aspirational and inclusive leadership.
2022 OPVCE Priorities	Policy and Language				
	Disability Action Plan				
	Measurement and Reporting				
	Decentralisation and Accountability				
Strategic Initiatives	Curriculum Framework Transformation	Hikina kia Tutuki – Flagship University Research Centres	Engagement Plans	Whakamana Tangata – Student Services Strategy	Future Academic Workforce
	University Graduate Profile Renewal	MedTech Innovation Quarter	Sustainability Strategy	Te Rautaki Tūāpapa – Estate Strategy	Values-led Culture
	Learning and Teaching Design and Delivery	Researcher Skills and Development	Public Policy Impact Institute	Sustainable and Effective Operations	Māori and Pacific Staffing Plans
		Research Data Management		Institutional Information Framework	
				Mana Enhancing Services	

Policy and Language

The University's Equity Policy will be reviewed in 2022, for final approval in Q4 2023. The University Equity Leadership Committee prefers that this process begins with a "blank page" rather than modifying the existing policy. The new policy will continue to clearly identify priority groups.

The review will involve extensive consultation and clarity of language is a priority. Contemporary concepts of equity, diversity, safety, and inclusion will be explored with reference to local, national and international policies and best practices. Desktop research and benchmarking is currently in progress. Our goal is to co-create shared understandings of these key concepts so they can support Taumata Teitei, are relevant to Waipapa Taumata Rau, and reflect our location in Aotearoa and Te Moana-nui-a-Kiwa.

The OPVCE will be responsible for developing the policy in an iterative process with input from the Equity Action Network, student representatives, PDDC, PVC Māori, PVC Pacific, the University Equity Leadership Committee, Senate, and an open consultation phase for all staff and students in September-October 2022. An Equity Policy Review Working Group has been convened, chaired by Professor Robert Greenberg. This group is comprised of staff with diverse experience and expertise and will partner with the OPVCE to play a key role in drafting and shaping the policy throughout the review process.

In light of the University's new Policy Framework Policy, the intention is to produce an overarching policy with several related procedures and guidelines. For example, the Equity Office also owns the UTAS Policy which is overdue for review. Following discussion with Professor Bridget Kool, PVC Education, the intention is to decommission the UTAS policy and prepare organisation-wide UTAS procedures, with faculty-specific guidelines, that align with the new overarching Equity Policy. This approach might also be appropriate for other policies, such as those for Flexible Work, and Staff with Disabilities. These will be considered in 2023.

Goal: A new policy that frames key concepts such as equity, diversity, safety, and inclusion, and outlines expectations of all members of the University community.

Disability Action Plan

The Disability Action Plan, the Learner Success Plan, and the University's Investment Plan, demonstrate our response to the Tertiary Education Strategy. The Tertiary Education Strategy prioritises students with disabilities. From the Tertiary Education Strategy:

- Objective 2: Barrier free access. Great education opportunities and outcomes are within reach for every learner.
 - Priority 3: Reduce barriers to education for all, including Māori and Pacific learners/ākonga, disabled learners/ākonga and those with learning support needs.

The Tertiary Education Commission requires the University to submit a Disability Action Plan (DAP) as part of the next Investment Plan in July 2022. The OPVCE developed a DAP in 2021 and this has been endorsed by UEC and Council. The first tranche of work consists of five projects to be completed from 2022 to 2025. The OPVCE team is currently identifying project owners, sequencing and resourcing, and developing implementation plans, for each of these projects, briefly summarised below.

- Project 1: DAP Enabling and Maintenance. Successful governance, implementation, and reporting of the Disability Action Plan.
- Project 2: Staff Support, Capabilities, and Confidence. A disability confident workplace with greater awareness and capability across the learning and teaching environments.
- Project 3: Student Access and Participation. Improve student experience through a sense of belonging and responsive student supports.
- Project 4: Learning and Teaching. Improve physical and digital accessibility and inclusiveness of learning and teaching platforms and practices.
- Project 5: Standards, Processes, Measurement, and Reporting. Ensure evidence-based decision-making, including regard for intersectionality, meeting accessibility standards, and meeting internal and external reporting requirements.

The University Equity Leadership Committee is responsible for governance of the DAP. A DAP Reference Group is currently being brought together, and will be comprised of students and staff with lived experience and expertise. This group will provide independent critique and advice throughout the lifecycle of each project. The Equity Action Network will support implementation of projects across the institution.

