



AGENDA PAPERS

NOTICE OF COUNCIL MEETING

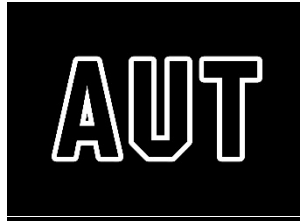
**Notice is Hereby Given that a Meeting of the Council of Auckland
University of Technology will be held:**

AT: AUT South, Boardroom, MB317, 640 Great South Road.

On: Monday, 31 May 2021

FROM: 3.30 – 6.00 PM

**Dr Andrea Vujnovich
COUNCIL SECRETARY**



AUCKLAND UNIVERSITY OF TECHNOLOGY COUNCIL

Chancellor

Rob Campbell
Appointed by Council

Pro-Chancellor

Sussan Turner
Appointed by the Minister for Tertiary Education

Members

Dr Pat Alley
Appointed by Council

Renata Blair
Appointed by Council

Corrie Cook
Elected by the Professional Staff of the Auckland University of Technology

Sisifa Liu
Appointed by the Auckland University of Technology Student Association

Derek McCormack
Vice-Chancellor of the Auckland University of Technology

Professor Edwina Pio
Elected by the Academic Staff of the Auckland University of Technology

James Schofield
Appointed by Council

Janine Smith
Appointed by the Minister for Tertiary Education

Peter Treacy
Appointed by the Minister for Tertiary Education

Sina Wendt
Appointed by the Minister for Tertiary Education

PART A

OPEN AGENDA



Council Agenda Part A (Open Agenda)

Monday 31 May 2021 at 3.30 pm to be held at AUT South, 640 Great South Road, MB317 Board room

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| Karakia | | |
| Mihi – Chancellor | | |
| 1. WELCOME, APOLOGIES AND APPROVAL OF AGENDA | The Chancellor moves that apologies, be noted and that Council approve the assignment of agenda items to Part A and Part B of the Council agenda. | |
| 2. DECLARATION/RECORDING OF ANY INTERESTS | 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 declarations, if any be noted and the action taken be endorsed |
| 3. CONFERMENT OF DEGREES AND POLICY | 3.1 Honours Policy | The Chancellor moves that the Honours Policy be received and approved. |
| | 3.2 Treasury Policy | The Chancellor moves that the Treasury Policy be received and approved. See item 3.2. |
| | 3.3 Equal Opportunities Policy | The Chancellor moves that the Equal Opportunities Policy be received and approved. |
| | 3.4 Council Code of Conduct and Council Governance Guidelines | The Chancellor moves that the Council Code of Conduct and Council Governance Guidelines be received and approved. |
| 4. COUNCIL MEETINGS | 4.1 Council Draft Minutes (Part A), 29 March 2021 | The Chancellor moves that the Minutes (Part A), 29 March 2021 be taken as read and confirmed. |
| | 4.2 Matters arising from the Minutes (Part A), 29 March 2021 not elsewhere on the Agenda | |
| | 4.3 2020 AUT Annual Report Amendments | The Chancellor moves that the 2020 AUT Annual Report Amendments be received and that Council retrospectively approve the following |

| | | |
|---|--|---|
| | | <p>amendments to the 2020 AUT Annual Report;</p> <ul style="list-style-type: none"> • <i>“FINANCIAL INFORMATION AND ADVICE”, COMPULSORY STUDENT SERVICES FEE AND TOTAL REVENUE FROM 519 TO 90;</i> • <i>TOTAL EXPENSES FROM 577 TO 100, WITH THE DEFICIT CHANGING FROM (58) TO (10); AND</i> • <i>“FINANCIAL HARDSHIP SUBSIDY”, COMPULSORY STUDENT SERVICES FEE AND TOTAL REVENUE FROM 253 TO 682; AND</i> • <i>TOTAL EXPENSES FROM 281 TO 758, WITH A DEFICIT CHANGING FROM (28) TO (76).</i> |
| 5. VICE CHANCELLOR’S REPORT | | The Chancellor moves that the Vice-Chancellor’s Report be received. |
| 6. CHANCELLOR’S REPORT | | The Pro Chancellor moves that the Chancellor’s Report be received. |
| 7. REPORTS FROM BOARDS, COMMITTEES AND WORKING GROUPS TO COUNCIL | 7.1 Report from Chancellor’s Committee on Māori and Pacific Matters - no report | |
| | 7.2 Report from the Academic Board 29 March 2021 | The Chancellor moves that Report from the Academic Board and Minutes, 29 March 2021 be received. |
| 8. CORRESPONDENCE REFERRED BY THE CHANCELLOR | | |
| 9. OTHER MATTERS FOR DECISION OR NOTING | 9.1 Update from AUTSA | The Chancellor moves that Update from AUTSA be received. |
| 10. ITEMS MOVED FROM PART B OF THE AGENDA TO PART A AND GENERAL BUSINESS | | |

PUBLIC EXCLUSIONS

The Chancellor moved that the public be now excluded from Part B of this meeting, and that the following matters be discussed without public disclosure.

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 of that Act or section 6 or section 7 or section 9 of the Official Information Act, as the case may require, which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public are as follows:

1. To protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the University.
2. To enable the University to carry out, without prejudice or disadvantage, commercial activities or negotiations.
3. To protect the privacy of persons referred to in the recommendations and to maintain the confidentiality of those recommendations.
4. To enable free and frank discussions.
5. To prevent the disclosure or use of Official Information for improper gain or advantage.

AND THAT A Vujnovich, K McPherson, L Williams, S Shergill and A Burrows be permitted to remain at this meeting, after the public has been excluded, because of their knowledge of the matters to be discussed in the proceedings while the public are excluded. This knowledge, which will be of assistance in relation to the matters to be discussed, is relevant to these matters because they relate to aspects of the administration of AUT for which those persons are responsible.

| General subject of each matter to be considered | Reason for passing this resolution in relation to each matter. The public conduct of each item below would be likely to result in the disclosure of information for which good reason for withholding would exist under the sections of the OIA identified below. | Ground(s) under section 48(1) for the passing of this resolution |
|---|---|--|
| 11. Council Minutes Part B of the meeting held on 29 March 2021 | s 9(2)(b)(ii) and s 9(2)(i) | LGOIMA s48(1)(a)(ii) |
| 12. Health, Safety & Wellbeing report | s 9(2)(a) and s 9(2)(b)(ii) | LGOIMA s48(1)(a)(ii) |
| 14. Report from AUT Millennium | s9(2)(b)(ii) and s9(2)(i) | LGOIMA, s48(1)(a)(ii) |
| 15. Report from Council Finance and Audit Committee | s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k) | LGOIMA, s48(1)(a)(ii) |
| 16. Report from AUT Ethics Committee | s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k) | LGOIMA, s48(1)(a)(ii) |
| 17. Report from Council Property Committee | s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k) | LGOIMA, s48(1)(a)(ii) |
| 19. Vice Chancellor Update on Current Matters | s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k) | LGOIMA, s48(1)(a)(ii) |
| 20. Council Working Group | s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k) | LGOIMA, s48(1)(a)(ii) |
| 21. Chancellor Update on Current Matters | s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k) | LGOIMA, s48(1)(a)(ii) |
| 22. Items moved from Part A of the Agenda to Part B | s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k) | LGOIMA, s48(1)(a)(ii) |
| 23. Other Business | s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k) | LGOIMA, s48(1)(a)(ii) |

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| PART A | 3.1 |
| OPEN AGENDA ITEM | |

Council Agenda Paper

Subject: **HONOURS POLICY**

Date: 5 May 2021

RECOMMENDATION:

THAT COUNCIL RECEIVE AND APPROVE THE HONOURS POLICY

1. Background

The current Honours Policy was approved in 2016. This new version of the Honours Policy maintains the core intent of the earlier policy, and introduces a number of changes designed to improve the policy's functionality and the process by which University Honours are awarded.

2. Summary of Amendments

- [2.0]; An additional award, that of designation Emeritus has been introduced to provide Council with the opportunity to acknowledge the long and distinguished contribution made by a senior university leader after her or his retirement. This award has been given once in the university's history when Dr John Hinchcliff was made Vice-Chancellor Emeritus in 2014.
- [3.0]; The descriptions of the honorary awards have been rewritten in terms of purpose, eligibility and criteria, however, the original intent of each award, as presented in the 2016 policy, has not changed.
- [4.0]; The establishment, purpose and membership of the Council Honours Committee has been clarified. The membership has not been changed from that of the 2016 policy.
- [5.0]; The procedures associated with the award of a university honour have been updated and changed in a number of ways. These are as follows:
 - [5.1]; All communications and enquiries about honorary awards and qualifications will now be addressed to the Executive Secretary of the Honours Committee, who will be a member of staff appointed by the Vice-Chancellor. This will provide some consistency to the overall process.
 - [5.2]; Nominations will continue to be made by any two members of staff, one of whom will be a member of Academic Board, but will now be made without specification. Instead of the

nominators specifying the award, the Honours Committee will decide the nature of the honour or award and recommend accordingly to Council. This is to prevent the potential for nominators to inflate the award nomination (for example nominating a person for an Honorary Doctorate), only for the Honours Committee to decline the nomination, when a nomination for a Reeves or Seddon Honorary Fellowship might have been accepted.

In another change to procedures, nominations for university honours will be invited twice per year, to align with potential university graduation ceremonies. This will not prevent nominations occurring at other times.

- [5.3]-[5.5]; No changes from the existing policy.
- [6.0]; No changes from the existing policy.

Council Policy No: 08*Honours Policy*

Date of adoption: October 2016
Date this issue: March 2021

Introduction

Conferment of honorary degrees and awards are made by Council in terms of University Statute under powers of section 194 of the Education Act 1989.

Council's Honours Committee is established and Honorary Qualifications and Awards are made in terms of the General Academic Statute Part 2, Section 4; and Part 3, Section 4.

1. Purpose of this policy

The purpose of this policy is to establish the honorary degrees and awards of the Auckland University of Technology, and the structure and processes by which these awards are made.

2. Honorary degrees and awards

Council may at its discretion:

Confer the following honorary degree:

- Honorary Doctor of the Auckland University of Technology

and award the following honorary titles:

- Reeves Honorary Fellow
- Seddon Honorary Fellow

Council may also, at its discretion award the titles:

- Professor Emeritus
- *designation* Emeritus, under extraordinary circumstances.

3. Purpose, Eligibility and Criteria for honorary degrees and awards**3.1 Honorary Doctorate**

Purpose: The purpose of the award of an Honorary Doctorate is to give Auckland University of Technology recognition of the highest order to an individual and through this to establish and maintain an ongoing relationship with this individual.

Eligibility: To be considered for the award of an Honorary Doctorate, the nominee may or may not have any association with the University prior to the nomination, and may or may not be currently employed by the University.

Criteria: An Honorary Doctorate is awarded to an individual who is academically distinguished, and/or of international repute, and who has made an outstanding contribution to society.

3.2 Reeves Honorary Fellow

Purpose: The purpose of the award of a Reeves Honorary Fellowship is to give Auckland University of Technology recognition to an individual for their contribution to the University and through this to maintain an ongoing relationship with this individual.

Eligibility: To be considered for the award of a Reeves Honorary Fellowship, the nominee will be a former AUT staff or Council member.

Criteria: A Reeves Honorary Fellowship is awarded to a former staff or Council member who has made an outstanding contribution to the leadership, academic and/or professional life, and/or strategic development of the University over an extended period that fostered its reputation.

3.3 Seddon Honorary Fellow

Purpose: The purpose of the award of a Seddon Honorary Fellowship is to give Auckland University of Technology recognition to an individual who is external to the University for their contribution to the University and through this to maintain an ongoing relationship with this individual.

Eligibility: To be considered for the award of a Seddon Honorary Fellowship, the nominee will not be a current or former AUT staff or Council member.

Criteria: A Seddon Honorary Fellowship is awarded to a member of the wider community who has made an outstanding contribution to the development of the University. This may be, for example, through innovative or strategically significant leadership, and/or as a major benefactor to the University, and/or as a distinguished visitor to the University.

3.4 Professor Emeritus

Purpose: The purpose of the award of the honorary title of Professor Emeritus of the Auckland University of Technology is to acknowledge the long and distinguished contribution made by a professor of the University at the point of his or her retirement from the University.

Eligibility: To be considered for the award of the honorary title of Professor Emeritus of the Auckland University of Technology, the nominee will have retired from her/his substantive role as a professor of the University.

Criteria: The honorary title of Professor Emeritus of the Auckland University of Technology is awarded to a former member of staff of the University who has been a professor at the University for at least eight years and who has given distinguished service to the University through teaching and research of national and/or international significance.

3.5 *designation* Emeritus

Purpose: The purpose of the award of the honorary title of *designation* Emeritus of the Auckland University of Technology is to acknowledge the long and distinguished contribution made by a staff member in a senior leadership position (*designation*) of the University after his or her retirement from the University.

Eligibility: To be considered for the award of the honorary title of *designation* Emeritus of the Auckland University of Technology, the nominee will no longer be employed at the University.

Criteria: The honorary title of *designation* Emeritus of the Auckland University of Technology is awarded to a former member of staff of the university who has served the University in a senior position (such as, for instance, vice-chancellor) for an extended period and who has provided a distinguished and outstanding leadership contribution to the University.

4.0 The Honours Committee

The Council shall establish an Honours Committee which shall consider nominations and make recommendations to Council for the conferring of the following honorary degrees or awards:

- Honorary Doctor of the Auckland University of Technology (HonD)
- Reeves Honorary Fellow
- Seddon Honorary Fellow
- *designation* Emeritus of the Auckland University of Technology

The award of the honorary title of Professor Emeritus of the Auckland University of Technology is delegated by Council to the Vice-Chancellor who will consult with the Chancellor and the Chair of the Professorial Appointments Committee when making this award.

4.1 Membership

The Honours Committee will comprise:

- The Chancellor (Chair);
- The Pro-Chancellor;
- The Vice-Chancellor;
- The representative on Council of the Auckland University of Technology Student Association (AUTSA);
- The Council member elected by Academic staff;
- The Council member elected by Allied staff.

The Honours Committee will be served by the Executive Secretary to the Honours Committee (appointed by the Vice-Chancellor)

5.0 Procedures

5.1 Communications

All communications and enquiries about honorary qualifications and awards should be addressed to the Executive Secretary of the Honours Committee.

Any communication with proposed recipients of any honours shall be conducted in confidence through the Executive Secretary of the Honours Committee.

5.2 Nominations

Nominations for the granting of a university honour may be made by any two persons, one of whom shall be a member of Council or Academic Board, and shall be made in confidence to the Executive Secretary of the Honours Committee.

Nominations will be made without specification (except for the award of the title Professor Emeritus or *designation* Emeritus).

The Executive Secretary of the Honours Committee shall refer each nomination to the Vice-Chancellor, who shall, upon consideration, refer the nomination to the Honours Committee.

On receipt of the nomination, the Honours Committee will determine if a university honour is to be granted, and if so, the form of that honour, and recommend to Council accordingly.

All nominations are strictly confidential. The person being nominated should under no circumstances be advised of their nomination unless and until an award is approved.

Self-nominations are not consistent with the confidentiality of nominations, and are not permitted.

Posthumous nominations may be considered under exceptional circumstances.

Nominations for all honours except that Professor Emeritus shall be called for twice a year:

- i. In April for receipt of nominations no later than 31 July for the August University Honours Committee meeting and awarding at the Summer graduation ceremony or another future graduation ceremony.
- ii. In October for receipt of nominations no later than the 31 March for the University Honours Committee meeting and awarding at the Winter graduation ceremony or another future graduation ceremony.

Nominations outside the timeframes outlined above will only be considered under special circumstances.

Nominations for Professor Emeritus may be made at any time appropriate to the retirement of the person nominated.

Each nomination shall be accompanied by a supporting statement of the nominee's background, and achievements.

5.3 Consideration and conferment

The Honours Committee shall consider nominations and make recommendations to Council for the granting of any Honorary Doctorate degree or Honorary Fellow awards, and where appropriate the Chair will consult with the dean of the relevant faculty, and/or the head of school.

Each honorary qualification or award shall be conferred by Council.

In exceptional circumstances Council will have the authority to revoke any honorary qualification or award.

All Honorary Doctorate degree and Honorary Fellow awards will normally be conferred on recipients at University graduation ceremonies, or at another appropriate ceremony.

5.4 Entitlements

Recipients of an honorary doctorate from the University will be entitled to wear the academic gown depicted by their award at all occasions calling for the use of academic dress.

Recipients will also be entitled to use the following abbreviation of the award after their surname: HonD AUT

Recipients will not be entitled to use the title 'Dr.' before their name.

5.5 Notes of caution

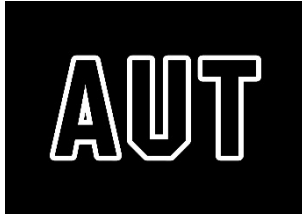
The act of awarding an honorary award has the potential to bring outstanding recognition to the University or to bring the University into disrepute, and/or to create the perception that earned awards are valued/undervalued. Therefore, in assessing the merit of an application, the Committee will exercise caution. Council may issue practical notes from time to time to assist the Committee in making their recommendations in this regard.

6.0 Authority and Responsibility

The Honours Committee has the responsibility to consider nominations and make recommendations to Council for the granting of an honorary doctorate degree or honorary fellow award. Council shall then take the recommendations into consideration when making their decision whether to confer or not to confer a honorary degree or award.

CHANCELLOR

PRO-CHANCELLOR



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| PART A OPEN AGENDA ITEM | 3.2 |
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Council Agenda Paper

Subject: **TREASURY POLICY**

Date: 11 May 2021

RECOMMENDATION:

THAT COUNCIL RECEIVE AND APPROVE THE TREASURY POLICY AS AMENDED:

AMEND CLAUSE "3.3 EQUITY INVESTMENTS" TO READ:

- 3.3.1 FOR THE PURPOSE OF THIS CLAUSE 3.3, REFERENCES TO "AUT" AND THE "UNIVERSITY" REFER TO AUCKLAND UNIVERSITY OF TECHNOLOGY AND AUT VENTURES LIMITED BUT NOT AUCKLAND UNIVERSITY OF TECHNOLOGY FOUNDATION.*
- 3.3.2 THE UNIVERSITY WILL LIMIT ITS INVESTMENT OF SURPLUS FUNDS TO ORGANISATIONS WITH A CREDIT RATING OF A OR ABOVE.*
- 3.3.3 SUBJECT TO 3.3.4, THE UNIVERSITY DOES NOT ALLOW INVESTMENT IN EQUITY MARKETS.*
- 3.3.4 THE UNIVERSITY'S INTEREST IN COMPANIES IS NOT PRIMARILY FOR MONETARY GAIN AND THE PRINCIPAL REASON FOR ENTERING INTO ARRANGEMENTS WHICH RESULT IN COMPANIES/PARTNERSHIPS/JOINT VENTURES BEING GENERATED IS FOR EDUCATIONAL PURPOSES. AS SUCH THE UNIVERSITY WILL ALLOW INVESTMENTS IN RESEARCH ENTITIES AND OTHER ENTITIES WHICH ARE IN LINE WITH THE UNIVERSITY'S PRINCIPLES AND MAIN PURPOSE OF ITS OPERATION.*
- 3.3.5 AUT FOUNDATION IS AN INDEPENDENT CHARITABLE TRUST WHICH MANAGES GIFTS TO AUT. AUT FOUNDATION IS GOVERNED BY A BOARD OF TRUSTEES TO ENSURE ITS ACTIVITIES ARE LEGITIMATE AND ITS FINANCIAL AFFAIRS ARE MANAGED RESPONSIBLY. THE TRUSTEES ARE EMPOWERED TO INVEST AUT FOUNDATION FUNDS IN SUCH FORM AND BY WHAT MEANS AS THEY MAY DETERMINE, SUBJECT ALWAYS TO AUT FOUNDATION POLICIES, STATEMENT OF INVESTMENT POLICIES & OBJECTS AND DONOR WISHES.*

AMEND CLAUSE 9.1 "COUNTERPARTY / CREDIT RISK MANAGEMENT" TO READ:

AUT (FOR THE PURPOSES OF THIS CLAUSE BEING AUCKLAND UNIVERSITY OF TECHNOLOGY AND AUT VENTURES LIMITED) WILL ONLY CONDUCT TREASURY TRANSACTIONS (INCLUDING INVESTMENT, BORROWING AND INTEREST RATE/FOREIGN EXCHANGE) WITH COUNCIL APPROVED COUNTERPARTIES. UNLESS

OTHERWISE APPROVED BY THE COUNCIL, COUNTERPARTIES WILL BE BANKS WITH A STANDARD AND POORS OR MOODYS LONG TERM CREDIT RATING OF A OR ABOVE.