The language and terminology used to identify and describe impairment and disability will be reviewed and refreshed as part of this work and in partnership with the DAP Reference Group. This will intersect with the Equity Policy review, inform the development of resources for staff and students, and enable improvements to the University's identity management systems.

Goal: Initiate all five projects in the 2022 – 2025 Disability Action Plan.

Measurement and Reporting

The University measures and reports the participation, progress, and success of key priority groups in student and staff communities. Until now, this has involved compiling annual reports of student and staff community composition at the Faculty/LSRI level. In addition, an annual report was compiled centrally for the University. This process has been replaced with simplified reporting carried out by the OPVCE to provide an overview of the University community.

Faculties and LSRI will be supported to use Strategic Management Reports (SMR) to access tailored, real-time data to support their decision-making and monitor progress. Associate Deans/Directors Equity and Diversity will be responsible for accessing and reporting data for their faculty/LSRI, with training and support provided centrally.

The language and terminology used to identify and measure personal characteristics will be reviewed and refreshed in 2022, in partnership with the PVC Māori and PVC Pacific. This will intersect with the Equity Policy review, inform the development of resources for staff and students, and enable improvements to the University's identity management systems. We are aware that when people join the University community as a student or member of staff, they tend to under-disclose some of their personal characteristics. Improving the language used and the ways in which this information is requested is a priority, to have a more accurate understanding of who is here and invest appropriately in support and resources.

Goal: Meaningful equity and diversity data that are accurate, accessible, and used to inform decisions and monitor progress.

Decentralisation and Accountability

The Review of Equity Function in 2021 recommended decentralisation of equity functions, greater engagement with stakeholders, and repurposing the Equity Leadership Committee and Equity Community of Interest. Progress is outlined below.

Decentralisation

- The OPVCE includes 4 people (2.6FTE) and this team works on organisation-wide policies, projects, procedures and plans
- HR have created a new Associate Director Diversity, Equity and Inclusion role, and appointed Dr Guillermo Merelo
 - Dr Merelo is in the process of appointing a Staff Equity manager
- Campus Life have created a Manager Student Equity role, and appointed Carley Fletcher
 - Ms Fletcher works closely with the Te Papa Manaaki Campus Care team, with specialist staff who work with priority groups, as well as the Student Disability Services team
- An equity specialist is to be appointed to the central Communications team
- The relationships between the University and stakeholder groups have been decentralised to HR or Campus Life, depending on whether the groups are comprised mainly of staff or students

Accountability

- The Equity Leadership Committee was disbanded in mid-2021, and the University Equity Leadership Committee was established in December 2021
 - The UELC is chaired by the Vice-Chancellor, and is comprised of senior role-holders and student representatives
 - The UELC has overarching accountability and reports to Council
- The Equity Community of Interest has been reoriented and is now the Equity Action Network
 - The EAN is chaired by the PVC Equity, and is comprised of Associate Deans/Directors and key Campus Life and HR staff
 - The EAN is accountable for the successful implementation of the Equity Operational Plan within faculties, LSRI, and service divisions
- An organisation-wide reference group is planned that will include representatives from a diverse range of priority groups
 - This group will provide thought leadership that reflects intersectionality and lived experiences
 - This group will have a critic and conscience role for the OPVCE and University Equity Leadership Committee
 - Subsets of this group will be convened as appropriate for specific projects and discussions

Goal: A distributed group of experts, advisors, and practitioners, who collaborate to achieve the goals of the University's Equity Operational Plan.

THE UNIVERSITY OF AUCKLAND
MATERIAL FOR COUNCIL FROM
THE MEETING OF SENATE 30.05.2022

a) Review of Senate

A briefing paper on the review of Senate was submitted and a panel discussion took place.

The panel included the following members: Professors Mathew (Chair), and Daley, Associate Professors Sarojini and Clarke, and Dr Sturm.

The Chair of the Senate Review Working Group thanked Associate Professor Clarke for his work on the Senate briefing paper. She advised Senate that from the literature about academic boards it was clear that they generally struggled with their relevance since the management of universities had been professionalised. However, academic boards provided an important opportunity for practising academics, who were carrying out research and teaching, to inform the direction of the University.

The current review was an opportunity to improve the workings of the University's Senate and she asked the Senate members to provide as much feedback and suggestions as possible.

The focus questions were:

1. What was the purpose of Senate?
2. What was the ideal composition or membership of Senate, including who should chair it?
3. What are the implications of Waipapa Tōitū and co-governance for Senate?

The panel members then gave an overview of what was happening at other universities.