AUT FOUNDATION WILL ONLY CONDUCT TREASURY TRANSACTIONS (INCLUDING INVESTMENT, BORROWING AND INTEREST RATE/FOREIGN EXCHANGE) WITH AUT FOUNDATION BOARD APPROVED COUNTERPARTIES. UNLESS OTHERWISE APPROVED BY THE BOARD, COUNTERPARTIES WILL BE BANKS WITH A STANDARD AND POORS OR MOODYS LONG TERM CREDIT RATING OF A OR ABOVE.

CREDIT RISK IS MANAGED BY:

9.1.1 LIMITING THE AMOUNT OF TREASURY EXPOSURE (EXCLUDING BORROWING) TO ANY ONE COUNTERPARTY TO THE GREATER OF 80% OF TOTAL WEIGHTED EXPOSURES OR NZ\$ 20M.

9.1.2 AUT PERSONNEL MAY ONLY TRANSACT WITH AUTHORISED COUNTERPARTIES.

Background

AUT Foundation has for many years had a relatively modest endowment fund which has been held in term deposits.

In 2019, AUT Council directed the re-establishment of the Advancement Team, set the with task to lay the foundations and build a significant legacy for the University through endowment funds. A critical step in ensuring the success of Advancement at AUT is to ensure wise financial management of these funds.

To attract Philanthropists and organisations and encourage them to give to AUT, they need to be satisfied that their donation will both be used in line with what they request but also invested wisely to generate more income and produce the greatest amount of good.

As such, and in line with best practice amongst other University Foundations, AUT Foundation must now engage a financial manager.

The AUT University Treasury Management Policy (the "Policy") is in place to effectively manage treasury and financial risk to ensure AUT is able to meet its ongoing financial obligations. Risks are set out in the Policy and include changes in the interest rates, liquidity or debtors being unable to meet their contractual commitments.

The proposed amendments to the Policy take into consideration the different purpose for which AUT Foundation holds funds and the long-term nature of endowment funds.

AUT Foundation Trustees have engaged Forsyth Barr as their Financial Managers and will manage the funds in line with the enclosed Statements of Investment Policies and Objectives. **The Statements of Investment Policies and Objectives is being provided to Council for background purposes only, noting that while AUT Foundation is being excluded under specific clauses of the Treasury Policy they have a separate policy in place.**

Particular note is made to the following points:

- Clause 1.4 - The initial investment assets comprise approximately NZD1,400,000. This is made up of AUT Foundation endowment funds and a number of long-term invested funds where immediate income is not required by the Foundation.

- Clause 1.6 - Unless otherwise agreed in writing by the Board, the Portfolio is to be Balanced as the Board have agreed that this represents an acceptable level of investment risk for AUT Foundation. This means, the Portfolio will consist of similar proportions of “growth” assets such as shares and “income” assets such as fixed interest investments, intended to moderate the overall level of portfolio volatility while seeking both growth and income related returns.

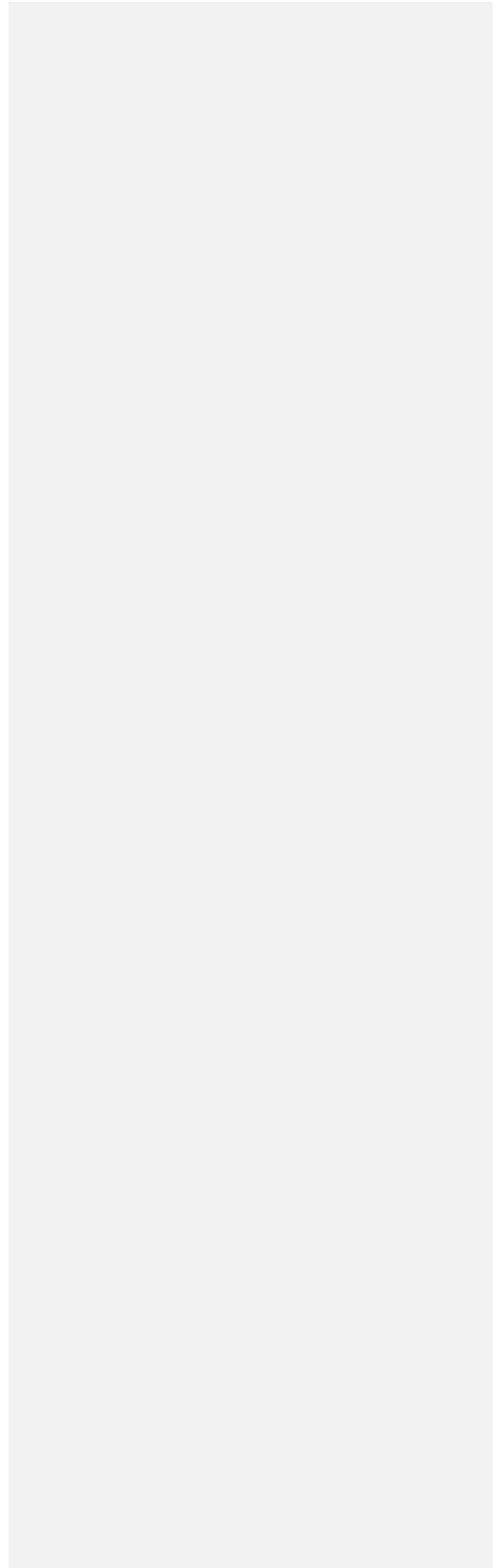
- Appendix B - The Foundation Board have directed their Financial Managers to avoid investment in the following securities or industry groups:
 - Tobacco (GIC Reference 302030)
 - Aerospace and Defense (GIC Reference 201010)
 - Casinos and Gaming (GIC Reference 25301010)

Council Policy No: **06**

Treasury Management Policy

Date of adoption: May 2003

Date last issued: February 2021



Contents

| | | |
|-----------------------|--|----------|
| 1 | Introduction | 1 |
| 2 | Treasury Organisation Structure | 1 |
| 2.1 | Council | 1 |
| 2.2 | Vice Chancellor | 2 |
| 2.3 | Treasury Management Committee (TMC) | 2 |
| 2.4 | Chief Financial Officer | 2 |
| 2.5 | Director of Financial Services | 2 |
| 2.6 | Financial Accounting Manager | 2 |
| 2.7 | Treasury Banking Officer | 3 |
| 3 | Cash Management/Investment Policy | 3 |
| 3.1 | Legislative Framework | 3 |
| 3.2 | Policy Statement | 3 |
| 3.3 | Equity Investments | 4 |
| 4 | Leasing | 4 |
| 4.1 | Finance Leases | 4 |
| 4.2 | Operating Leases | 4 |
| 5 | Borrowings | 5 |
| 6 | Interest Rate Risk Management | 5 |
| 6.1 | Policy | 5 |
| 6.2 | Approved interest rate risk management products | 6 |
| 6.3 | Interest rate options | 6 |
| 6.4 | Options hedging of floating rate debt | 6 |
| 7 | Foreign Exchange Risk Management | 6 |
| 7.1 | Policy | 6 |
| 8 | Working Capital / Liquidity Risk Management | 7 |
| 8.1 | Policy | 7 |
| 9 | Counterparty / Credit Risk Management | 7 |
| 9.1 | Policy | 7 |
| 10 | Operational Risk Management | 7 |
| 11 | Reporting | 8 |
| Appendix One A | Delegated Authority Framework | 9 |
| Appendix One B | Delegated Authority Framework | 10 |
| Appendix Two | Banking Facilities and Instruments | 11 |
| Appendix Three | Management Reports | 12 |

1 Introduction

The objectives of the AUT University Treasury Management Policy (the “Policy”) are to:

- 1.1 Minimise the costs of capital and ensure borrowing facilities are fit for purpose and in compliance with regulatory requirements.
- 1.2 The Policy recognises and conforms with the relevant requirements of various statutes, including the [Crown Entities Act 2004](#), the [Education Act 1989](#) and the [Public Finance Act 1989](#).
- 1.3 All AUT staff with treasury responsibilities should be familiar with, and apply, the provisions of the Policy.
- 1.4 Identify and effectively manage treasury and financial risk:
 - 1.4.1 It is recognised that hedging will change the timing of cashflows but will not increase the value of cashflows. However, as AUT’s debt levels increase and a core level is identified (as determined by the multi-year cashflow forecast), interest rate hedging may be put in place in accordance with controls in section 6.
 - 1.4.2 All hedging activities must be linked to the directly identifiable financial market exposures faced by the University. Trading or speculation is expressly prohibited.
 - 1.4.3 Effective internal controls are combined with regular management reporting to assist in the prevention of unauthorised activities and to monitor performance in managing treasury risks.
 - 1.4.4 All breaches of this policy are to be notified immediately in writing to the Chief Financial Officer together with the reason for the breach and the remedial action taken or recommended to be taken. A breaches register will be maintained, and detail provided to Council as part of its regular reporting pack.
 - 1.4.5 Enable accurate financial reporting and compliance with statutory financial reporting obligations

The detailed risk management policies that follow are required to be disclosed in the financial statements of the University with sufficient detail to allow readers to assess those risks and how they are managed by the University – refer Public Benefit Entity International Public Sector Accounting Standard (for example, PBE IPSAS 30 Financial Instruments: Disclosures) and others as appropriate.

2 Treasury Organisational Structure

The key responsibilities of the positions in the Treasury organisational structure are as follows:

2.1 Council

- 2.1.1 Approve the Treasury Management Policy and any amendments on the recommendation of the Vice Chancellor, and the Finance and Audit Committee.
- 2.1.2 Review formally, at least every three years, the Treasury Management Policy document (next renewal February 2024).
- 2.1.3 Receive reports on the management of various treasury matters via the Finance and Audit Committee.

2.2 Vice Chancellor

Recommend the Treasury Management Policy and any amendments to the Finance and Audit Committee.

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2.3 Treasury Management Committee (TMC)

- 2.3.1 Meets to review treasury risk management strategies. The TMC consists of the Chief Financial Officer, Director of Financial Services, Financial Accounting Manager, Treasury Banking Officer, and any other person nominated by the Director of Financial Services and or an independent treasury advisor.
- 2.3.2 Sets strategies in respect to management of foreign currency exposure and, as applicable, interest rate hedging in accordance with the parameters set out in this treasury policy document.
- 2.3.3 Identifies the profile of borrowing requirements for reporting to the Finance and Audit Committee as approved within the budget and long-term forecasts.
- 2.3.4 Develops techniques and strategies to be used in managing the University's treasury risks.

2.4 Chief Financial Officer

- 2.4.1 Implement the approved Treasury Management Policy.
- 2.4.2 Review periodic treasury reports to monitor compliance by treasury with policies, procedures, and risk limits.
- 2.4.3 Manage the University's relationship with financial institutions and financial advisors.
- 2.4.4 Negotiate borrowing facilities with bankers and appoint brokers/ arrangers/ managers.
- 2.4.5 Open any new facilities with new counterparties, as required.
- 2.4.6 Develop the three-year financial forecast.

2.5 Director of Financial Services

- 2.5.1 Arrange borrowings on approval from the Chief Financial Officer.
- 2.5.2 As required, provide reports to the Chief Financial Officer on investments, borrowings, and risk (foreign exchange and interest rate) management.
- 2.5.3 As required, prepare and revise cash flow forecasts and update against actual cash flows.
- 2.5.4 Set in place all procedures and appropriate internal controls to achieve the treasury objectives of the University.
- 2.5.5 Liaise with the Treasury advisor.
- 2.5.6 Provide back-up for the Chief Financial Officer.

2.6 Financial Accounting Manager

- 2.6.1 Review and amend cash flow forecasts and provide to Director of Financial Services and Chief Financial Officer.
- 2.6.2 Review daily cash management reports and recommend to Director of Financial Services and Chief Financial Officer as specified by the Delegated Authority limits.
- 2.6.3 Review monthly reconciliation of bank statements.
- 2.6.4 Review foreign exchange and bank swaps and ensure included in cash flow forecasts.
- 2.6.5 Provide back up for the Director of Financial Services.

2.7 Treasury Banking Officer

- 2.7.1 Prepare and update daily cash position reports and monthly / quarterly cash flow forecasts.
- 2.7.2 Prepare recommendations to Director of Financial Services or the Chief Financial Officer on foreign exchange, interest rate and investment transactions and action on approval.
- 2.7.3 Prepare the monthly reconciliation of bank statements.
- 2.7.4 Reconciles and checks external confirmation advice on all treasury transactions against internally generated records.
- 2.7.5 Monitor all banking payments.
- 2.7.6 Compile other treasury reports as requested by Director of Financial Services or the Chief Financial Officer.
- 2.7.8 Provide back-up for the Financial Accounting Manager.

No one person will deal, confirm, and settle any treasury transaction.

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3 Cash Management / Investment Policy

3.1 Legislative Framework

The University must comply with the Education Act 1989, which prescribes that:

- 3.1.1 The Council of an institution may establish, maintain, and operate bank accounts in the name of the institution at any registered bank.
- 3.1.2 The Council shall properly authorise every withdrawal of money and payment from any of the University's bank accounts.
- 3.1.3 As soon as is practicable after receiving any money the Council shall pay it into one or other of the University's bank accounts.
- 3.1.4 A registered bank is one which is registered by the Reserve Bank and will either be incorporated in New Zealand or is the New Zealand branch of an overseas incorporated bank.

Furthermore, as a Crown entity, the University must comply with the Public Finance Act 1989 which permits money belonging to a Crown entity to be invested in the same manner as public money is invested by The Treasury. The following forms of investment are permitted:

- 3.1.5 Deposit with any bank inside or outside of New Zealand approved by the Minister of Finance; or
- 3.1.6 Public securities; or
- 3.1.7 Other such securities approved by the Minister of Finance.

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3.2 Policy Statement

- 3.2.1 Appropriate investment strategies should be applied to all University funds to ensure that external borrowing is minimised through the effective recycling of surplus cash.

Moved down [2]: 3.2.2 -> The University will limit its investment of surplus funds to organisations with a credit rating of A or above. ¶

3.3 Equity Investments

3.3.1 For the purpose of this clause 3.3, references to “AUT” and the “University” refer to Auckland University of Technology and AUT Ventures Limited but not Auckland University of Technology Foundation.

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3.3.2 The University will limit its investment of surplus funds to organisations with a credit rating of A or above.

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3.3.3 Subject to 3.3.4, the University does not allow investment in equity markets.

3.3.4 The University’s interest in companies is not primarily for monetary gain and the principal reason for entering into arrangements which result in companies/partnerships/joint ventures being generated is for educational purposes. As such the University will allow investments in research entities and other entities which are in line with the University’s principles and main purpose of its operation.

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3.3.5 AUT Foundation is an independent charitable trust which manages gifts to AUT. AUT Foundation is governed by a Board of Trustees to ensure its activities are legitimate and its financial affairs are managed responsibly. The Trustees are empowered to invest AUT Foundation funds in such form and by what means as they may determine, subject always to AUT Foundation Policies, Statement of Investment Policies & Objects and donor wishes.

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Deleted: The University does not invest in equity markets. Equities held result from donations to the University or to the AUT Foundation and are retained in accordance with the instructions of the donor.

4 Leasing

The University recognises that leasing can be a cost-effective method for long-term management of information technology (IT) assets, telecommunication equipment, photocopiers, and other similar types of equipment. Leasing provides the University with more timely, orderly, cost-effective, and risk-free technology refreshments to mitigate technology obsolescence. Furthermore, leasing provides the University with predictable funding forecasts of IT and telecommunication equipment, and it keeps asset management and maintenance at a cost-effective price.

Moved up [1]: The University’s interest in companies is not primarily for monetary gain and the principal reason for entering into arrangements which result in companies/partnerships/joint ventures being generated is for educational purposes. As such the University will allow investments in research entities and other entities which are in line with the University’s principles and main purpose of its operation.

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4.1 Finance Leases

Normally, in a finance lease, all risks and benefits incidental to ownership of the leased asset rest with the lessee, that is, the University. A finance lease arrangement is very similar to secured borrowing. The University enters into finance leases for various properties, computers and electronic equipment. If circumstances exist which indicate that a finance lease is the preferred method of financing available, the Director of Finance must indicate this fact in his or her evaluation and state the reasons for this decision. All University finance leases must be approved in accordance with the Delegated Authority Framework as noted in **Appendix 1**.

4.2 Operating Leases

The University enters into operating leases for various property, plant and equipment in the normal course of its business. In an operating lease, substantially all the risks and benefits which are associated with the ownership of the leased asset remain with the lessor, that is, the financial institution. An operating lease is very similar to a hiring arrangement.

All University operating leases must be approved in accordance with the Delegated Authority Framework as noted in **Appendix 2**.

Equipment which is subject to operating leases is to be returned at the end of the lease period, to avoid payment of any penalties. If the lease is to be extended, approval of the Chief Financial Officer is required. Approval to extend the lease is to be obtained prior to agreeing to extend the lease.

While the University will only enter into a lease with a reputable finance company or financial institution, there is no minimum credit rating requirements imposed by the University on its lessor.

The Director of Financial Services is to maintain a register of all University finance and operating leases.

5 Borrowings

No commitment to be made to borrowing until approval has been granted by Council and the Secretary for Education, as required by section 192(4)(d) and (7) of the Education Act 1989.

Debt, for the purposes of this policy, is defined as interest bearing, repayable advances from a financial institution.

AUT will borrow for two purposes:

- 5.1 General Purpose Debt: to enable the University to meet obligations of a general purposes nature (working capital) and to implement capital expenditure at an accelerated rate.
- 5.2 Specific Purpose Debt: to enable the University to construct, acquire or invest in an asset, the cashflows generated by which are expected to service the associated debt wholly or substantially.
- 5.3 In either case, the University will borrow only if the resulting capital expenditure or investment contributes materially, in the opinion of the Council, to achievement of the University's strategic objectives.

The Chief Financial Officer must have renegotiated replacement funding facilities at least two (2) months prior to maturity of an existing facility.

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6 Interest rate risk management

This is the risk that changes in interest rate will have an adverse effect on the financial position of AUT. Interest rate risk can be defined as the impact of interest rate rises on net borrowings.

6.1 Policy

SEASONAL DEBT

The seasonal nature of AUT's borrowing requirements means that interest rate risk is concentrated between July and January each year.

To manage the interest rate risk resulting from this seasonal debt, AUT may transact fixed interest rate cover for periods when over a rolling 12-month period total

borrowing levels are projected to remain above \$25 million for at least a consecutive three (3) month period. Fixed interest rate cover would typically be by way of Forward Rate Agreements (FRA's) or interest rate swaps and targeted to the peak borrowing months. Any fixed interest rate cover undertaken should not exceed 80% of the projected monthly borrowing.

CORE DEBT

Core debt projections are agreed by the TMC and should be taken from the Council approved forecasts. The amount of fixed interest rate cover must be maintained within the following control limits over core debt.

| <i>Example policy bands</i> | | |
|-----------------------------|---------|---------|
| | Minimum | Maximum |
| 0 - 2 year | 40% | 90% |
| 2 - 3 years | 30% | 75% |
| 3 - 5 years | 0% | 60% |

The above limits only apply where AUT has core debt in excess of \$50M. At levels below \$50M, hedging is at the discretion of the TMC – subject to it not exceeding the bands above.

Council approval is required for any fixed rate cover beyond five (5) years.

6.2 Approved interest rate risk management products

- 6.2.1 Fixed rate debt – defined as any debt that has an interest rate reset beyond three (3) months.
- 6.2.2 Interest rate swaps.
- 6.2.3 Interest rate caps and collars.

6.3 Interest rate options are not permitted to be sold outright. However, a 1:1 collar option structure is allowable whereby the sold option is matched precisely by amount and maturity to the simultaneously purchased option. During the term of the option the sold option only or both sides of the collar can be simultaneously closed out.

6.4 Options hedging of floating rate debt with an exercise rate greater than 2.00% above the equivalent period interest rate is not to be counted as part of the fixed rate cover percentage calculation. For example, a two-year cap at 6.00% would only count as a fixed rate hedge if the underlying swap rate was greater than 4.00%.

- 6.4.1 Forward rate agreements (“FRA”).

7 Foreign exchange risk management

Transactional foreign exchange (FX) risk is the risk of changes in currency exchange rates between ordering and payment for goods and services resulting in a negative impact on AUT, for example, AUT has direct exposure to foreign exchange movements due to the regular purchase of materials, publications and equipment denominated in a foreign currency. The main exposures are against the United States dollar.

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The objective of foreign currency transactional risk management is to ensure that changes in foreign currency exchange rates do not materially impact the financial position, profitability, or cash flows of AUT.

AUT also has an economic (indirect) exposure to foreign exchange movements due to its substantial number of International students. However, this is not a direct transactional FX risk in that International student fees are expressed in New Zealand currency. This risk is recognised as part of the business risks of AUT and is managed through the capital structure and re-pricing of fees on an annual basis.

7.1 Policy

- 7.1.1 All committed foreign exchange exposures greater than NZ\$ 500,000 (equivalent) on an individual basis, and due in less than 12-months, must be hedged at time of commitment, or when deemed to be highly probable by the TMC.
- 7.1.2 Foreign exchange exposures smaller than NZ\$ 500,000 (equivalent) will be transacted at the relevant spot rate when the commitment falls due.
- 7.1.3 All hedging beyond 12-months requires prior approval of Council.

8 Working capital / Liquidity risk management

Liquidity risk is the risk that, because of a mismatch between cash inflows and outflows, AUT is unable to meet its financial obligations.

8.1 Policy

Liquidity risk is managed by:

- 8.1.1 Monitoring expected cash flows through the preparation of rolling cash forecasts - daily for the month ahead, weekly for three months ahead, monthly for the year ahead and annually for five (5) years ahead.
- 8.1.2 Arranging committed facilities of at least 102% of the maximum forecast borrowing requirement in the next 12-months, albeit recognising the seasonal change in debt levels through the year.

9 Counterparty / credit risk management

This is the risk that a counter party in a treasury transaction is unable to meet its contractual commitments. The assessment of this risk is measured by a credit rating from recognised rating agencies.

9.1 Policy

AUT [\(for the purposes of this clause being Auckland University of Technology and AUT Ventures Limited\)](#) will only conduct treasury transactions (including investment, borrowing and interest rate/foreign exchange) with Council approved counterparties. Unless otherwise approved by the Council, counterparties will be banks with a Standard and Poors or Moodys long term credit rating of A or above.

AUT Foundation will only conduct treasury transactions (including investment, borrowing and interest rate/foreign exchange) with AUT Foundation Board approved counterparties. Unless otherwise approved by the Board, counterparties will be banks with a Standard and Poors or Moodys long term credit rating of A or above.

Credit risk is managed by:

- 9.1.1 Limiting the amount of treasury exposure (excluding borrowing) to any one counterparty to the greater of 80% of total weighted exposures or NZ\$ 20M.
- 9.1.2 AUT personnel may only transact with authorised counterparties.

10 Operational Risk Management

Operational risk is the risk that AUT may suffer financial loss as a result of the operational activities of its treasury function. Operational risk arises from mismanagement, error, fraud, unauthorised activities and inappropriate use of financial instruments, products, and techniques.

Operational risk is managed by setting in place trained staff, procedures, control points and authorisations to limit the occurrence thereof. This document forms part of the management of this risk.

Treasury procedures with appropriate controls are required to minimise risks through unauthorised treasury activity or unintentional error. The key internal controls are:

- 10.1 Definition of roles, responsibilities, and delegated responsibilities. These are defined within this document - see Treasury Organisational Structure.
- 10.2 Segregation of duties. Within the procedures the responsibilities are defined to ensure dealing, confirmation, settlement, and accounting for treasury transactions are effectively separated. This does not mean that all activities are to be performed by separate personnel as the cost involved would be inappropriate, but rather that independent checks are introduced to verify details and authorities.
- 10.3 Systems and management information. AUT has established and maintains computer systems/procedures with appropriate controls. AUT also produces management reports of treasury positions and performance.
- 10.4 Documentation of procedures.
- 10.5 A review of, with potential to tender, banking facilities at least every five (5) years; Ensuring that AUT's loan raising procedures comply with the statutory provisions, delegated authorities, and accepted practice.

Specifically, for foreign currency and interest rate transactions, the key internal controls include:

- 10.6 All foreign currency and interest rate transactions entered into must specifically relate to an underlying financial market exposure of the University.
- 10.7 All financial market transactions must be carried out under the authorities specified in this policy.
- 10.8 At least two competitive quotes must be obtained for foreign exchange contracts over NZ \$500,000.
- 10.9 A list of personnel authorised to undertake on the University's behalf must be submitted to the University's bankers detailing the types of financial instruments those personnel may transact and the transaction limit pertaining to those instruments.
- 10.10 All financial market transactions must have a clear audit trail.

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- 10.11 All deal/drawdown/investment sheets need to be signed by the delegated signatories, matched to bank confirmation, and filed.

11 Reporting

- 11.1 Full accounting records of the University's financial market transactions must always be maintained to ensure compliance with PBE IPSAS.
- 11.2 Management reports (as outlined in **Appendix 3**) must be generated to ensure that management and the University Council, including the Finance and Audit Committee can be certain that prudential cash management, investment and risk control limits are being followed.
- 11.3 The monthly financial reporting to Council shall confirm compliance with the Treasury Management Policy and shall detail any breaches of policy. For the absence of doubt, fraud (of any size or nature) is a serious breach of policy.

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Appendix One A– Delegated Authority Framework

This Appendix includes Council delegations to the Vice Chancellor under section 222 of the Education Act 1989

Authorisation for the following activities are as follows:

| | |
|---|---|
| Establishment of Bank Accounts | Vice-Chancellor |
| Sign Cheques/Bank Drafts | Vice-Chancellor, together with one senior staff member, or by any two senior staff members who are authorised to sign cheques/bank drafts. The Vice Chancellor advises Council that authorised senior staff members are the Deputy Vice Chancellor, Chief Financial Officer, Corporate General Counsel and Governance, and Director of Financial Services. |
| Direct Credits | Vice-Chancellor, together with one senior staff member, or by any two senior staff members who are authorised to sign cheques/bank drafts. The Vice Chancellor advises Council that authorised senior staff members are the Deputy Vice Chancellor, Chief Financial Officer, Corporate General Counsel and Governance, Director of Financial Services, Group Director – People and Culture. |
| Loan Drawdown | Vice Chancellor |
| Money Market Investments | Vice Chancellor |
| Forex Transactions | Vice Chancellor |
| Fixed Term Borrowings (inc. derivative transactions) | Vice Chancellor |
| Finance and Operating Leases | Vice Chancellor –amounts up to two million dollars (\$2M). Note: Council can approve amounts greater than two million dollars (\$2M). |

Appendix One B– Delegated Authority Framework

This Appendix includes Council approval of delegations by the Vice Chancellor to University staff under section 222 of the Education Act 1989.

| | |
|---|--|
| Loan Drawdown | Director of Financial Services: amounts up to two million dollars (\$2M). Chief Financial Officer: amounts up to ten million dollars (\$10M). |
| Money Market Investments | Director of Financial Services: amounts up to two million dollars (\$2M). Chief Financial Officer: amounts up to ten million dollars (\$10M). |
| Fixed Term Borrowings (inc. derivative transactions) | Chief Financial Officer: amounts up to twenty million dollars (\$20M). |
| Finance and Operating Leases | Chief Financial Officer: amounts up to one million dollars (\$1M). |

Appendix Two - Banking Facilities and Instruments

On 4 December 2019, Auckland University of Technology entered into three separate revolving advance facility agreements (and the accompanying negative pledge deeds) with the following banks:

| Name of Bank | Facility Limit | Final Maturity Date |
|---|-----------------------|----------------------------|
| ANZ Bank New Zealand Limited | \$55 million | 31 January 2025 |
| Industrial and Commercial Bank of China (New Zealand) Limited | \$55 million | 31 January 2027 |
| Westpac New Zealand Limited | \$110 million | 31 January 2025 |

These facilities have been established in accordance with the conditions of the Consent to Borrow granted by the Secretary for Education, under section 192 (4) (d) and (7) of the Education Act 1989.

Appendix Three - Management Reports

| Report | Prepared By | Reviewed By | Frequency |
|--|---|--|-------------------|
| *3-year cashflow forecast updated annually | Director of Financial Services | Vice Chancellor Chief Financial Officer | Annual |
| *12-month cashflow forecast by month updated monthly | Financial Accounting Manager | Chief Financial Officer Director of Financial Services | Monthly |
| Monthly cashflow forecast by day | Treasury Banking Officer | Director of Financial Services Financial Accounting Manager | Daily |
| *Statement of Cash Flows | Financial Accounting Manager | Vice Chancellor Chief Financial Officer Director of Financial Services | Monthly |
| Counterparty exposure | Treasury Banking Officer | Chief Financial Officer Director of Financial Services | Monthly |
| *Debt Term and Re-pricing Profiles | Director of Financial Services | Chief Financial Officer | Monthly |
| Foreign Exchange Transactions | Director of Financial Services | Chief Financial Officer | Daily |
| *Statement of Comprehensive Income | Financial Accounting Manager | Vice Chancellor Chief Financial Officer Director of Financial Services | Monthly |
| *Balance Sheet | Financial Accounting Manager | Vice Chancellor Chief Financial Officer Director of Financial Services | Monthly |
| Schedule of Projected Capex Payments | Financial Accounting Manager / Director - Asset Development | Chief Financial Officer Director of Financial Services | Quarterly |
| Covenants as per TEC and lender(s)' requirements | Director of Financial Services | Chief Financial Officer | As per facilities |

*Received by Council



AUT FOUNDATION

Statement of Investment Policies & Objectives (SIPO)

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Table of Contents

1. Overview 3

2. Roles and Responsibilities of The Parties 3

3. Investment Policies and Objectives 4

4. Portfolio Distributions 7

5. Performance Measurement and Monitoring 7

6. Investment Manager and Fee Structure 10

7. Responsible Investment Policy 11

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1. Overview

1.1. Purpose

The purpose of this SIPO is to provide the parties involved in the management of the investment portfolio ("Portfolio") of Auckland University of Technology Foundation ("AUT Foundation" or "The Foundation") with a working document that clearly defines the investment objectives, strategy and performance measurement criteria.

The SIPO also clarifies the responsibilities of the parties.

1.2. AUT Foundation's Vision and Goals

Background and vision

AUT Foundation's overall aim is to increase educational, research and training opportunities available to both students and staff at AUT by generating extra resources through the generosity of other trusts, the corporate sector and private individuals. Moreover, AUT Foundation seeks to build an endowment fund to future proof AUT, increasing resilience and reducing reliance on government and student fees income.

1.3. Governing Legislation

AUT Foundation is a Charitable Trust established in 1987 and registered under the Charitable Trusts Act 1957. It is governed by the Foundation Trust Deed dated 14 October 1987 ("Trust Deed") which provides the Trustees of the Foundation with broad authority to invest the capital and income of the Foundation in whatever mode of investment and on whatever security as they in their absolute discretion shall think fit (see clause 47 of the Trust Deed).

1.4. Investment Assets

Money gifted to AUT Foundation must be used for the purpose for which it was gifted. As such, AUT Foundation hold gifts in a number of separate funds. Some of these funds are short term funds, while others are long-term invested funds or endowment funds.

The initial investment assets comprise approximately NZD1,400,000. This is made up of AUT Foundation endowment funds and a number of long-term invested funds where immediate income is not required by the Foundation.

These initial investment assets are to be invested across a combination of cash, fixed interest and share investments, to meet AUT Foundation's investment objectives, and (where appropriate) to comply with the prudent person test as set out in section 13B of the Trustee Act 1956.

1.5. Investment Time Horizon

AUT Foundation's investment time horizon is 7-10 years +. This time horizon reflects the nature of the Funds being invested, such that they do not require regular or specified withdrawals and the overarching purpose being to build an endowment fund which lasts in perpetuity.

1.6. Acceptable Level of Risk

Unless otherwise agreed in writing by the Board, the Portfolio is to be Balanced as the Board have agreed that this represents an acceptable level of investment risk for AUT Foundation.

This means, the Portfolio will consist of similar proportions of "growth" assets such as shares and "income" assets such as fixed interest investments, intended to moderate the overall level of portfolio volatility while seeking both growth and income related returns.

2. Roles and Responsibilities of The Parties

2.1. AUT Foundation

AUT Foundation Board shall:

- a) determine the investment mix desired for the investment of the Portfolio, having regard to the level of investment risk and the nature of any liabilities or required disbursements;
- b) appoint an Investment Manager to manage the Portfolio;
- c) determine guidelines for the investment of the Portfolio;
- d) establish criteria for the measurement of the investment performance of the Portfolio;
- e) advise the Investment Manager of any material changes to the operational status of The Foundation; and
- f) review this SIPO annually or as required, in consultation with the Investment Manager.

2.2. Investment Manager

The Investment Manager¹ shall:

- a) manage the Portfolio investments in accordance with this SIPO and the directions of The Foundation;
- b) review and agree any proposed asset allocation mix with The Foundation;
- c) select the securities within each asset class, subject to the constraints set out in section 3.6 of this SIPO;
- d) report to The Foundation in accordance with section 5.0 of this SIPO; and
- e) confer with The Foundation in the review of the SIPO.

2.3. AUT Foundation Secretary

The AUT Foundation Secretary has delegated authority from the AUT Foundation Board to be able to request withdrawals of cash from the Portfolio, to the nominated bank account, being the AUT Foundation Account with ANZ either via email, phone, or signed instruction.

3. Investment Policies and Objectives

3.1. Financial and Investment Objectives

The financial objectives of the Foundation are as follows:

- a) to maximise returns at an acceptable level of risk and ensure real growth in the Portfolio in perpetuity;
- b) maintain the Portfolio's real capital in perpetuity; and
- c) to diversify the investment portfolio.

The investment objective of the Portfolio is to achieve a before tax after investment fee return of 5% p/a above deposit rates over a full market cycle. However, the Trustees understand that the target noted above is a long-term target and will not be achieved in every measurement period.

3.2. Investment Strategy

There are two requirements of the investment strategy as follows:

- a) to ensure that the assets are managed in accordance with the disbursement needs of The Foundation as identified from time to time; and
- b) to maximise the rate of return on investments at an acceptable level of risk.

AUT Foundation Board must inform the Investment Manager of the likely annual disbursement needs from the Portfolio. In doing so, the Investment Manager will consider any impact on the Portfolio investment strategy.

¹ For the purposes of this SIPO, an Investment Manager must be an entity licensed under the Financial Market Conduct Act and its associated regulations to offer Managed Investment Schemes (MIS) or provide discretionary investment management services (DIMS).

AUT Foundation considers that the following asset allocation across the various asset classes will maximise the rate of return at an acceptable level of risk to meet the investment objectives.

3.3. Investment style

The Investment Manager will actively manage The Foundation's Asset Allocation to manage portfolio risk and take advantage of opportunities.

The Investment Manager will invest as owners, not traders.

The Investment Manager has a preference for the transparency and efficiency of direct investing, but are comfortable using investment managers as appropriate following due diligence (for example in global bonds, private equity and other alternative assets).

The Investment Manager will not hedge foreign currency exposure, except global bonds which will be fully NZD hedged.

3.4. Asset Allocation

| | Benchmark Target (%) | Lower Limit (%) | Upper Limit (%) |
|----------------------------|----------------------|-----------------|-----------------|
| Cash | | 0 | 100 |
| Fixed Interest* | 35 | 0 | 100 |
| Listed Property | 10 | 0 | 20 |
| NZ Equities | 30 | | |
| Australian Equities | 10 | | |
| Australasian Equities | | 0 | 40 |
| International Equities | 15 | 0 | 35 |
| Speciality | 0 | 0 | 15 |
| Equity/Property/Speciality | 65 | 0 | 65 |

*May include International Fixed Interest

Investment is not permitted in any security which is non-tradeable, illiquid, excluded under the Responsible Investment Policy (Appendix B) or otherwise impaired.

The asset allocation of the Portfolio refers to how much of the Portfolio is invested in the different asset classes. Asset allocation is one of the main determinants of the long-term performance of the Portfolio and significantly influences the overall level of investment risk AUT Foundation is taking. Typically, "growth" assets such as shares, property securities and specialty investments are expected to have higher returns over time but are higher risk than "income" assets such as fixed interest investments and cash.

A Balanced portfolio type represents the level of investment risk the AUT Foundation Board wish the Portfolio to take, and describes the general asset allocation (or, the proportion invested in the different asset classes) that applies to the Portfolio.

The Portfolio is to consist of similar proportions of "growth" assets such as shares and "income" assets such as fixed interest investments, intended to moderate the overall level of portfolio volatility while seeking both growth and income related returns. The Trustees accept that the Portfolio may lose value for variable periods of time, in the interest of seeking to preserve the 'real', inflation adjusted value of the Portfolio over the minimum recommended investment period of 7-10 years +.

3.5. Rebalancing

A portfolio requires ongoing maintenance of the asset allocation and security mix and the rebalancing of weightings that have changed as a result of price movements. The Investment Managers will achieve that

through regular monitoring, assessment and review of the Portfolio, with reference to the agreed investment objectives.

The Investment Manager will make use of the broad Asset Allocation ranges. This allows The Foundation to;

- a) increase defensiveness when required; and
- b) to take advantage of market weakness in growth assets

Given the Portfolio is a Balanced Portfolio Type, the Investment Manager will use reasonable endeavours to check each week whether the aggregate market value of equity, property and specialty investments in the Portfolio (expressed as a percentage of the aggregate market value of the Portfolio, and based on the Investment Manager's classification of the asset class of the relevant financial products) exceeds 65%. If the check shows that the percentage exceeds that level, the Investment Managers will enter into transactions to reduce the percentage to or below that level.

The Investment Managers will enter into these transactions within the timeframe specified in the table below according to what the Investment Manager reasonably consider to be the cause of the excess.

| Cause of excess | Time period for rebalancing |
|---|--|
| Transactions on the Portfolio | 1 week |
| Changes in the value of financial products in the Portfolio | 2 weeks |
| Making an additional investment in, or withdrawal from, the Portfolio | 4 weeks, or such other period as the Investment Managers notify AUT Foundation at the time of the investment or withdrawal |
| A combination of the causes listed above | The latest rebalancing date that would apply if the causes were considered separately |

In any event, the need for rebalancing will be assessed no less than quarterly or as required.

If an asset class moves outside of its Asset Allocation range (but still falls within the overarching 65% noted above), it will be rebalanced to be within the range as soon as is reasonably practicable. In order to avoid incurring unnecessary transaction costs, rebalancing actions should be timed to coincide with cash flows to the extent reasonably possible.

3.6. Investment Constraints

The following constraints will be observed:

- a) investment of the assets must be in accordance with relevant legislation and regulation governing the Investment Manager;
- b) investment of the assets must be made in line with the Responsible Investment Policy (Appendix B);
- c) investment of the assets must be made in accordance with the provisions of other governing documents and policies of AUT Foundation; and
- d) sufficient securities must be readily marketable having regard to the annually advised cash-flow requirements of AUT Foundation.

The Investment Manager will advise AUT Foundation of its practice and any departure therefrom in respect of the following:

- a) its use of options and futures;
- b) its use of commodities and commodity contracts; and
- c) socially responsible investing².

² Where appropriate, AUT Foundation may specify GICS security exclusions.

4. Portfolio Distributions

4.1. Application of income

The AUT Foundation Board may at any time, request the Investment Manager to withdraw income from the Portfolio to be disbursed in line with the Trust Deed and the purpose for which the capital was initially donated.

4.2. Application of capital

The AUT Foundation Board may, in accordance with any relevant obligations of its constitutional documents, request the Investment Manager to withdraw capital.

Taking into account the impact of any income or capital withdrawals from the Portfolio, the AUT Foundation Trustees intend to maintain the 'real' value of the Portfolio such that its inflation-adjusted capital value is not eroded over time.

5. Performance Measurement and Monitoring

5.1. Performance objectives

Performance objectives for the Portfolio, which will relate to a 7-10 years + time horizon, are defined in 3.1.