In the open debate that followed the following comments were made:

- It was noted that although it had more than 450 members and a quorum of 50, it had been difficult to be quorate on several occasions. The only time there had been an attendance of over 130 people was when members could also attend virtually via Zoom. The meetings, although scheduled for two hours, often ended after 30-45 minutes without any debate. This was not the best way for Senate to function and engage with the professoriate and staff about important academic matters. It signalled to the Vice-Chancellor that the health of Senate needed a review.
- Senate noted that at the University of Canterbury, after unsuccessfully trying to increase Senate participation by the addition of more appointed members, the decision was made to increase the number of members elected by the faculties. This proved to be a great incentive for participation.
- There should be more strategic engagement in Senate regarding Taumata Teitei and important issues like the Curriculum Framework Transformation and the refreshed Graduate Profile.
- Senate members welcomed debate, but they also sometimes felt that decisions had already been made elsewhere before items came to Senate.
- The opportunity to discuss research integrity would be welcome.
- Senate, as a place of scrutiny, held the Chairs of its standing committees accountable and offered the possibility of debate on the items submitted by these committees. However, with the absence of such debate, its standing committees were also affected, and could lose faith in the process.
- It was noted that it would be important to give the members a sense of purpose for coming to the meetings and this was currently lacking.

- Student representation on Senate needed to be increased and its membership needed to be diversified. Senate should not only include ex-officio members but also elected members who would report back to their constituencies. However, there were also risks associated with elected members as there was no effective accountability mechanism.
- Most members, even ex-officio members, did not feel that they represented their fellow academics on Senate. However, they had the responsibility to report back to their academic heads about Senate matters.
- One view was that is more beneficial to have the academic heads on Senate as opposed to the full professoriate. Academic heads understood both the academic and operational consequences of decisions for the University. This pragmatic approach would enable Senate to provide guidance and advice while safeguarding academic standards. However, it was also important for the Senate membership to be at least substantially independent of the management hierarchy. Council would not receive independent advice on policy if the entire management structure was replicated in the Senate membership.
 - It could be beneficial to open the meetings to all staff (as non-voting observers). This would give the Chair the opportunity to invite an outsider perspective.
 - The items on the agenda that were marked as to be received or noted could be removed to enable debate about more substantial items.
 - There was a need for an induction of new members.
 - A number of members did not want to raise certain issues at Senate, as they were of the opinion that doing so would damage their careers.
 - Perhaps more engagement could be created by having Senate co-design the agenda.

The Chair of the Senate Review Working Group asked the members to email further options and ideas to improve Senate. It was also proposed that the next steps to take would include a survey for all Senate members. She asked the senate members who had expertise with surveys to contact her.

The Vice-Chancellor thanked the Chair and panel members of the Senate Review Working Group for their work on this and told Senate she looked forward to further engage about this at the following meetings.

Senate, 30.05.2022 received the Senate briefing paper on the Review of the University of Auckland Senate for discussion.

b) Terms of Reference and membership of the Senate Working Group on Academic Freedom and freedom of Expression - proposal

The Chair of the Freedom of Expression Working Group, Professor Peter Hunter, commented the following: Senate had previously debated a discussion paper on Freedom of Expression (FoE). Following this, formal Freedom of Expression Policy and Procedures had been further discussed at Senate and Council had endorsed the draft Freedom of Expression Policy and Procedures as final drafts to be submitted for consultation. This consultation was currently happening, and feedback was being received.

It had been originally planned to discuss Academic Freedom (AF) after FOE. However, as the feedback showed that some people were concerned about the overlap between both, it was decided that it would be better to discuss these topics concurrently. There was also concern about a clause of the Policy which stated that the University wished to reserve the right to deny an external speaker on campus if it felt that the intent of that person was to cause harm to certain groups. Some people thought that the terms "intent" and "harm" should be adequately defined.

Subsequently a new working group had been set up and the membership and terms of reference were submitted to Senate today.

Since submitting the document to Senate, the Pro Vice-Chancellors Māori and Pacific had appointed the following members to the working group:

- Mr Jeremy Hema (Māori)
- Dr Guy Sinclair (Pacific)

Senate was asked to endorse the membership and the terms of reference of the new working group.

The working group had defined three areas that it should focus on:

1. Conditions of AF: what was inhibiting the open debate from members of staff and why did staff members feel they could not speak freely about this without fear for the repercussions.
2. The question of the University values and the right of staff to question these values including the possibility for academic staff to disagree with the proposals from the University.
3. Defining criteria like "harm" and "intent" and the question whether it was necessary to define such criteria.