On a timely basis, but not less than once a year, the AUT Foundation Board will meet to review whether the Investment Manager or provider continues to conform to the search criteria outlined in the previous section; specifically:

- a) the adherence to the Portfolio's investment guidelines;
- b) material changes in the provider's organisation, investment philosophy and/or personnel; and
- c) any legal or other regulatory agency proceedings affecting the provider.

It is at AUT Foundation Trustee's discretion to take corrective action by replacing a manager or provider if they deem it appropriate at any time. Control procedure should also be specified for any direct investments.

5.2. Reporting

- a) The Investment Manager will provide Portfolio and Income reporting monthly or as required by AUT Foundation.
- b) The Investment Manager will produce the December report by the end of the first week of January to ensure The Foundation can comply with audit requirements.
- c) The Portfolio will be benchmarked to relevant indices for performance evaluation. While the Investment Objective is stated in 3.1 above, the Policy Benchmark is to measure how the Portfolio has performed relative to each asset class in the Portfolio. To evaluate this, the returns of the Portfolio will be measured against the following market indices³ for each asset class:
 - International Equities, MSCI All Country World Net Total Return USD Index
 - New Zealand Equities, S&P/NZX 50 Gross Index
 - Australian Equities, S&P/ASX 200 Accumulation Index
 - Property, S&P/NZX All Real Estate Gross Index
 - International Fixed Interest, Bloomberg Barclays Global Aggregate Total Return Index Hedged NZD
 - New Zealand Fixed Interest, S&P/NZX NZ Government Bond Index
 - Cash, S&P/NZX 90-Day Bank Bill Index

³ Or such other benchmarks as AUT Foundation may determine from time to time, in consultation with the Investment Manager.

5.3. Costs

AUT Foundation will review at least annually all costs associated with the management of the Portfolio.

5.4. Review

This SIPO will be reviewed annually or as required by AUT Foundation to determine whether stated investment objectives are still relevant and the continued feasibility of achieving the same. It is not expected that the SIPO will change frequently.

DRAFT

Signatures and Agreement

This Statement has been reviewed and approved on behalf of the AUT Foundation by the Board of Trustees:

Name:

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Signature:

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Appendix A

6. Investment Manager and Fee Structure

The AUT Foundation Board appointed **Forsyth Barr Limited** as their **Investment Manager**. Investment Advisors are David Marsh and Chris Lambert.

Fee Structure

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| Portfolio Management Fee | Portfolio fee is 1.000% of the value of our portfolio with Forsyth Barr. There is a minimum fee of \$375 per quarter. |
| | Forsyth Barr have agreed that in recognition of The Foundation's charitable nature the usual schedule fee will be discounted to a flat 1.0% fee. Once the portfolio reaches \$2m the fee will be reduced by 0.15%, and for each additional \$1m (through deposits or gains) the fee will be decreased by 0.15%, down to a base of 0.40%. |
| Individual action fees | A \$25 fee applies per transfer for transferring a holding in a financial product to another custodian. |
| Transaction Fees (Brokerage): | <p>Brokerage of up to 1.5% of the value transacted will apply to any secondary market transactions, subject to a minimum charge of up to \$100 or the foreign currency equivalent.</p> <p>For transactions on overseas markets, additional brokerage of up to 1% is payable, to cover overseas agent and other charges. A minimum additional brokerage charge of up to \$150 or the foreign currency equivalent applies.</p> |

Appendix B:

7. Responsible Investment Policy

Introduction

This policy has been structured with reference to the UN Principles for Responsible Investment guidance.

AUT aims to be a thoughtful global citizen by recognising and responding to their local and global responsibilities and opportunities. Further its values, as set out in AUT Directors to 2025 are:

Tāwhaitia te ara o te tika, te pono me te aroha, kia piki ki te taumata tiketike

Follow the path of integrity, respect, and compassion; scale the heights of achievement.

To fund this mission by unethical investments would be counterproductive. Forsyth Barr is committed to giving proper consideration to the ethical implications of each investment it makes.

This Policy is developed by AUT Foundation and AUT Foundation's Investment Adviser.

The Policy is designed to be applied in conjunction with the SIPO.

Policy scope is aligned with the SIPO.

The implementation of this policy is the joint responsibility of the AUT Foundation Board and its Investment Managers.

Definitions

The Foundation's aspiration for Responsible Investment is to achieve prudent investment outcomes while remaining consistent with the values of the Foundation and the University. Incorporation of Ethical considerations by embedding Environmental, Social and Governance (ESG) factors into the investment process is an important part of this aspiration.

Ethical consideration can further be summarised as follows:

- **Cultural** – whether the activity of the entity to be invested in reflects the social responsibility statement of AUT to also be a thoughtful global citizen, recognising and responding to local and global responsibilities and opportunities.
- **Moral** – whether the activity of the entity to be invested in is in accord with generally accepted moral principles
- **Legal** – whether the activity of the entity to be invested in is lawful.

Responsible Investment Guidelines

Consideration should be given to entities in terms of whether an entity may:

- Have a poor environmental record; or
- Have consistently bad industrial relations; or
- Have dubious business ethics; or
- Support activities that conflict with AUT or AUT Foundation's core purpose

Furthermore, the Foundation Board have directed their Investment Managers to avoid investment in the following securities or industry groups:

- Tobacco (GIC Reference 302030)
- Aerospace and Defense (GIC Reference 201010)
- Casinos and Gaming (GIC Reference 25301010)

Asset classes included in this policy include listed equities and listed and unlisted bonds.

Pooled investment vehicles

From time to time, the Fund may hold investments in pooled investment vehicles. In the case of actively managed vehicles the Board shall satisfy itself that the Investment Policies of the vehicle are appropriately aligned with AUT or AUT Foundation. In the case of passive vehicles (such as Exchanged Traded Funds), holdings are to be screened for securities in breach of this policy. Any holding(s) >5% of the vehicle that are in policy breach will render the vehicle uninvestable.

Procedures and approaches

The Investment Manager will have primary responsibility for identifying investments in breach of this policy.

The Investment Manager will notify the Board (or an authorised Board representative) of any securities they believe breach this Responsible Investment Policy. The Investment Manager resolves to use appropriate and evidence-based screening to identify potential securities in breach of this Policy. The purpose of screening is to identify potential securities for exclusion. It is not to be applied mechanistically.

Alongside internal screening tools the Investment Manager intends to use appropriate third-party screens. In particular, the Investment Manager shall not hold securities on the NZ Super Fund RI Exclusion List.

Upon identification of a security in breach or should a change in Policy cause a security to be in breach or should a change in a company's activities cause a security to be in breach, that security is to be sold within a timeframe that reflects Trustees' fiduciary obligations.

Any security identified for prospective addition to the Portfolio will be screened against this policy. Any security in breach of this policy will be deemed uninvestable.

At a minimum, all securities owned will be screened against this policy annually.

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| PART A OPEN AGENDA ITEM | 3.3 |
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Council Agenda Paper

Subject: **EQUAL OPPORTUNITIES POLICY**

Date: 5 May 2021

RECOMMENDATION:

THAT COUNCIL RECEIVE AND APPROVE THE EQUAL OPPORTUNITIES POLICY

Council Policy No: 05

EQUAL OPPORTUNITIES

EQUAL OPPORTUNITY

The Auckland University of Technology (the *University*) is to take positive steps to provide equal access to its educational programmes regardless of race, colour, sex, age, employment status, national origin or ancestry, religion, political beliefs, marital status, sexual orientation or physical or emotional handicap.

PERSONNEL POLICY

The University is committed to the provision of Equal Employment Opportunities (*EEO*).

The University will demonstrate EEO by equity of outcome.

The University will actively seek to identify and eliminate any institutional barriers that cause or perpetuate, or tend to cause or perpetuate, inequality in respect to the employment of any persons or group of persons.

In accordance with the Public Service Act 2020 the University recognises the need for a greater involvement of Maori in the Education Service and aims to fulfil its obligations to meet his or her employment requirements. It aims to fulfil its obligations to meet the employment requirements of women, people with disabilities, Pacific Island people and other ethnic minority groups.

The University opposes all forms of unfair discrimination. It recognises the value of diversity and will seek to provide equity of outcome for all people whatever their gender, ethnic origin or special need. It will work to remove the causes of unfair discrimination, direct and indirect, wherever these are identified.

The University will maintain ongoing audit and review of all its employment related policies and procedures (their prescription, intent and application) to ensure that people employed by or applying for positions in the University are treated fairly. The University will audit and review University-wide structures, policies and procedures as appropriate, (their prescription, intent and application) to ensure that they align with EEO principles and practice.

The University will appoint to all positions on the basis of merit. Its definition of merit shall be tightly linked to the requirements of the position and shall encapsulate skills including cultural skills, qualifications, abilities and aptitudes, work experience both paid and unpaid, community involvement and personal qualities including cultural qualities.

Where merit is established and two or more people are deemed to have that merit the University will act to fulfil its commitment to the employment needs of the groups identified in this statement.

The University will ensure that ongoing EEO education and training is available for University staff.

Responsibility for EEO in the University is with the Vice-Chancellor. Responsibility for the implementation of equal employment opportunities in accordance with this statement lies at all levels of the University, in Council, with the Deputy Vice-Chancellor, the Pro Vice-Chancellors, directors, deans, heads of departments, registrars, divisional managers, EEO target groups and all other staff.

POLICY STATEMENT

The University is committed to the provision of Equal Educational Opportunities (*EEdO*). The University opposes all forms of unfair discrimination. It recognises the value of diversity and, in line with the Human Rights Act 1993, will seek to provide equity of educational outcome for all people whatever his or her sex, marital status, religious or ethical belief, disability, age, political opinion, employment status, family status, sexual orientation or ethnic

origin. It will work to remove the causes of unfair discrimination, direct and indirect, wherever these are identified.

The University will demonstrate EEdO by equity of outcome.

The University will seek to identify and eliminate any institutional barriers that cause or perpetuate, or tend to cause or perpetuate, inequality in respect to the educational opportunities of any person or group of persons.

In accordance with the Education and Training Act 2020 the University recognises the need for a greater involvement of Maori in education and aims to fulfil its obligations to meet the educational needs of Maori.

The University encourages the greatest possible participation by the community served by it, with particular emphasis on those groups that are under-represented, such as women on non-traditional courses, people with disabilities and Pacific Island people.

The University will seek to ensure that selection criteria cannot be perceived to be a barrier to educational opportunity. Where there are more suitable applicants for a course than places available, the University will act to fulfil its commitment to EEdO.

AUT aims to overcome the historical under-representation of students from these groups by developing and implementing co-ordinated affirmative action strategies.

Responsibility for implementation of EEdO in accordance with this statement lies at all levels with the University.

Definitions

Human Rights Act 1993 makes it unlawful to discriminate on the grounds of sex (including pregnancy and childbirth), marital status, religious belief, ethical belief, colour, race, ethnic or national origin (including nationality or citizenship), disability, age, political opinion, employment status, family status and sexual orientation.

Discrimination

Direct discrimination occurs when somebody is treated unfavourably because of a protected attribute. Direct discrimination also includes detrimental acts or omissions even where there is no comparable situation.

Indirect discrimination describes the situation where an apparently neutral practice or condition has a disproportionate, negative impact on one of the groups against whom it is unlawful to discriminate, and the practice or condition cannot be justified objectively.

CHANCELLOR

PRO-CHANCELLOR

DOCUMENT MANAGEMENT AND CONTROL

Date of issue: 23 March 1992 (amended May 5, 2021)

Date this issue: 05/05/2021

Policy owner: AUT Council

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| PART A OPEN AGENDA ITEM | 3.4 |
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Council Agenda Paper

Subject: **COUNCIL CODE OF CONDUCT AND COUNCIL GOVERNANCE GUIDELINES**

Date: 11 May 2021

RECOMMENDATION:

THAT COUNCIL RECEIVE AND APPROVE THE COUNCIL CODE OF CONDUCT AND COUNCIL GOVERNANCE GUIDELINES

Background

The Council Code of Conduct and Governance Guidelines have been reviewed and updated from time to time, by Council since the adoption of the documents some years ago.

The documents have been reviewed and amended with the recommended amendments tracked. The changes for review and discussion, reflect contemporary changes in governance and the oversight responsibilities of individuals who sit on the governing boards of large, complex organisations.

COUNCIL

CODE OF CONDUCT

Purpose of this Code of Conduct

This Code of Conduct provides Council members with guidance for carrying out their responsibilities effectively, and in the best interests of the University. The Code of Conduct should be read in conjunction with any legislative requirements of Council members. The stated values and behaviours apply during meetings of Council and Council Working Group/Committees, and when dealing with other Council members, staff, students and other individuals associated with or interested in the University.

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The Code of Conduct also serves to inform the University community and associated stakeholders of the behaviours expected of Council members in performing their duties.

Code of Conduct

All Council members must:

- Act with honesty, integrity, due care and diligence in the best interests of the University.
- Discharge, the statutory responsibilities of the Council.
- Support the Vice-Chancellor in the discharge of his or her responsibilities for the management of the University.
- Be familiar with Council statutes and policies.
- Disclose all interests and avoid all conflicts of interest (refer to Council Members' Interests policy - Council Policy No. 1).
- To facilitate the disclosure and investigation of serious wrongdoing in accordance with the Protected Disclosures Act 2000.
 - A Council member who wishes to make a protected disclosure will make the disclosure to the Council Secretary, the University's Legal Counsel or the Chancellor. The procedures followed will be in accordance with the University's Protected Disclosures Policy and Protected Disclosures Procedures.
- Be familiar with the business of the University and the environment in which it operates, to enable well-informed assessment of advice tendered to Council.
- Use best endeavours to attend all Council meetings and Council Working Group/Committee meetings (of which individual Council members are a part), except where exceptional circumstances prevent this.
- Act at meetings in accordance with the rules and regulations specified in the Council Standing Orders (Council Statute No. 1).
- Ensure informed decision-making based on sufficient information, thoughtful consideration and comprehensive understanding of issues.
- Read agenda papers prior to the relevant meetings of Council or its subsidiary committees/groups.

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- ~~Vote in good faith according to what the Council member believes to be in the best interests of the University rather than as a representative of a specific constituency.~~
- Abide by and support all Council resolutions.
- Maintain the confidential nature of Council deliberations, and do not act as spokesperson for the Council or the University unless specifically authorised to do so.
- Do not misuse opportunities presented by the holding of office, nor misuse the University's property or information.

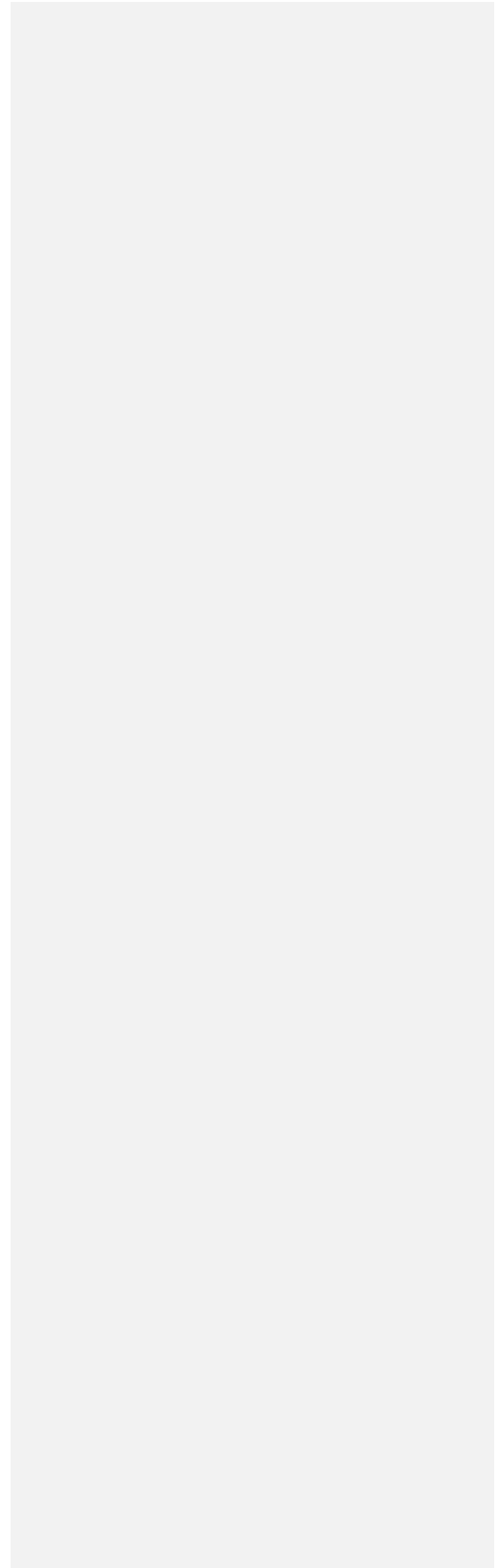
Deleted: <#>Requests for further information or additional reports (to be prepared by a University employee or otherwise) shall be passed by Council or its subsidiary committees/groups in a formal resolution.¹



COUNCIL GOVERNANCE GUIDELINES

Principles and Guidelines

Adapted from the Financial Markets Authority "Corporate Governance in New Zealand: Principles and Guidelines" December 2014 and the Ministry of Education "Review of New Zealand Tertiary Education Institution Governance" by Meredith Edwards, May 2003



CONTENTS

| | |
|---|-----|
| Introduction | S3 |
| The Principles | S4 |
| How to report Against the Principles | S5 |
| 1. Principles and Guidelines | S7 |
| 2 Council Composition and Performance | S9 |
| 3 Council Committees | S11 |
| 4 Reporting and Disclosure | S12 |
| 5 Remuneration | S13 |
| 6 Risk Management | S14 |
| 7 Auditors | S15 |
| 8 Stakeholder Relations | S16 |
| 9 Stakeholder Interests | S17 |
| 10 Support the Vice-Chancellor | S18 |

INTRODUCTION

Governance describes the structures, processes and relationships that are used by the Council when making decisions. In order to maximise the effective strategic leadership of the University, there should be a healthy and productive balance between governance and management.

The distinction between governance and management and the relationship between Council and the Vice-Chancellor is critical to effective governance. It is important, therefore, that Council and the Vice-Chancellor have a clear understanding of the respective duties, functions and powers of the other so that the University can be well governed and can operate according to its investment plan and strategic plan.

Functions and Duties of Council

The Education Act 1989 prescribes that the Council is “the governing body” of the University (s 165). Individual Council members each have the obligation to disclose any interest they may have in matters before Council (s 175), to abide by the lawful rulings of the person chairing the meetings of the Council (s 178) and to regularly attend meetings (s 174).

However, when the Council undertakes its duties, exercises its powers and performs its functions, Council acts as a single entity. Council members must, therefore, act collectively and not as individual persons. This is because it is the Council as a body that is imbued with the functions and powers provided in the Act and not its individual members.

The functions of Council (drawing on the advice of the Vice-Chancellor) are to (S180)

- appoint a Vice-Chancellor in accordance with the State Sector Act 1988 and to monitor and evaluate his or her performance;
- prepare and submit a proposed plan if the University is seeking funding under a funding mechanism that provides for funding via plans;
- if a plan is in effect to—
 - to ensure that the University is managed in accordance with that plan; and
 - to determine policies to implement that plan:
- to determine, subject to the State Sector Act 1988, the policies of the University in relation to the management of its affairs:
- to undertake planning relating to the University’s long-term strategic direction.

The duties of Council (drawing on the advice of the Vice-Chancellor and Academic Board where appropriate) are to (s 181):

- strive to ensure that the University attains the highest standards of excellence in education, training, and research;
- acknowledge the principles of the Treaty of Waitangi;
- encourage the greatest possible participation by the communities served by the University so as to maximise the educational potential of all members of those communities with particular emphasis on those groups that are under-represented among the students of the University;
- ensure that the University does not discriminate unfairly against any person;
- ensure that the University operates in a financially responsible manner that ensures the efficient use of resources and maintains the University’s long-term viability;
- ensure that proper standards of integrity, conduct, and concern for –
 - The public interest; and
 - The wellbeing of students attending the University, are maintained.

Functions of the Vice-Chancellor

Council acts collectively, however, the Vice-Chancellor acts as an individual person and is singularly responsible for undertaking his or her duties and exercising his or her powers when performing his or her functions.

The Education Act specifically separates the roles of governance and management. While the Council is to govern the University, “the academic and administrative affairs of an Institution shall be managed by the Chief Executive” (s 196).

This distinction is confirmed by the provisions of the State Sector Act 1988, which makes the Chief Executive and not the Council, the employer of all the staff of the University (s 2). The Chief Executive must also act independently in all employment matters (s 77F).

Accordingly, the Vice-Chancellor has under legislation, and otherwise should be given, the general power to exercise all reasonable functions and duties to:

- Prepare and implement the investment plan through the preparation and implementation of sound strategic and business plans;
- Ensure the necessary administrative and academic tasks are conducted for the sustainable and accountable delivery of the services and other outputs of the University;
- Establish appropriate staffing structures, policies and delegations; and
- Prepare advice and reports and ensure the administrative support necessary for Council to govern effectively.

THE PRINCIPLES

These Principles are intended to contribute to high standards of governance at the University. This will be achieved when Council implements the Principles through Council structures, processes, and actions.

Guidelines are included which set out structures and processes to help Council to achieve each Principle.

Principles and Guidelines

This document is in ten sections, each with two parts.

- 1 *The Principle* - the high level objective which Council aims to achieve in each area of governance.
- 2 *Guidelines* - structures or processes that are intended to help Council achieve each Principle and are included as suggestions. Council need not report against the Guidelines.

HOW TO REPORT AGAINST THE PRINCIPLES

The Council shall adopt a Code of Conduct which provides guidance to Council members on values and behaviours to be adopted during Council meetings.

Each year the Council will conduct an appraisal of its own performance. The appraisal will measure Council, and its members against the governance Principles. Each Council member shall also undertake an individual appraisal from time to time so that an evaluation of individual contributions to Council can be made.

To support the continued improvement of Council performance, all Council members are expected to undertake professional development. If skill gaps are identified, Council members will be provided with training and support to address them.

PRINCIPLES FOR GOVERNANCE

- 1 Council members should observe and foster high ethical standards.
- 2 There should be a balance of skills, knowledge, experience, and perspectives among Council members so that the Council works effectively.
- 3 Council should use committees where this would enhance its effectiveness in key areas while retaining Council responsibility.
- 4 Council should expect integrity in financial reporting and in the timelines and balance of disclosures on the University's affairs.
- 5 The remuneration of Council should be transparent, fair and reasonable.
- 6 Council should verify that the University has appropriate processes that identify and manage potential and relevant risks.
- 7 Council should ensure the quality and independence of the external audit process.
- 8 Council should encourage the University to develop and maintain constructive relationships with stakeholders.
- 9 Council should respect the interests of stakeholders within the context of the University's fundamental purpose.
- 10 Council should support and monitor the Vice-Chancellor in the performance of management functions, powers and duties.

1 PRINCIPLES AND GUIDELINES

1 ETHICAL STANDARDS

Principle

Each Council member should observe and foster high ethical standards.

Guidelines

- 1.1 The Council member should avoid conflicts of interest as far as this is possible.
- 1.2 The Council member should declare to the Council Secretary or to Council any actual or potential conflicts of interest.
- 1.3 Where a conflict exists the Council member must act in accordance with the terms and spirit of the Council’s Members’ Interests policy.
- 1.4 A Register of Council’s Members’ Interests will record Council members’ declared conflicts and will be updated as necessary at each Council meeting.
- 1.5 The Council member must not make improper use of information gained through the position of Council member.
- 1.6 The Council member must respect the confidentiality of Council discussions and deliberations unless otherwise agreed by Council or required by law.
- 1.7 The Council member should refrain from making public statements regarding the University that have not been previously sanctioned by Council.
- 1.8 The Council member should not participate in the day to day management of the University, other than insofar as they are a staff member of the University and to the extent that the employment duties require it.
- 1.9 The Council member should support the letter and spirit of Council decisions in discussions with all external parties including University staff.
- 1.10 The Council member should act in the best interests of the University.
- 1.11 The Council member should use his or her best endeavours to attend all scheduled meetings and to be thoroughly prepared so as to fully contribute to Council’s decision making.
- 1.12 Council should adopt a written code of conduct that sets out explicit expectations for ethical decision making and personal behaviour.
- 1.13 Council should monitor adherence to the Code and hold Council members accountable for his or her behaviour and regularly review the code.

Background

Ethical behaviour is central to all aspects of good governance and good governance structures can encourage high standards of ethical and responsible behaviour. A formal code of conduct will assist in this when it is understood by Council members and applied to decision making.

The existence of a code of conduct will not, on its own, create ethical and responsible practices. A code is a guide and reminder of expected behaviours and sets standards against which behaviours can be judged. A code is ineffective unless Council members adhere to it. A code is not fully implemented unless there is monitoring to evaluate practices against the code and the Council will need systems in place to allow it to oversee implementation of the code.

Independence of mind is a basic requirement for Council members. Each Council member should endeavour to have an independent perspective when making judgements and decisions on matters before Council. This means a Council member puts the interests of the University ahead of all other interests, including any separate management interests and those of individual stakeholders (except as permitted by law). Council members with an independent perspective are more likely to constructively challenge each other and management and thereby increase Council’s effectiveness.

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2 COUNCIL COMPOSITION AND PERFORMANCE

Principle

There should be a balance of skills, knowledge, experience, and perspectives among Council members so that the Council works effectively.

Guidelines

- 2.1 Council shall have a formal Charter, a Constitution and a Council Policies and Statutory Documents Manual that set out the responsibilities and roles of Council and the Vice-Chancellor and the policy for formal delegations.
- 2.2 Each Council member should be selected and appointed through rigorous, formal processes designed to give Council a range of relevant skills and experience.
- 2.3 Each Council member should be selected, appointed and/or retained only when Council is satisfied that they will commit the time needed to be fully effective in their role.
- 2.4 Each Council member should participate fully, frankly and constructively and make every effort to combine his or her knowledge, skills and abilities with those of other members of the Council and management.
- 2.5 Council should allocate time and resources to encouraging Council members to acquire and retain a sound understanding of their responsibilities, and this should include appropriate induction training for new appointees.
- 2.6 Council should have rigorous, formal processes for evaluating its performance, along with that of Council committees and individual Council members. The Chancellor ~~is~~ responsible to lead these processes.

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Background

Each Council member must have skills, knowledge and experience relevant to the affairs of the University. Each Council member brings particular attributes that complement those of other Council members. An effective Council requires a range and balance of relevant attributes among its members. Each Council member must be able and willing to commit time and effort needed for the position.

Efficiency and accountability are improved if the respective roles of Council and management are well understood by all. This can be assisted by the adoption of a Charter, a Constitution and a Council Policies and Statutory Documents Manual that sets out the responsibilities of Council and its members, and that includes details of any delegations made by Council and the Vice-Chancellor.

The need to achieve the right mix, and to choose Council members who can make an appropriate contribution, make Council member selection and nomination vitally important. Rigorous selection, nomination and appointment processes are needed to achieve this.

New Council members often do not have the advantage of prior knowledge of the University. This makes it important that they clearly understand their expected roles within the entity. It will be of value for a new Council member if the Council sets out its expectations of his or her role.

To be individually effective, Council members need to make themselves familiar with the University and his or her responsibilities as a Council member. Induction training and opportunities to attend Council member education can greatly assist this process.

Effectiveness can also be enhanced if Council and Council members regularly assess performance against pre-determined measures. Adoption of a Code of Conduct and monitoring of Council and its individual members will assist in evaluating Council, and Council members against the Code.

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3 COUNCIL COMMITTEES

Principle

Council should use committees where this would enhance its effectiveness in key areas while retaining Council responsibility.

Guidelines

- 3.1 Every Council committee should have clear terms of reference that set out its role and delegated responsibilities while safeguarding the ultimate decision making authority of the Council.
- 3.2 Proceedings of committees should be reported back to Council to allow other Council members to question committee members.
- 3.3 The University shall establish and maintain a Finance and Audit Committee of Council with responsibilities to:
 - recommend the appointment of external auditors;
 - oversee all aspects of the relationship; and
 - to promote integrity in financial reporting.
- 3.4 The Finance and Audit Committee should comprise:
 - Council members;
 - at least one member who is a chartered accountant or has another recognised form of financial expertise; and
 - a Chair who is not the Chancellor.

Background

Council committees can significantly enhance the effectiveness of the Council through closer scrutiny of issues and more efficient decision making. Committees enable Council to make maximum use of particular skills, knowledge and experience of Council members. In addition, they can be a means of apportioning workload.

A committee must have an effective relationship with Council as a whole. Committee members must clearly understand the committee's purpose and role. Clear terms of reference agreed by Council is an efficient way to achieve this.

The accountability of Council as a whole must be maintained, including in relation to work undertaken by committees. Council must be well informed about decisions for which it retains ultimate responsibility. For this reason, it is important that the proceedings of committees are reported back to Council, and time is given for any Council member who is not on the committee to comment on, or seek an explanation from the committee.

Financial reporting and audit processes are a key area of Council responsibility. As with other committees, the role of the Finance and Audit Committee needs to be clearly established. This can be achieved by formal terms of reference, including responsibility for recommending the appointment of external auditors, overseeing the auditor relationship and promoting the integrity of financial reporting.

4 REPORTING AND DISCLOSURE

Principle

Council should expect integrity both in financial reporting and in the timelines and balance of disclosures on University affairs.

Guidelines

- 4.1 Council should have a process for assuring members of the quality and integrity of financial reports including relevance, reliability, comparability and timeliness.
- 4.2 Reports should, in addition to all information required by law, include sufficient information to enable stakeholders to be informed on the affairs of the University.
- 4.3 The Chancellor, Vice-Chancellor and General Manager, Finance and Resources should certify in the published financial reports that these comply with generally accepted accounting standards and present a true and fair view of the financial affairs of the University.
- 4.4 The University should make its Code of Conduct, Council committee terms of reference and other standing documents important to governance, available to interested stakeholders.

Background

High standards of reporting and disclosure are essential for proper accountability. Accountability is a principal incentive for good governance. Reporting and disclosure encompasses both financial reporting and reporting on other affairs of the University, including governance structures, processes and actions.

The quality and integrity of financial reports are reflected in their relevance, reliability, and comparability and in how understandable they are. Other disclosures must be balanced and timely. Legal and regulatory requirements establish baseline expectations for reporting and disclosure. Good governance includes compliance with those requirements and a commitment to ensuring that the recipients of University reports are sufficiently informed to allow them to assess the University and the Council.

The University should have internal controls and processes to enable Council members to satisfy themselves of the quality of financial reporting. These processes should include certification by the Vice-Chancellor and General Manager, Finance and Resources. Council members will rely on management assurances about the accuracy and completeness of financial reports.

5 REMUNERATION

Principle

The remuneration of each Council member should be transparent, fair, reasonable and within statutory requirements.

Guidelines

Council should have a clear process for agreeing to Council members' honorarium.

Background

Adequate remuneration is necessary to attract, retain and motivate high quality Council members.

It is important that Council has policies and processes for setting remuneration, within government guidelines for remuneration.

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6 RISK MANAGEMENT

Principle

Council should ensure that the University has processes that identify and manage potential and relevant risks.

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Guidelines

- 6.1 Council should ensure that the University operates processes for risk management and internal control.
- 6.2 Council should receive from management reports on the operation of risk management and internal control processes of the University.

Background

The University is faced with a range of risks that it needs to identify and manage and/or avoid.

The University needs to have processes to identify, monitor and manage risks so that management can be properly informed and can implement systems of internal control that are responsive to the identified risks.

Effective processes will identify and accommodate the types of risks that the University is likely to face, including legal compliance, financial, operational, technological and other risks, and environmental risks.

7 AUDITORS

Principle

Council should ensure the quality and independence of the external audit process.

Guidelines

- 7.1 Council should inform itself fully on the responsibilities of external auditors.
- 7.2 Council should satisfy itself that there is no relationship between the external auditor and the University or any related person that could compromise the independence of the auditor, and should require confirmation of this from the auditor.
- 7.3 Council should facilitate full and frank dialogue among its Finance and Audit Committee, the external auditors and management.
- 7.4 Council should report annually on the amount of fees paid to auditors, and should differentiate between fees for audit and fees for individually identified non-audit work.

Background

External auditing is critical for integrity in financial reporting. To properly perform their role, auditors must observe the professional requirements of independence, integrity, and objectivity. They need to have access to all relevant information and individuals within the University that play a role in its financial reporting processes.

Council and the auditors are jointly responsible for ensuring that the University's audit is conducted in the context described above. Good governance requires structures that promote auditors' independence from Council and management, protect auditors' professional objectivity in the face of other potential pressures, and facilitate access to information and personnel.

The Finance and Audit Committee has a crucial role in selecting and recommending appointment of auditors and in overseeing all aspects of their work.

The Finance and Audit Committee also has a crucial role when complaints arise in the auditor-client relationship, or in any other aspect of auditing. The committee should have a defined process for dealing with complaints from auditors, for example over access to relevant information held by management. The committee should also be open to the views of employees or others who believe auditor independence and objectivity is, or might be compromised.

8 STAKEHOLDER RELATIONS

Principle

Council should encourage the University to develop and maintain constructive relationships with stakeholders.

Guidelines

- 8.1 Council should ensure that there are clear published policies for stakeholder relations that communicate the goals, strategies and performance of the University.
- 8.2 The University should maintain an up-to-date website, providing
 - a description of its business and structures;
 - a commentary on goals, strategies and performance; and
 - key governance documents.

Background

Certain matters of the University require government approval. The University will be better placed to attract the capital and support it needs, and to demonstrate accountability, if relations are co-operative and mutually responsive.

Good governance requires structures and behaviour that promote good relations through effective communications. Council can enhance this relationship encouraging appropriate participation.

Steps that can be taken include:

- providing clear explanations of performance, strategies and goals, and material risks;
- websites that have up-to-date information on operations and structures and governance documents, reports, past announcements and performance; and
- use of electronic technologies to make information more accessible.

9 STAKEHOLDER INTERESTS

Principle

Council should respect the interests of stakeholders within the context of the University's Charter.

Guideline

- 9.1 Council should promote and be an advocate of the University to the wider community and stakeholders.
- 9.2 Council should have clear policies for its relationships with significant stakeholders.
- 9.3 Council should enhance and broaden the links between the University and the community and stakeholders.
- 9.4 Council should regularly assess compliance with these policies to ensure that conduct towards stakeholders complies with its Code of Conduct and the law and is within broadly accepted social, environmental, and ethical norms taking into account the interests of stakeholders.

Background

The University has stakeholders who contribute to its performance in different ways. Examples include employees, customers, creditors, suppliers, the community and others. Legal obligations and relevant social, ethical and environmental factors need to be taken into account when considering the interests of stakeholders.

Stakeholder interests have a particular significance for the University. The University operates on public funding, and needs to pay careful attention to its public stakeholders. While the principal reporting of the University is to the Crown, public accountability will be enhanced if it also reports on how it has served the interests of the community.

10 SUPPORT AND MONITOR THE VICE-CHANCELLOR

Council should support and monitor the Vice-Chancellor in the performance of management functions, powers and duties.

Guidelines**10.1** The Chancellor is responsible for:

- The conduct of Council business and the order of meetings;
- Acting as a spokesperson for Council in respect of governance issues;
- Ensuring the Council directs its work to its responsibilities for governance;
- Acting as guardian of the character and conduct of Council;
- Determining the agenda for meetings and ensuring, through the Vice-Chancellor and the Secretary, that the Council has necessary information to undertake effective decision-making.
- Ensuring, through the Secretary and Vice-Chancellor, Council decisions are implemented; and
- Acting where appropriate, as liaison between Council and management mainly through relating to the Vice-Chancellor.

10.2 Council is responsible for:

- Electing a Chancellor;
- Appointing a Vice-Chancellor and reviewing his or her performance;
- Providing broad strategic directions for the University;
- Considering and forming a view on management's recommendations and reports and subjecting them to appropriate governance scrutiny;
- Exercising its discretion in the interests of the University and according to its duties and responsibilities;
- Ensuring the high standing of the University in regard to its stakeholders and community, and
- Succession planning for Council membership.

10.3 The Vice-Chancellor is responsible for:

- Providing strategic leadership to the University by advising Council on its strategic direction;
- Encouraging excellence, quality, innovation, enterprise and a collegial spirit at the University;
- Acting as a spokesperson for the University on academic and administrative matters;
- Managing the University within the reasonable limits to authority that are set by Council;
- Ensuring that appropriate quality assurance processes are in place;
- Delegating within an effective management structure, the conduct of business as appropriate;
- Ensuring that Council is provided with the background information to support members in the discharge of their governance responsibilities;
- Ensuring that Council is thoroughly informed of administrative or academic implications, fiduciary, and other obligations, risks or legal constraints which

affect the operations of the University, policy recommendations and strategic direction;

- Working with the Chancellor to ensure that Council, Council committees and management work together in the best interests of the University and in an atmosphere of trust and respect;
- Ensuring that the University is represented amongst its various constituencies in a manner that promotes its best interests; and
- Building collaborative relationships at community, regional and national level in order to advance the University's contribution to regional and national goals.

Background

The distinction between governance and management and the relationship between Council and the Vice-Chancellor is critical to effective governance.

The Council should provide frank and honest advice to the Vice-Chancellor and support the Vice-Chancellor to be successful in his or her role. Advice should be constructive and provided in a positive manner. The Vice-Chancellor should provide advice to Council on the University's strategic direction.

Council should set the broad framework within which the Vice-Chancellor and the executive team can operate and guide and monitor the strategic development and policy issues of the University. Council should not involve itself with management of business and financial strategic plans.

In relation to strategic thinking and direction there may be some necessary overlap between the roles of Council and management. It is important, therefore, that Council and management are clear on the roles of and responsibilities of each and where any shared responsibilities lie.

The Chancellor and Vice-Chancellor must understand that the roles of each differ and that these roles require different skills. The Chancellor manages Council whereas the Vice-Chancellor manages the University under authority delegated by Council.

The Chancellor should act as a mentor and have a close working relationship with the Vice-Chancellor. The Chancellor must manage the relationship and should support the Vice-Chancellor. The Chancellor should also provide advice from time to time to the Vice-Chancellor.

The Chancellor should also support the relationship between the Vice-Chancellor and the Council as this relationship will be fundamental to the success of the University. While the Vice-Chancellor can receive advice from individual Council members it is important that Council understand that only the Council as a whole may instruct the Vice-Chancellor. The Vice-Chancellor in turn, reports to Council as a whole and not to its individual members.

| | |
|-----------------------------|------------|
| PART A | 4.1 |
| OPEN AGENDA ITEM | |

Council Agenda Paper

Subject: **MINUTES PART A OF THE COUNCIL MEETING HELD ON 29 MARCH 2021**

Date: 29 March 2021

RECOMMENDATION:

THAT THE MINUTES PART A OF THE COUNCIL MEETING HELD ON 29 MARCH 2021 BE CONFIRMED AS A TRUE AND CORRECT RECORDS.



MINUTES

Council Meeting

Meeting held Monday 29 March 2021 at 3.30 pm
Council Room, WA Building, AUT City Campus, 55 Wellesley St East

PRESENT: R Campbell (Chair); P Alley; R Blair; C Cook; S Lui; D McCormack; E Pio; J Schofield; J Smith; P Treacy; S Turner and S Wendt

** Apologies for lateness / ** Apologies for early departure*

SECRETARY: A Vujnovich, Council Secretary

IN ATTENDANCE: K McPherson (Deputy Vice Chancellor), L Williams (Chief Financial Officer), S Shergill (Council Co-ordinator). B Bundy (Group Director, People & Culture) and D Pinchen (Director, Health Safety & Wellbeing) for Item 12. H Rayner (Senior Planning Analyst) for Item 16.

PART A OPEN AGENDA

1 WELCOME AND APOLOGIES

NO APOLOGIES WERE RECEIVED

2 DECLARATION/RECORDING OF INTERESTS

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 s175 of the Education Act 1989.