In a discussion that followed the following comments were made:

- the addition of representatives of creative practice to the membership of the Working Group could be considered.
- The terms of reference did not mention certain domains of expression on campus: like the rooms, the media, social media, public places. Perhaps the different ways how people enact in different spaces could be included.
- Student representation needed to be included in the membership.
- As the term "harm" could have different meanings for different people, it might be difficult to define. However, not defining harm would have the consequence that it would make the University an outlier and the suitability of this needed to be considered.
- It would be necessary to distinguish between an academic staff member talking as a member of the University versus as an individual.

The Vice-Chancellor added that at the town halls that were currently taking place she would be talking about the upcoming Vice-Chancellor's Lecture Series which would include debate about the topics raised here.

Senate, 30.05.2022 endorsed the Terms of reference and membership of the Senate Working Group on Academic Freedom and Freedom of Expression.

PART A:

1. RECOMMENDATIONS FROM SENATE REQUIRING TO BE CONSIDERED/RECEIVED BY COUNCIL REVIEWS

1. Review of English and Drama

Senate 30.05.2022 **RECOMMENDS** to Council that it **receive** the Review of English and Drama

2. RECOMMENDATIONS FROM SENATE REQUIRING COUNCIL CONSIDERATION/APPROVAL

ACADEMIC MATTERS AND REGULATIONS

3. REGULATION AMENDMENTS

Senate, 30.05.2022 RECOMMENDS that Council approve the following Regulation Amendments:

- a) **Regulation Amendment 2022-904:** Academic Statutes and Regulations -Examination Regulations
To amend the Deferred Results clause for Postgraduate Certificate in Health Sciences in Mammography.
- b) **Regulation Amendment 2022-907:** Academic Statutes and Regulations and Regulations/General Statutes and Regulations
General Regulations – Postgraduate Certificates and Postgraduate Diplomas – Masters Degrees
To remove references to “Faculty Student Centre” in the General Regulations – Masters Degrees in the 2022 Calendar.
- c) **Regulation Amendment 2022-908:** Academic Statutes and Regulations/General Statutes and Regulations General Regulations –
Postgraduate Certificates and Postgraduate Diplomas
1. Add quarters to the specified terms for completion of Postgraduate Certificates.
2. Add quarters to the specified terms for completion of Postgraduate Diplomas.
- d) **Regulation Amendment 2022-909:** Academic Statutes and Regulations/General Statutes and Regulations General Regulations – Bachelors
Honours Postgraduate Degrees
To revise cross-references in regulations in the 2022 Calendar.
- e) **Regulation Amendment 2022-911:** Academic Statutes and Regulations/General Statutes and Regulations Key University Dates – Closing
Date for Admission 2022 Programme Start Dates
 - i) To amend the closing date for admissions of the programmes Bachelor of Education (Teaching), Graduate Diploma in Teaching (Early
Childhood Education), Graduate Diploma in Teaching (Primary) and Graduate Diploma in Teaching (Secondary).
 - ii) To amend the programme start dates of Bachelor of Education (Teaching), Graduate Diploma in Teaching (Early Childhood Education),
Graduate Diploma in Teaching (Primary) and Graduate Diploma in Teaching (Secondary).

4. 2023 Medical and Health Sciences Programme Limitations

Senate 30.05.2022 RECOMMENDS that Council **approve** the 2023 Medical and Health Sciences Programme Limitations

5. PReSS Account Policy and Procedures Amendment

Senate 30.05.2022 RECOMMENDS that Council **approve** the PReSS Account Policy and Procedures Amendment

6. PhDs with Creative Practice Procedures

Senate 30.05.2022 RECOMMENDS that Council **approve the** PhDs with Creative Practice Procedures

PART B: ITEMS FROM SENATE FOR NOTING BY COUNCIL

1. Academic Audit Self-Review Portfolio

Senate 30.05.2022 RECOMMENDS that Council **note** the Academic Audit Self-Review Portfolio

PART C: MATTERS RECEIVED AND APPROVED UNDER DELEGATED AUTHORITY

1. NEW SCHOLARSHIP, PRIZE & AWARD REGULATIONS

Senate, 30.05.2022 advises Council that the following four new Scholarship, Prize & Award Regulations were approved:

- Keystone Pink Beluga School Leaver Property Scholarship
- Matthew S. Abel Prize for Best Business School Doctoral Thesis
- Oyster Property Group Scholarship