Resolved

THAT THE DECLARATIONS BE NOTED AND THE ACTIONS TAKEN BE ENDORSED

3 CONFERRMENT OF DEGREES

Resolved

THAT COUNCIL APPROVE THE CONFERRAL OF THE LISTED AWARDS TO GRADUANDS NAMED HAVING COMPLETED THE REQUIREMENTS OF THE AWARD AND HAVING AND APPLIED TO RECEIVE THE AWARD

4 COUNCIL MEETINGS AND MINUTES OF PREVIOUS MEETING(S)

4.1 Minutes of the previous meeting

Received

Draft Minutes (Part A Open Agenda), of the Council meeting (Annual General Meeting and Formal Council Meeting) on 22 February 2021

Resolved

THAT THE MINUTES (PART A OPEN AGENDA) OF THE COUNCIL MEETING (ANNUAL GENERAL MEETING AND FORMAL COUNCIL MEETING) ON 22 FEBRUARY 2021 BE TAKEN AS READ AND

4.2 MATTERS ARISING

There were no matters arising from the Minutes (Part A Open Agenda), of the Minutes of 22 February 2021 not elsewhere on the Agenda

5 VICE CHANCELLOR REPORT

Received

The Vice Chancellor's Report

Noted in discussion

Graduation

- Seven graduation ceremonies were delivered over three days (15 – 17 March) at Spark Arena
- Largest graduation in AUT's history, with over 4,200 graduands. Over 160 staff volunteered.
- The ceremonies were an accumulation of the 2020 Winter and Summer Graduations, which were both postponed due to COVID-19.

LMS

- Current planning would see CANVAS go live Semester One 2022
- A number of fixed term positions have been offered, including the recruitment of seven internal applicants. Interviews for external candidates have also taken place.
- Discussion on workload for academic staff to convert to new system.

Orientation

- Over 3,470 students attended AUT's Orientation programme, with North Campus orientation attracting over 1,200 students – the largest attendance on this campus to date.

Māori and Pacific

- The Office of Māori Advancement have developed and implemented Ngā Rā Whakaterā (days of enlightenment), a series of programmes to assist Māori students new to AUT in the first six weeks of university life. The programme started in March with Orientation activities that included students and their whānau.

New students

- High school career advisors visited AUT last week. Activities and tour received very well.

Honorary Awards

- The University's recipients of distinguished and honorary awards be acknowledged by the Vice Chancellor and by Council.
- 2 of the new fellows are Māori professors.

Ranking and Staff Appointments

- The Time Higher Education recently issued subject rankings with AUT having 12 subjects regarded as world standard.
- Business school awarded EQUIS accreditation by European Foundation for Management Development (EFMD).
- New senior appointments include;
 - The Director of Strategy and Planning – Megan Skinner;
 - The Deputy Vice Chancellor (Academic) – applications have now closed;
 - The Dean Faculty of Health and Environment Sciences – under advertisement.
- A letter to go out from the Council to new senior staff as a welcome to AUT.
- A Council member will sit on the panel for senior staff selection process. The Chancellor will consult with Council in regard to who should sit on each panel.

EFTS 2021

- Recent EFTS predications for 2021 enrolments indicate an increase in domestic students and an increase in Māori and Pacific applicants. There is a decrease in international full fee paying students.
- Budget does not assume any SAC funding. If funding is received it will be added on.
- TEC has indicated an increase in EFTS funding for the tertiary sector, which will be distributed competitively. AUT will stand out for potential funding due to growing areas such as STEM, health, Māori and Pacific.

Resolved

THAT THE VICE-CHANCELLOR'S REPORT TO COUNCIL BE RECEIVED.

6 CHANCELLOR'S REPORT

- The Chancellor thanked the Vice Chancellor, Deputy Vice Chancellor and AUT staff for their welcome and Pōwhiri.
- The Chancellor acknowledged James Schofield for his years of contribution as Chair of Finance and Audit Committee and his final role as presenting the 2020 Annual Report. The Chancellor attended the graduation ceremonies and was impressed by the diversity. Additionally, the Chancellor has attended the engineering careers fair, met with AUT Ventures and SSHOC. Chancellor will continue to meet with as many sectors of the University as he is able.

7 PART A – REPORTS FROM BOARD, COMMITTEES AND WORKING GROUPS OF COUNCIL

7.1. Report from the Chancellor's Committee on Māori and Pacific Matters
No Report

7.2 Report from the Academic Board 22 February 2021
Received
Report from the Academic Board and Draft Minutes of the meeting held on 22 February 2021

Noted in Discussion

- An interim Code of Conduct has been approved and a draft Code of Conduct is being prepared through the Graduate Research School. This should be available to the next Academic Board meeting.
- The Deputy Vice Chancellor is discussing with the Director of Strategy and Planning, the scope of the University's interactions with the Pacific community and how this be developed, either through the appointment of a professor or by other methods.

Resolved

THAT THE REPORT FROM THE ACADEMIC BOARD AND MINUTES, 22 FEBRUARY 2021 BE RECEIVED

8 CORRESPONDENCE REFERRED BY THE CHANCELLOR

No correspondence was referred.

9 OTHER MATTERS FOR DECISION OR NOTING

9.1 Update from AUTSA
Received
Verbal Report and Power Point Presentation from Sisifa Lui (President of AUTSA), Ashley Kirkness (Communities Manager) and Justin Hu (DEBATE Mag).

Noted in Discussion

- AUTSA is encouraging students and AUTSA members to attend Council meetings.
- AUTSA engages with student communities through sub committees and different student leaders for different areas. For example, academic representation is through the elected representatives, class representatives, the Vice President and professional support staff.
- Feedback is received through AUTSA social media, AUTSA advocacy team and DEBATE magazine. There is also the lived experience of being a student.
- The role includes listening to the student voice, investigating the realities and advocating in a way that addressing the underlying needs.
- AUTSA is looking forward to providing ongoing reports to Council through 2021.
- AUTSA to send dates of upcoming meetings and events that Council can attend.

Resolved

THAT THE REPORT FROM THE PRESIDENT OF AUTSA BE RECEIVED

10 GENERAL BUSINESS

RESOLUTION TO EXCLUDE THE PUBLIC

THAT THE PUBLIC BE NOW EXCLUDED FROM PART B OF THIS MEETING, AND THAT THE FOLLOWING MATTERS BE DISCUSSED WITHOUT PUBLIC DISCLOSURE.

THIS RESOLUTION IS MADE IN RELIANCE ON SECTION 48(1)(A) OF THE LOCAL GOVERNMENT OFFICIAL INFORMATION AND MEETINGS ACT 1987 AND THE PARTICULAR INTEREST OR INTERESTS PROTECTED BY SECTION 6 OR SECTION 7 OF THAT ACT OR SECTION 6 OR SECTION 7 OR SECTION 9 OF THE OFFICIAL INFORMATION ACT, AS THE CASE MAY REQUIRE, WHICH WOULD BE PREJUDICED BY THE HOLDING OF THE WHOLE OR RELEVANT PART OF THE PROCEEDINGS OF THE MEETING IN PUBLIC ARE AS FOLLOWS:

1. **TO PROTECT INFORMATION WHERE THE MAKING AVAILABLE OF THE INFORMATION WOULD BE LIKELY UNREASONABLY TO PREJUDICE THE COMMERCIAL POSITION OF THE UNIVERSITY.**
2. **TO ENABLE THE UNIVERSITY TO CARRY OUT, WITHOUT PREJUDICE OR DISADVANTAGE, COMMERCIAL ACTIVITIES OR NEGOTIATIONS.**
3. **TO PROTECT THE PRIVACY OF PERSONS REFERRED TO IN THE RECOMMENDATIONS AND TO MAINTAIN THE CONFIDENTIALITY OF THOSE RECOMMENDATIONS.**
4. **TO ENABLE FREE AND FRANK DISCUSSIONS.**
5. **TO PREVENT THE DISCLOSURE OR USE OF OFFICIAL INFORMATION FOR IMPROPER GAIN OR ADVANTAGE.**

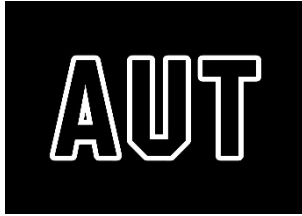
AND THAT A VUJNOVICH, J THOMPSON, K MCPHERSON, L WILLIAMS, , S SHERGILL AND H RAYNER (FOR ITEM 16), B BUNDY AND D PINCHEN (FOR ITEM 12) BE PERMITTED TO REMAIN AT THIS MEETING, AFTER THE PUBLIC HAS BEEN EXCLUDED, BECAUSE OF THEIR KNOWLEDGE OF THE MATTERS TO BE DISCUSSED IN THE PROCEEDINGS WHILE THE PUBLIC ARE EXCLUDED. THIS KNOWLEDGE, WHICH WILL BE OF ASSISTANCE IN RELATION TO THE MATTERS TO BE DISCUSSED, IS RELEVANT TO THESE MATTERS BECAUSE THEY RELATE TO ASPECTS OF THE ADMINISTRATION OF AUT FOR WHICH THOSE PERSONS ARE RESPONSIBLE.

| General subject of each matter to be considered | Reason for passing this resolution in relation to each matter. The public conduct of each item below would be likely to result in the disclosure of information for which good reason for withholding would exist under the sections of the OIA identified below. | Ground(s) under section 48(1) for the passing of this resolution |
|--|---|--|
| 11. Council Minutes Part B of the meeting held on 22 February 2021 | s 9(2)(b)(ii) and s 9(2)(i) | LGOIMA s48(1)(a)(ii) |
| 12 Health, Safety & Wellbeing report | s 9(2)(a) and s 9(2)(b)(ii) | LGOIMA s48(1)(a)(ii) |
| 15 Report from Council Finance and Audit Committee | s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k) | LGOIMA, s48(1)(a)(ii) |
| 16. 2020 Annual Report | s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k) | LGOIMA, s48(1)(a)(ii) |

| | | |
|---|--|-----------------------|
| 17. Vice Chancellor Update on Current Matters | s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k) | LGOIMA, s48(1)(a)(ii) |
| 20. Council Working Group | s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k) | LGOIMA, s48(1)(a)(ii) |
| 21. Other Business | s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k) | LGOIMA, s48(1)(a)(ii) |

Item 4.2 Matters Arising from the Minutes Part A

| COUNCIL AGENDA ITEM | ACTION | Who | Status |
|--------------------------|--|---|--|
| 28 September 2020 | 7.1 Chancellor's Report <ul style="list-style-type: none"> The Chancellor was pleased with the Council Working Group meeting with Year 13 students and requested to catch up with the same students next year for a follow up. | Council Secretary | First Quarter 2021 Closed |
| 22 February 2021 | 5. Vice Chancellor's Report <ul style="list-style-type: none"> The Maori and Pacific strategy will be considered by the Chancellor's Committee on Maori and Pacific Matters throughout the 2021 year. On behalf of AUTSA, the President requested management to reduce its projected surplus in 2021 and direct saved funds as additional funds allocated to the offices of Maori and Pacific Advancement. Management will consider this request in accordance with other factors impacting the 2021 budget. In 2021, a Council meeting will be hosted in AUT's wharenuui. | Council Secretary Vice Chancellor Tumuaki / Dean Te Ara Poutama | 2021 First Quarter 2021 First Quarter 2021 |
| 29 March 2021 | 5. Vice Chancellor's Report <ul style="list-style-type: none"> The University's recipients of distinguished and honorary awards be acknowledged by the Vice Chancellor and by Council. A Council member will sit on the panel for senior staff selection process. The Chancellor will consult with Council in regard to who should sit on each panel. | Vice Chancellor's Office | First Quarter 2021 Closed |



| | |
|-------------------------------|-----|
| PART A OPEN AGENDA ITEM | 4.3 |
|-------------------------------|-----|

Council Agenda Paper

Subject: **2020 AUT Annual Report Amendments**

Date: 14 April 2021

RECOMMENDATION:

THAT COUNCIL RETROSPECTIVELY APPROVE THE FOLLOWING AMENDMENTS TO THE 2020 ANNUAL REPORT:

- *“FINANCIAL INFORMATION AND ADVICE”, COMPULSORY STUDENT SERVICES FEE AND TOTAL REVENUE FROM 519 TO 90;*
 - *TOTAL EXPENSES FROM 577 TO 100, WITH THE DEFICIT CHANGING FROM (58) TO (10); AND*
 - *“FINANCIAL HARDSHIP SUBSIDY”, COMPULSORY STUDENT SERVICES FEE AND TOTAL REVENUE FROM 253 TO 682; AND*
 - *TOTAL EXPENSES FROM 281 TO 758, WITH A DEFICIT CHANGING FROM (28) TO (76).*
-

Background

Council approved the 2020 Annual Report in the meeting on 29th March 2021.

There has been a minor amendment to the Annual Report that was approved by Council. The change is to the table describing “Financial support and advice” at page 63. The change is to “Financial information and advice”, *Compulsory student services fee and Total Revenue* from 519 to 90, and *Total expenses* from 577 to 100, with the deficit changing from (58) to (10), and to “Financial hardship subsidy”, *Compulsory student services fee and Total Revenue* from 253 to 682, and *Total expenses* from 281 to 758, with a deficit changing from (28) to (76).

The original version, with errors highlighted is copied below:

| | \$000s | | | | |
|--|---------------------------------|--------------|---------------|----------------|--------------------|
| | Compulsory student services fee | Other | Total revenue | Total expenses | Surplus/ (deficit) |
| AUTSA SERVICE LEVEL AGREEMENT | | | | | |
| Advocacy and legal advice | 413 | - | 413 | 360 | 53 |
| Class representation | - | - | - | 88 | (88) |
| Advocacy | - | - | - | 133 | (133) |
| Legal advice – tenancy | - | - | - | 139 | (139) |
| Clubs and societies | 179 | - | 179 | 181 | (2) |
| Grants | - | - | - | 15 | (15) |
| Activities | - | - | - | 166 | (166) |
| Media | 431 | - | 431 | 403 | 28 |
| Print media – Debate magazine | - | - | - | 98 | (98) |
| Online | - | - | - | 305 | (305) |
| Employment information | 20 | - | 20 | 20 | - |
| Student Job Search | - | - | - | 20 | (20) |
| Sports, recreation and cultural services | 499 | - | 499 | 518 | (19) |
| AUTSA O Week | - | - | - | 148 | (148) |
| Recreational activities and events | - | - | - | 303 | (303) |
| Student on-campus events | - | - | - | 67 | (67) |
| Financial support and advice | 55 | - | 55 | 69 | (14) |
| Foodie Godmother | - | - | - | 69 | (69) |
| TOTAL AUTSA SERVICE LEVEL AGREEMENT | 1,597 | - | 1,597 | 1,551 | 46 |
| AUT SERVICES | | | | | |
| Careers information, advice, and guidance | 1,311 | 2 | 1,313 | 1,459 | (146) |
| Employability lab and support | 1,311 | 2 | 1,313 | 1,459 | (146) |
| Counselling and pastoral care | 5,658 | 498 | 6,156 | 6,786 | (630) |
| Mental health and counselling services | 1,116 | 23 | 1,139 | 1,263 | (124) |
| Disability services | 765 | 468 | 1,233 | 1,318 | (85) |
| Student advisory pastoral support | 945 | - | 945 | 1,050 | (105) |
| Student wellbeing | 1,327 | - | 1,327 | 1,475 | (148) |
| Student conduct and support | 336 | - | 336 | 373 | (37) |
| Māori student pastoral care | 507 | 7 | 514 | 571 | (57) |
| Pacific student pastoral care | 413 | - | 413 | 459 | (46) |
| Orientation and transition | 249 | - | 249 | 277 | (28) |
| Financial support and advice | 772 | - | 772 | 858 | (86) |
| Financial information and advice | 519 | - | 519 | 577 | (58) |
| Financial hardship subsidy | 253 | - | 253 | 281 | (28) |
| Health services | 983 | 709 | 1,692 | 1,802 | (110) |
| Medical health centres | 983 | 709 | 1,692 | 1,802 | (110) |
| Childcare services | 153 | 619 | 772 | 789 | (17) |
| Childcare subsidy | - | - | - | - | - |
| Childcare centre | 153 | 619 | 772 | 789 | (17) |
| Sports, recreation and cultural services | 1,217 | 423 | 1,640 | 1,775 | (135) |
| Competitive sports | 240 | 22 | 262 | 289 | (27) |
| Gyms and recreation | 722 | 401 | 1,123 | 1,203 | (80) |
| Diversity and cultural engagement | 255 | - | 255 | 283 | (28) |
| TOTAL AUT STUDENT SERVICES | 10,094 | 2,251 | 12,345 | 13,469 | (1,124) |
| TOTAL | 11,691 | 2,251 | 13,942 | 15,020 | (1,078) |

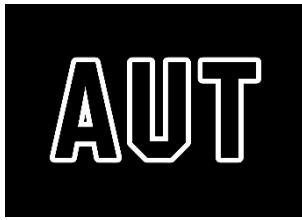
The administration of Compulsory Student Services Fees is integrated within the University's normal operations. All income and expenditure associated with the provision of student services is separately accounted for in the University's accounting system.

And here is the updated version, with the corrected figures highlighted:

| | \$000s | | | | |
|--|---------------------------------|--------------|---------------|----------------|-------------------|
| | Compulsory student services fee | Other | Total revenue | Total expenses | Surplus/(deficit) |
| AUTSA SERVICE LEVEL AGREEMENT | | | | | |
| Advocacy and legal advice | 413 | - | 413 | 360 | 53 |
| Class representation | - | - | - | 88 | (88) |
| Advocacy | - | - | - | 133 | (133) |
| Legal advice – tenancy | - | - | - | 139 | (139) |
| Clubs and societies | 179 | - | 179 | 181 | (2) |
| Grants | - | - | - | 15 | (15) |
| Activities | - | - | - | 166 | (166) |
| Media | 431 | - | 431 | 403 | 28 |
| Print media – Debate magazine | - | - | - | 98 | (98) |
| Online | - | - | - | 305 | (305) |
| Employment information | 20 | - | 20 | 20 | - |
| Student Job Search | - | - | - | 20 | (20) |
| Sports, recreation and cultural services | 499 | - | 499 | 518 | (19) |
| AUTSA O Week | - | - | - | 148 | (148) |
| Recreational activities and events | - | - | - | 303 | (303) |
| Student on-campus events | - | - | - | 67 | (67) |
| Financial support and advice | 55 | - | 55 | 69 | (14) |
| Foodie Godmother | - | - | - | 69 | (69) |
| TOTAL AUTSA SERVICE LEVEL AGREEMENT | 1,597 | - | 1,597 | 1,551 | 46 |
| AUT SERVICES | | | | | |
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| Employability lab and support | 1,311 | 2 | 1,313 | 1,459 | (146) |
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| Disability services | 765 | 468 | 1,233 | 1,318 | (85) |
| Student advisory pastoral support | 945 | - | 945 | 1,050 | (105) |
| Student wellbeing | 1,327 | - | 1,327 | 1,475 | (148) |
| Student conduct and support | 336 | - | 336 | 373 | (37) |
| Māori student pastoral care | 507 | 7 | 514 | 571 | (57) |
| Pacific student pastoral care | 413 | - | 413 | 459 | (46) |
| Orientation and transition | 249 | - | 249 | 277 | (28) |
| Financial support and advice | 772 | - | 772 | 858 | (86) |
| Financial information and advice | 90 | - | 90 | 100 | (10) |
| Financial hardship subsidy | 682 | - | 682 | 758 | (76) |
| Health services | 983 | 709 | 1,692 | 1,802 | (110) |
| Medical health centres | 983 | 709 | 1,692 | 1,802 | (110) |
| Childcare services | 153 | 619 | 772 | 789 | (17) |
| Childcare subsidy | - | - | - | - | - |
| Childcare centre | 153 | 619 | 772 | 789 | (17) |
| Sports, recreation and cultural services | 1,217 | 423 | 1,640 | 1,775 | (135) |
| Competitive sports | 240 | 22 | 262 | 289 | (27) |
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| Diversity and cultural engagement | 255 | - | 255 | 283 | (28) |
| TOTAL AUT STUDENT SERVICES | 10,094 | 2,251 | 12,345 | 13,469 | (1,124) |
| TOTAL | 11,691 | 2,251 | 13,942 | 15,020 | (1,078) |

The administration of Compulsory Student Services Fees is integrated within the University's normal operations. All income and expenditure associated with the provision of student services is separately accounted for in the University's accounting system.

The Annual Report as corrected is on AUTi, at: <https://auti.aut.ac.nz/governance/strategyperf/Annual%20Reports/AUT%20Annual%20Report%202020%20-%20Digital-v3.pdf> and on AUT's website: <https://www.aut.ac.nz/about/auts-leadership/official-aut-publications>



| | |
|---------------------------------|----------|
| PART A | 5 |
| OPEN AGENDA ITEM | |

Council Agenda Paper

Subject: **VICE CHANCELLOR'S REPORT**

Date: **24 May 2021**

RECOMMENDATION:

THAT THE VICE CHANCELLOR'S REPORT TO COUNCIL BE RECEIVED.

IMPORTANT UPDATES

1. Actions following the Independent Review

Progress has continued on responses to the Review's findings and recommendations, including:

- A staff Q&A that I hosted with Beth Bundy, Group Director People and Culture, and independent advisor Shayne Mathieson from Top Drawer Consultants, took place on Teams.
- Over 200 people-leaders have now registered for manager training on harassment and bullying with external advisor Shayne Mathieson.
- Staff have been invited to submit an Expression of Interest to serve as a member of the Cultural Change Transition Group (CCTG). The Terms of Reference for the CCTG have also been made available.
- The interim independent Advisory and Resolution Lead, which was set up to deal with concerns while the Employee Advisory and Response Service (EARS) is being established, has received 13 enquiries to date. Only one department has been represented more than once, and one person. Seven cases are currently active.
- A first draft of the sexual harassment policy is in consultation with key groups in the university before being finalised. The new policy replaces and updates the aspects on sexual harassment that are currently incorporated in our general harassment policy.

2. Advancement

The University has re-established an advancement programme to create new philanthropic and industry partnerships. Working closely with the AUT Foundation, faculties, and the Alumni Relations team the Advancement operation has three key streams: bequest campaigns, stewardship of donors and major gifts

Considerable work has been done to rejuvenate the old advancement database, update the list of past donors, review the structure of the AUT Foundation, start developing a Major Gifts

prospect list, and create promotional collateral. The revenue challenges wrought by COVID-19 make this operation more important than ever.

UPDATES ON STRATEGIC THEMES IN AUT DIRECTIONS 2025

THEME 1: CREATING EXCEPTIONAL LEARNING EXPERIENCES

- After postponing both graduation ceremonies last year due to changes in alert levels, we celebrated students' success at a combined graduation at Spark Arena. Over 4,000 students, including 85 doctoral candidates, were granted their qualifications as they crossed the stage. Seven ceremonies were held across three days and attracted over 20,000 friends and whānau, the largest audience we have ever accommodated.
- On 30 April I attended the launch at South Campus of Te Ara o Hine/Tapu Ora, a new initiative in midwifery education, announced by Associate Minister of Health Dr Ayesha Verrall before a huge crowd. The \$6 million government-funded initiative is aimed at increasing the disproportionately low number of Māori and Pacific midwives and is the result of work led by AUT Midwifery in collaboration with the other four midwifery schools at VUW, Otago Polytechnic, Wintec, and Ara. The funding, spread over the next four years, will go to recruitment and support of Māori and Pacific midwifery students. AUT holds the contract with the Ministry of Health and will have MoU's with the other four schools.
- The AUT Edge Award is now five years old. Launched in 2016 to develop students' co-curricular capabilities, it challenges and encourages students to develop skills through volunteering, leadership and employability activities. To date, over 300 students have participated, contributing over 100,000 hours into their local communities.
- Work to replace AUT's current Blackboard with Canvas is progressing with the first transition cycle well underway. The next phase will begin on 31 May. The project team are rolling out presentations on the implementation project throughout the university, and these are being well received. The transition to Canvas is a massive opportunity to enhance the experience of teaching and learning for students and for our teaching staff. On top of that, the transition to Canvas is essential because Blackboard will not be available beyond the expiry of our user contract next year, and this has been a key driver in establishing the implementation timeframe. (Refer also Appendix 4: LMS Project Update).
- AUT, through the Faculty of Design and Creative Technologies and the Faculty of Maori and Indigenous Development, has signed a new student exchange agreement with Swinburne University of Technology. The agreement will enable students to go on an exchange at Swinburne for one year. Due to COVID-19, the two institutions will initially work on virtual collaborative projects while student mobility is restricted.

THEME 2: DISCOVERY AND APPLICATION OF KNOWLEDGE FOR WELLBEING AND PROSPERITY

1. Research contracts – status update

| | YTD \$ New Signed Research Contracts | |
|---------------------|--------------------------------------|--------|
| | 2021 | 2020 |
| Value (\$) | \$7.2M | \$4.7M |
| Number of contracts | 30 | 37 |

- Eight of the contracts in the table with a total value of \$1.5M were signed in April.
- Twenty-three proposals were submitted to different funders in April.
- In addition to those a further 13 research projects have been accepted by funders and are at different stages of negotiation prior to signing, with an approximate value of \$6.6M.

2. Recent grants awarded have included:

Health Research Council (HRC):

Three out of five AUT proposals were successful in the latest HRC Emerging Researcher funding round, totalling \$620,000.

3. Research activity highlights

- Dr Mangor Pedersen, School of Clinical Sciences, is the AI Lead on the ground-breaking Australian Epilepsy Project (AEP). The AEP team is a consortium of world-leading experts in neuroimaging, genetics, and neuropsychology. Their aim is to change the lives of 4000 people living with seizures and supercharge MedTech by 2025 – resulting in fewer seizures, fewer deaths, and better lives. Dr Pedersen will oversee the development of predictive algorithms. Integrated analysis of three core AEP data modalities – neuroimaging, genetics, and cognition – will provide a deeper understanding of epilepsy. The project has already produced valuable brain imaging, case reports and patient-centred experiences for teaching.
- Dr Shahard Ramhormozian, senior lecturer in construction engineering won the award for the Best Steel Paper for his entitled "the Optimised Sliding Hinge Joint (OSHJ): Design, Detail and Implementation in Practice" at the conference of the NZ Society for Earthquake Engineering held last month.
- Three AUT Business School academics won awards at the 2020/2021 New Zealand Business Research Translation Competition. The competition has steadily grown since it began in 2014; in 2020, business and economics scholars from all eight of New Zealand's business schools were invited to participate. The event aims to show the relevance and impact of New Zealand business research to practitioners, professionals and industry leaders, as well as to the public at large.

- Dr Nimbus Staniland – Ngāti Awa, Ngāi Tūhoe – (Management) won the Māori and Pacific Research category for her entry, "Indigenous and boundaryless careers: cultural boundaries in the careers of Māori academics".
- Dr Jessica Vredenburg (Marketing), won the Early Career category for her submission, "Brand Activism: What, when, where and how, translating theory into practice".
- Dr Lydia Cheung (Economics), won the Established Researcher award for her entry, "An empirical analysis of the competition in print advertising among paid and free newspapers".
- Professor Nikola Kasabov, School of Engineering, Computer and Mathematical Sciences has been ranked third in the list of New Zealand computer scientists by Guide2Research, the leading research portal for Computer Science.

THEME 3: OUR PLACE IN THE WORLD

Rankings, Recognitions, Awards and Honours

- Dame Marilyn Waring, Professor of Public Policy, has been appointed as a member of the World Health Organisation Council on the Economics of Health for All.
- Professor Gayle Morris, Pro Vice-Chancellor Learning and Teaching, has been elected Vice President of the Council of Australasian University Leaders in Learning and Teaching.
- Professor Emeritus Elaine Rush has been appointed as a Council member of the Health Research Council (HRC) of New Zealand.
- AUT was ranked seventy-sixth in the world and remains well up in the top 10 per cent of the almost 1200 universities globally that participated in the latest Times Higher Education (THE) Impact Rankings. The rankings are based on assessments of universities' work and contributions against the United Nations' Sustainable Development Goals (SDGs). Within our overall ranking, AUT is:
 - Sixth in the world for SDG 8: Decent Work and Economic Growth
 - Eleventh in the world for SDG 5: Gender Equality.
- AUT has also been world-ranked in the following subjects by Quacquarelli Symonds (QS) World University Rankings: Accounting & Finance; Art & Design; Business & Management Studies; Communication & Media Studies; Computer Science & Information Systems; Economics & Econometrics; Engineering - Mechanical, Aeronautical & Manufacturing; Engineering - Electrical & Electronic; Hospitality & Leisure Management; Medicine; Nursing; and Sports-related Subjects.
- Associate Professor Fiona Amundsen, from the School of Art and Design, will be exhibiting her work "A Body That Lives" as one of the finalists in the Walters Prize at Auckland Art Gallery, running from 15 May - 5 September.
- AUT was the first university in New Zealand to receive the Rainbow Tick in 2014, and it has now been confirmed that the university has been recertified to 2023.

- Following a year's absence, nominations for the AUT Excellence Awards are now open. The awards recognise and celebrate our researchers, teachers, and professional staff. All staff are invited to the 2021 AUT Excellence Awards – a special night of celebration which will mark 21 years of excellence as a university on Thursday 21 October from 5.30pm in the Sir Paul Reeves Building.

THEME 5: BEING A PLACE WHERE PEOPLE LOVE TO WORK AND LEARN

1. Staff diversity statistics

| Staff count | | Occupation | | Ethnicity | |
|-----------------------|-------|-----------------------------|---------------------|-------------------|-------------------------|
| 2,086 FTE | | Academic | Professional | NZ European 33.4% | Other 6.2% |
| | | 987 | 1,101 | Asian 18.4% | Undeclared 20.3% |
| Gender | | 47.3% | 52.7% | European 12.5% | |
| Female | 58.4% | Annual Turnover Rate | | Māori 5.0% | |
| Male | 40.5% | 4.3% | 7.5% | Pacific 4.2% | |
| Gender diverse | 0.5% | | | | |

In AUT senior roles, 58.0% are male, 42.0% are female. Of the total 246 men in senior roles, six (2.4%) are Māori and seven (2.8%) Pacific. Of the total 187 women in senior roles, 13 (7.0%) are Māori and five (2.7%) are Pacific.

2. Senior staff appointments

- AUT's first Deputy Vice-Chancellor Academic will be Professor Wendy Lawson. Wendy joins us from the University of Canterbury where she is Pro Vice-Chancellor for the College of Science. She brings to her new role at AUT more than 20 years of senior academic leadership experience, including six years as a head of department, and a further three years as a dean, before taking up her position as PVC. Wendy's academic background includes qualifications from the Universities of Manchester, Cambridge and Warwick, a few years of work with our neighbour the University of Auckland, and major research interests in glaciology. In addition, Wendy has held a range of formal governance roles for scientific bodies in New Zealand and Australia, including the Board of Antarctica New Zealand and the Board of MetService. Wendy's in-depth knowledge of New Zealand's higher education sector, her well-established academic networks and extensive senior leadership experience and reputation will be huge assets for AUT as she joins our team on 1 September 2021.
- Professor Kath McPherson, currently in the interim role of the sole Deputy Vice-Chancellor, will be transitioning to the interim role of Deputy Vice-Chancellor Research. This new position is a crucial part of our increased commitment to research development and achievement and will work alongside the DVC Academic in the development of an enhanced integrated academic practice around teaching and research. Kath's contribution to our leadership has been tremendous over the last 18 months, and I am delighted that she has agreed to continue in the leadership team for this next period. She brings to the new role huge experience at institutional and national levels in research, research development, research funding, and research administration.
- After an external search, interviews for the Dean of the Faculty of Health and Environmental Sciences took place earlier this month.

3. Places and spaces

- AUT will meet with TEC officials shortly to seek agreement for a variation of the terms of our borrowing covenant in order to enable the A1 project to be restarted.
- The fit out of levels 9-12 of WZ building is underway, the completion date is expected to be mid-November.
- The WQ podium spaces are mostly complete and ready for furniture. The spaces will be available in semester 2 for City Campus student recreation and for staff work areas for the School of Language and Culture and the School of Social Science and Public Policy.

ENROLMENT UPDATE, 22 MARCH (REFER ALSO TO APPENDIX 1 FOR FACULTY RESULTS)

| | TEC SAC funded | | International full fee paying | | TOTAL | |
|-----------------|----------------|--------|-------------------------------|-------|--------|--------|
| | 2021 | 2020 | 2021 | 2020 | 2021 | 2020 |
| YTD EFTS | 16,045 | 14,816 | 1,755 | 2,510 | 17,801 | 17,325 |
| YTD % of target | 94% | 90% | 95% | 74% | 94% | 87% |

The major shifts compared to the same time last year are:

1. Domestic SAC enrolments:
 - Total: up 8% (+1,231 EFTS)
 - New to programme: up 9% (+518 EFTS)
 - Returning: up 8% (+713 EFTS).

2. International Full Fee enrolments:
 - Total: down 30% (-755 EFTS)
 - New to Programme: down 49% (-520 EFTS)
 - Returning: down 16% (-235 EFTS)

3. Māori Domestic SAC enrolments:
 - Total: up 11% (+179 EFTS)
 - New to programme: up 21% (+149 EFTS)
 - Returning: up 3% (+30 EFTS)

4. Pacific Domestic SAC enrolments:
 - Total: up 8% (+196 EFTS)
 - New to programme: up 2% (+26 EFTS)
 - Returning: up 12% (+171 EFTS)

5. Pre-degree enrolments:
 - Total: up 2% (+22 EFTS)
 - New to programme: down 1% (-8 EFTS)
 - Returning: up 18% (+30 EFTS)

6. Undergraduate enrolments:
 - Total: up 6% (+842 EFTS)
 - New to programme: up 5% (+225 EFTS)
 - Returning: up 7% (+617 EFTS)

7. Postgraduate enrolments:
 - Total: down 10% (-335 EFTS)
 - New to programme: down 16% (-231 EFTS)
 - Returning: down 5% (-104 EFTS)

Appendix 1: Faculty Enrolments

2021 EFTS Progress to Target Monitoring Report by Faculty Year to Date Compared to Target and Equivalent Date Last Year

Programme EFTS as at 21 May 2021

The following information has been extracted from the EFTS Monitoring Report, updated using data from the AUT Data Warehouse.

1. EFTS compared to Target EFTS

| | Likely and Confirmed | | | | Progress | | Needed | | Achieved after PYTD |
|---------------------|----------------------|------------------|-------------|------------------|--------------|--------------|-----------------|-----------------|---------------------|
| | 2021 | 2020 | Growth | Target | 2021 | 2020 | 2021 | 2020 | |
| Domestic SAC | 16,045.44 | 14,814.83 | 8.3% | 17,010.92 | 94.3% | 90.5% | 965.47 | 1,555.31 | 1,677.44 |
| Int Full Fee | 1,755.36 | 2,510.32 | -30.1% | 1,857.27 | 94.5% | 73.7% | 101.91 | 894.81 | 541.29 |
| International SAC | 245.41 | 274.75 | -10.7% | 325.22 | 75.5% | 73.5% | 79.82 | 99.30 | 46.32 |
| Domestic Other | 165.78 | 171.63 | -3.4% | 301.50 | 55.0% | 58.9% | 135.72 | 119.65 | 151.98 |
| International Other | 193.06 | 162.35 | 18.9% | 242.70 | 79.5% | 49.3% | 49.64 | 166.65 | 147.05 |
| Total AUT | 18,405.05 | 17,933.88 | 2.6% | 19,737.61 | 93.2% | 86.3% | 1,332.55 | 2,835.72 | 2,564.08 |
| South Domestic SAC | 2,122.99 | 1,997.11 | 6.3% | 2,516.42 | 84.4% | 85.9% | 393.43 | 326.92 | 165.87 |
| South Int Full Fee | 43.92 | 64.00 | -31.4% | 41.59 | 105.6% | 104.7% | -2.33 | -2.87 | 7.63 |

2. Total AUT EFTS by Intake Type and Award Level

| | 2021 Likely and Confirmed | | | | Growth | 2020 Likely and Confirmed | | | |
|-----------------|---------------------------|-----------------|------------------|------------------|--------------|---------------------------|-----------------|------------------|------------------|
| | % | New | Returning | Total | | % | New | Returning | Total |
| Pre-Degree | 5.4 % | 804.25 | 198.36 | 1,002.61 | 2.2 % | 5.5 % | 812.12 | 168.55 | 980.67 |
| Undergraduate | 77.4 % | 5,080.06 | 9,172.37 | 14,252.43 | 6.3 % | 74.8 % | 4,855.11 | 8,554.90 | 13,410.01 |
| Postgraduate | 16.9 % | 1,243.19 | 1,865.73 | 3,108.92 | -9.7 % | 19.2 % | 1,474.37 | 1,969.34 | 3,443.71 |
| Not Categorised | 0.2 % | 15.63 | 25.46 | 41.09 | -58.7 % | 0.6 % | 69.42 | 30.06 | 99.48 |
| Total | | 7,143.12 | 11,261.93 | 18,405.05 | 2.6 % | | 7,211.03 | 10,722.85 | 17,933.88 |

3. International Student View EFTS

| | 2021 Likely and Confirmed | | | | Growth | 2020 Likely and Confirmed | | | |
|-----------------|---------------------------|---------------|-----------------|-----------------|----------------|---------------------------|-----------------|-----------------|-----------------|
| | % | New | Returning | Total | | % | New | Returning | Total |
| Pre-Degree | 3.6 % | 57.63 | 20.49 | 78.11 | -20.7 % | 3.3 % | 76.13 | 22.42 | 98.54 |
| Undergraduate | 57.8 % | 290.39 | 977.32 | 1,267.71 | -6.4 % | 46.0 % | 425.19 | 929.26 | 1,354.46 |
| Postgraduate | 38.4 % | 275.91 | 567.43 | 843.34 | -42.2 % | 49.5 % | 655.21 | 805.01 | 1,460.21 |
| Not Categorised | 0.2 % | 4.24 | 0.42 | 4.66 | -86.4 % | 1.2 % | 28.33 | 5.87 | 34.20 |
| Total | | 628.17 | 1,565.66 | 2,193.83 | -25.6 % | | 1,184.85 | 1,762.56 | 2,947.41 |

13. Māori and Pacific Domestic SAC EFTS by Intake Type and Award Level

| | 2021 Likely and Confirmed | | | | | Growth | 2020 Likely and Confirmed | | | | |
|----------------|---------------------------|-----------------|-----------------|-----------------|--------------|---------------|---------------------------|-----------------|-----------------|-----------------|--------------|
| | % | New | Returning | Total | %Dom | | % | New | Returning | Total | %Dom |
| Māori | | | | | | | | | | | |
| Pre-Degree | 6.2 % | 90.56 | 22.29 | 112.85 | 12.7% | 10.4 % | 6.2 % | 86.63 | 15.63 | 102.25 | 12.0% |
| Undergraduate | 83.8 % | 653.51 | 872.85 | 1,526.36 | 11.8% | 11.0 % | 83.7 % | 528.63 | 846.30 | 1,374.92 | 11.4% |
| Postgraduate | 10.0 % | 100.34 | 81.16 | 181.50 | 8.3% | 10.3 % | 10.0 % | 79.86 | 84.72 | 164.58 | 8.5% |
| Total | | 844.41 | 976.30 | 1,820.71 | 11.3% | 10.9 % | | 695.11 | 946.64 | 1,641.75 | 9.2% |
| Pacific | | | | | | | | | | | |
| Pre-Degree | 8.8 % | 208.13 | 38.52 | 246.65 | 27.8% | -9.4 % | 10.4 % | 242.75 | 29.62 | 272.37 | 32.0% |
| Undergraduate | 83.4 % | 880.46 | 1,465.66 | 2,346.12 | 18.1% | 9.3 % | 82.0 % | 836.78 | 1,309.17 | 2,145.95 | 17.8% |
| Postgraduate | 7.8 % | 103.24 | 116.02 | 219.26 | 10.0% | 11.1 % | 7.5 % | 86.73 | 110.57 | 197.30 | 10.2% |
| Total | | 1,191.83 | 1,620.20 | 2,812.02 | 17.5% | 7.5 % | | 1,166.26 | 1,449.36 | 2,615.62 | 14.6% |

Appendix 2: Financial Performance

As at 21 May 2021

| \$000s | Year to Date (\$000s) | | | Full Year (\$000s) | | |
|--------------------------------|-----------------------|----------------|--------------|--------------------|---------|--------------|
| | Actual | Budget | Variance | Forecast | Budget | Variance |
| Income | 117,973 | 115,070 | 2,903 | 416,902 | 408,235 | 8,667 |
| Expense | 115,731 | 117,622 | 1,891 | 398,064 | 397,441 | (623) |
| Surplus before interest | 2,242 | (2,552) | 4,794 | 18,838 | 10,794 | 8,044 |
| Interest | 924 | 1,173 | 249 | 3,936 | 3,936 | - |
| Net surplus | 1,318 | (3,725) | 5,043 | 14,902 | 6,858 | 8,044 |

Comment

The year-to-date April 2021 net surplus from operations is \$1.3M, which is ahead of the year-to-date budget by \$5.0M. While domestic and international enrolments are expected to be favourable, income from commercial activities and student board are lower than budget.

The overall forecast net surplus of \$15M represents a net surplus ratio of 3.6%, which meets the TEC prescribed target. The forecast recognises the higher revenue likely to be achieved in 2021. The projections for expenditure are subject to change as management review investment in priority areas of support to deliver AUT Directions. This will likely impact the full year surplus and we will update this as confirmation of actions is confirmed.

| TEC Financial Covenants | Year-end Result | | |
|---------------------------------------|-----------------|---------|-----------|
| | FY Forecast | TEC | Outcome |
| Max commercial debt borrowings \$000s | 101,548 | 220,000 | On target |
| Max aggregate financing \$000s | 116,716 | 243,000 | On target |
| Max Debt / Debt + Equity Ratio | 13% | 30% | On target |
| Max Debt / Net Cash Flow Ratio | 2.18 | 3.00 | On target |
| Max Debt / Total Revenue Ratio | 28% | 55% | On target |
| Min Net Surplus Ratio | 3.6% | >0.0% | On target |
| Min Cash Flow from Operation Ratio | 114.9% | 115% | At risk |
| Min Interest Cover Ratio | 4.79 | 2.50 | On target |
| Min Liquidity Ratio | 33% | 2% | On target |

Comment

All TEC financial covenants are projected to be met, except for the projected cash flow from operation ratio. TEC have been advised along with the Secretary of Education and has asked to be kept informed on progress during the remainder of 2021.

Appendix 3: Key Performance Indicators

As at 21 May 2021

| Theme | KPI | Target 2021 | Year to date 2021 | Year to date 2020 | Actual 2020 | Notes |
|---|---|-------------|-------------------|-------------------|-------------|--|
| Discovery and application of knowledge for wellbeing and prosperity | 1.3 Percentage of bachelors graduates who completed work-integrated learning while studying | 90% | 76% | n/a | 92% | A more complete picture of our progress towards the 2021 targets will emerge over the next few months. |
| | 2.1 Increase the number of quality-assured research outputs | 2,000 | 101 | 308 | 1,909 | |
| | 2.2 Increase the proportion of research-active academic staff | 55% | 16.4% | 2.2% | 55% | |
| | 2.3 Value of new research contracts signed | \$24 | \$7.2 | \$4.7 | \$33.8 | |
| | 2.4 Increase the number of doctoral students | 900 | 899 | 888 | 1,011 | |
| Responding to our place in the world | 3.1 Increase the number of Māori graduates from bachelors degrees | 300 | 28 | 0 | 366 | |
| | 3.2 Increase the number of postgraduate students that are Māori | 375 | 317 | 311 | 381 | |
| | 3.3 Increase the number of Pacific graduates from bachelors degrees | 400 | 43 | 0 | 403 | |
| | 3.4 Increase the number of Pacific postgraduate students | 390 | 350 | 325 | 385 | |
| | 4.3 Number of media articles using AUT staff as expert voices or highlighting AUT research | 1,000 | 543 | 376 | 1,535 | |
| Being a place where people love to work and learn | 5.1 Increase total EFTS | 20,000 | 16,928 | 16,711 | 20,498 | |
| | 5.2 Increase the number of students at South Campus | 2,300 | 1,995 | 1,918 | 2,246 | |
| | 5.3 Increase the proportion of students in postgraduate study | 18% | 16% | 19% | 20% | |

Results to come:

| Theme | KPI | Target 2021 | Reported |
|-------|-----|-------------|----------|
|-------|-----|-------------|----------|

| | | | |
|---|--|--------|--------------------------------|
| Creating exceptional learning experiences | 1.1 Increase the proportion of students who would recommend their programme of study | 80% | Annually (December) |
| | 1.2 Increase the proportion of students who are satisfied with teaching quality | 80% | Annually (December) |
| | 1.4 Percentage of available graduates who are working full time | 80% | Annually (December) |
| | 2.5 Increase the proportion of outputs with an international co-author | 62% | Biannually (July and December) |
| Building our position as New Zealand's university of technology | 4.1 Increase staff consultancy revenue | \$1.7M | Biannually (July and December) |

Appendix 4: LMS Project Report

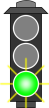
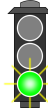






Project Name: LMS Implementation

Reporting Date: 19th April 2021

Circulation: LMS Implementation Steering Group, Project File

Author: Tim Alcock, Project Manager

Project Status Summary

| | | | | | | | |
|---|--|---|------------------------------------|---|---|---|--|
|  | <u>Project Progress</u> On Schedule |  | <u>Project Budget</u> On Budget |  | <u>Project Resources</u> Concerns over Academic staff availability and Project Champions |  | <u>Project Risks</u> Workload estimates to be confirmed and resource availability |
|  | |  | |  | |  | |

Cycle1 of the Curriculum development process is scheduled to start on the 27 April 2021. The planned courses for Cycle 1 along with the estimated workloads have been communicated to faculties and their nominated responsible Academic for each course.

The Canvas environment has been configured ready for the development process, this includes AUT branding, Faculty and course structures and the integration of the key learning tools. The baseline course template has been developed by the external party and is currently being tested by the altLab team.

The recruited Project team (35 recruits) started on the 12th of April 2021 and are currently undertaking their 2-week induction which includes training across the curriculum development process. Office space and resources have been commissioned across the three campuses to support the team during the development process.

The change team have been busy operationalising the communications that will be delivered at each development cycle and drafting an overall communications approach.

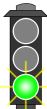

A review of some sample migrated courses has identified some issues that could affect the student experience regarding historical course information. A proposal is being developed for a read only Blackboard licence.

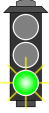
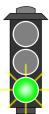
Key Milestones

| Milestone | Status | Baseline Date | Target date |
|---------------------------------|--------|---------------|-------------------|
| Canvas Contract Agreed | cmpl | | |
| Environments Commissioned | cmpl | | |
| Development Resources confirmed | cmpl | | 3/3/21 |

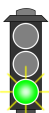
| | | | |
|--|------|---------|--------------------|
| Baseline Curriculum workload confirmed | cmpl | | 10/3/21 |
| Baseline Canvas configuration completed | cmpl | | 24/3/21 |
| Project team training completed | cmpl | | 7/4/21 |
| Curriculum development cycle 1 completed | | 14/6/21 | 2/7/21 |
| Curriculum development cycle 2 completed | | 23/8/21 | 10/9/21 |
| Curriculum development cycle 3 completed | | 1/11/21 | 19/11/21 |
| Blackboard content migrated | | | 11/2/22 |
| Curriculum development cycle 4 completed | | 14/2/21 | 25/2/22 |
| Cut Over to Canvas | | | 25/2/22 |
| Curriculum development cycle 5 completed | | 25/4/22 | 6/5/22 |
| Curriculum development cycle 6 completed | | 4/7/22 | 15/7/22 |

Project Status by Stream

| | |
|---|---|
|  | <p><u>LMS technical Implementation.</u></p> <p>The base Canvas configuration is in place ready for the Curriculum development process to start on the 27th of April. AUT branding, structures and integration of the key learning tools Panopto, Talis, H5P, Mahara and Turnitin are all completed.</p> <p>The project team continue to undertake ‘Deep dive’ sessions with Instructure to broaden the altLab technology team’s understanding of Canvas to facilitate support of the system for the development process and on-going maintenance.</p> <p>The Course template has been developed by an external party to promote a standard look and feel for AUT courses. The project team are currently testing the template ready for the cycle 1 development.</p> <p>Initial design work has begun on the Arion – Canvas integration.</p> |
|  | <p><u>Curriculum Development.</u></p> <p>Cycle 1 planning has been completed targeting some 200 courses. Faculties have been advised of the selected courses and in general are eager to start the development process on 27th April and 31st May.</p> <p>Some concerns have been raised over the availability of Academic resources to meet the estimated workloads within the 10-week development window. It is critical that each course is completed within the 10-week cycle window as there is no time contingency for completion of the semester 1 courses.</p> <p>The Curriculum Development staff all started on the 12th of April and are currently being trained as part of their 2-week induction process ready to start development work on the 27th of April. Office space and</p> |

| | |
|---|--|
| | computer equipment has been organised and commissioned, this includes space at both the North and South Campuses. |
|  | <p><u>Blackboard migration.</u></p> <p>A working team is being established to define a migration strategy for the current 'Active' blackboard organisations to propose where / if they will be migrated to other delivery mediums e.g. student.aut.ac.nz.</p> <p>Development of the replacement "Special Considerations" solution is progressing well with several development sprints now completed with the core application functionality presented to the working group.</p> <p>The test sample of 3 Blackboard courses have been migrated to Canvas and an initial review of the transferred courses has identified that the migration could have a negative impact on the student experience as submitted assessments and feedback cannot be migrated. A proposal is being developed to provide read only Blackboard access for students to their historical course information.</p> |
|  | <p><u>Change management / Communications plan</u></p> <p>The change team have been busy operationalising the communications that will be delivered at each development cycle.</p> <p>For cycle 1, we sent two communications to every academic course lead and their school leads. We introduced the course development process and the learning designer they will be working with.</p> <ul style="list-style-type: none"> • email 1: 157 academic course leads • email 1: 18 school leads • email 2 159 academic course leads • email 2: 19 school leads <p>The replies we received resulted in some changes the courses for inclusion in cycle 1 and provided insight into how we can improve the communication for the next cycle.</p> <p>A draft communication approach is in progress and a communication plan will follow.</p> <p>We also asked for nominations for faculty champions to join the change team. So far only one confirmed champion – from Culture and Society. The champions are an important part of the change approach, so we hope for more confirmed names soon.</p> |

Financial Summary

|  | <p>Figures as @ March month end.</p> <p><u>LMS Implementation budget vs Actual summary</u></p> <table border="1"> <thead> <tr> <th></th> <th>Y2021 Budget</th> <th>Y2021 Actual TD</th> <th>2021 ETC</th> </tr> </thead> <tbody> <tr> <td>Course Development</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Academics</td> <td>\$ 2,934,000</td> <td>\$ -</td> <td>\$ 3,152,790</td> </tr> <tr> <td>Development staff</td> <td>\$ 2,657,774</td> <td>\$ 37,353</td> <td>\$ 2,737,394</td> </tr> <tr> <td>Technical Development</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> | | Y2021 Budget | Y2021 Actual TD | 2021 ETC | Course Development | | | | Academics | \$ 2,934,000 | \$ - | \$ 3,152,790 | Development staff | \$ 2,657,774 | \$ 37,353 | \$ 2,737,394 | Technical Development | | | |
|---|---|-----------------|--------------|-----------------|----------|---------------------------|--|--|--|-----------|--------------|------|--------------|-------------------|--------------|-----------|--------------|------------------------------|--|--|--|
| | Y2021 Budget | Y2021 Actual TD | 2021 ETC | | | | | | | | | | | | | | | | | | |
| Course Development | | | | | | | | | | | | | | | | | | | | | |
| Academics | \$ 2,934,000 | \$ - | \$ 3,152,790 | | | | | | | | | | | | | | | | | | |
| Development staff | \$ 2,657,774 | \$ 37,353 | \$ 2,737,394 | | | | | | | | | | | | | | | | | | |
| Technical Development | | | | | | | | | | | | | | | | | | | | | |

| | | | |
|----------------------------|---------------|---|--------------|
| Development staff | \$ 565,800 | \$ 51,812 | \$ 513,951 |
| Non staff Resources | | | |
| Licencing & legal | \$ 498,413 | \$ 489,218 | \$ - |
| Equipment | \$ 45,000 | \$ - | \$ 40,500 |
| External resource | \$ 250,000 | \$ 7,159 | \$ 80,000 |
| <i>Contingency</i> | | | |
| | | | |
| Total 2021 | \$ 6,950,987 | \$ 585,542 | \$ 6,524,635 |
| bud vs Act + ETC variance | -\$ 159,190 | | |
| Project budget Total | \$ 14,836,000 | *Note this is the Forecast spend for 2021.Target cashflow is \$6,970,000.00 | |

key Issues and Risk Analysis

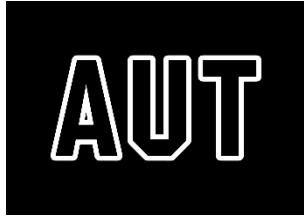
| Risk / Issue | I/R | Status | Prob. | Impct. | Action(s) |
|--|-----|---------|-------|--------|---|
| Workload associated with Course development is greater than estimated | R | Action | M | H | Confirm 2022 Courses and their development category (Light, Standard, Heavy, None) with faculties. Cycle 1 confirm development estimates. |
| Import template errors: risk content not brought over into new system due to Blackboard course structures | R | Action | M | H | Early Trial of import process - assessments and feedback not migrated. Investigate Read-only Blackboard licence |
| Faculty resource unavailability, run risk paper optimisation and content migration activities does not meet scheduled timeline | R | Action | M | H | Gain early commitment to detailed resources needs for each development cycle from Faculties and agree a process if resources are not available or delivery needs not met. |
| Project budget reprioritisation means workload is heavily weighted into 2022 raising risk of not meeting Semester 1 & 2 2022. | R | Action | H | M | Monitor resource requirements and workload to achieve target dates. Obtain authority to initiate recruitment process (8-week lead time). |
| Cater for courses that do not fit core semester timeframes | R | Monitor | H | M | Identify possible courses Define proposed solution |
| Board of study sign off for changes impacts timelines | R | Action | M | H | Confirm commitment to responsive BoS processes in line with 10-week development envelope |

Key activities / Milestones for next month

The following activities / Milestones are planned for over the next month;

- Complete On boarding of Curriculum development team

- Start Cycle 1 Curriculum Development.
- Review baseline Course template.
- Development of Special Considerations application.
- Define a proposed approach to Blackboard Organisation migration.
- Draft communications framework and communications plan.



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| PART A | 6 |
| OPEN AGENDA ITEM | |

Council Agenda Paper

Subject: **CHANCELLOR'S REPORT**

Date: 31 May 2021

RECOMMENDATION:

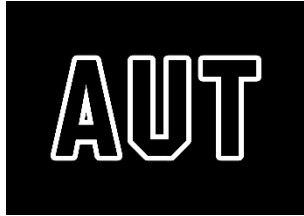
THAT THE CHANCELLOR'S VERBAL REPORT TO COUNCIL BE RECEIVED.

Chancellor Report May 2021

Since our last Council meeting I have been focused on meeting members of the University and familiarising myself with the myriad activities.

There is a number of actions on which I will seek Council endorsement which I will raise formally in my Update on Current Matters in the non-public agenda but it may be interesting or useful to note the various meetings and activities I have engaged in. I do not include here regular discussions with the Pro-Chancellor.

- I meet, otherwise than as required, with the Vice Chancellor on a weekly basis with some exceptions. This has been partly educational (for me) and partly assists in keeping us up with anything of current concern;
- Meeting with Prof David Parry on computer science work;
- Interview with Lena Waizenegger on digital well-being research ;
- VC Contract Committee meetings;
- Meeting with Dean and Faculty leadership Business and Economics;
- Discussion with Prof Marilyn Waring;
- Meeting with Priya Parmar on Data Network;
- Meeting with Judith Thompson on Property Committee;
- Inaugural Address Prof Ineke Crezee;
- Meeting with Helen Clark Foundation;
- Meeting with Corrie Cook (x2);
- Visit to Bio Design Lab, Prof David White;
- Meeting with Prof Guy Littlefair;
- Meeting with Prof Gayle Morris;
- Meeting with Prof Pare Keiha (x2);
- Meeting with Julia Kennedy – TEC;
- Meeting with Prof Mark Orams and tour of North Campus and AUT Millennium;
- Meeting with AVC Walter Fraser and tour of South Campus;
- Meeting with Chris Klaassen – AUT Advancement;
- Meeting with Prof John Raine;
- Meeting with Patria Hume on academic development work;
- Meeting Edwina Pio;
- Inaugural Address Prof Ben Wooliscroft;
- University Chancellors Zoom meeting;



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| Part A OPEN AGENDA ITEM | 7.2 |
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Council Agenda Paper

Subject: **REPORT FROM ACADEMIC BOARD**

Date: 16 April 2021

RECOMMENDATION:

THAT COUNCIL RECEIVE FROM ACADEMIC BOARD THE REPORT AND MINUTES OF THE MEETING HELD ON 29 MARCH 2021.

Academic Board Report to Council

Meeting held 29 March 2021

Strategic Matters and Policy Developments

- The Deputy Vice-Chancellor outlined four groups of activity being undertaken in response to the review outcomes: 1) training; 2) a 3-tier complaint resolution process comprising a re-developed and greater resourced Respect in Action programme, an Office of Complaint Resolution and the normal formal processes set out in legislation; 3) reporting and monitoring on progress with implementation of changes; and, 4) other matters such as sexism in the University and the workload of Māori staff due to responsibilities under te Tiriti o Waitangi.

Staff training has commenced, and good progress has been made around the establishment of the Office of Complaint Resolution. Further information will be made available on the website in due course.

Committees of Academic Board

- Academic Board approved five proposals and reports for submission to CUAP Round 1 2021: one change in structure, one change in name of a minor, one amendment to admission criteria and two reports on the deletion of programmes.

ACADEMIC BOARD – UNCONFIRMED MINUTES**Meeting held on Monday 29 March 2021****10.00 am – 11.03 pm, WA224b****PART A: ATTENDANCE**

1. Present

D McCormack (Chair), Professor W Brookbanks, K Carrington, Dr Y Chan, Dr D Channings, Associate Professor L Chile, Professor H Cooper-Thomas, K Cornthwaite, M Cunningham, Professor B Doolin, W Fraser, A Gale, Professor J Gutierrez, Associate Professor N Harris, Dr A Haxell, T Henneker, Associate Professor E Henry, Professor E Hinckson, Professor W Hope, Professor P Hume, Dr R Johnson, Professor M Jones, M Kanara, Professor K Kearins, Professor P Keiha, J Kelly, Associate Professor S Kumar, Dr L Lewis, Professor T Lie, Professor G Littlefair, Professor S Mazer, Professor K McPherson, Professor G Morris, Professor M Orams, S Ratcliffe, C Redmond, Dr F Reid, J Scarbrough, Dr S Shaw, M Skinner, K Tairi, Professor A Tourani-Rad, Dr A Vujnovich, Professor D Wilson, B Wooliscroft

2. Apologies

M Cunningham, Dr R Ellis, Professor J Haar, Professor T Maloney, Professor H McNeill, H Pryor, Professor J Raine, Professor F Tan, Professor M Waring, Dr A Withell, C Yu

3. In attendance

L Baragwanath, S Bell, B Bundy, A Burrows, A Naming, L Patterson, T Richardson, O Weatherup (Minutes)

The Chair extended Academic Board's congratulations to Professors P Hume, D Wilson and J Haar on their election as Fellows to the Academy of the Royal Society Te Apirangi.

*** PART B: STRATEGIC MATTERS AND POLICY DEVELOPMENTS****• Independent Review into Harassment and Sexual Harassment**

The Deputy Vice-Chancellor outlined four groups of activity being undertaken in response to the review outcomes: 1) training; 2) a 3-tier complaint resolution process comprising a re-developed and greater resourced Respect in Action programme, an Office of Complaint Resolution and the normal formal processes set out in legislation; 3) reporting and monitoring on progress with implementation of changes; and, 4) other matters such as sexism in the University and the workload of Māori staff due to responsibilities under te Tiriti o Waitangi.

It was noted that staff training has commenced, and good progress has been made around the establishment of the Office of Complaint Resolution. Further information will be made available on the website in due course.

*** PART C: VICE-CHANCELLOR'S REPORT**

The Vice-Chancellor's Report for March 2021 was circulated with the Agenda. The following points were highlighted:

- The University is world-ranked in 12 subjects according to the 2021 QS World University Rankings by Subject.

- The Business School has recently been awarded EQUIS accreditation. This and the existing AACSB accreditation confirm the Business School's world ranking. The Dean of the Faculty of Business, Economics and Law expressed her thanks to all those across the university who contributed to the accreditation process which has been in the pipeline since 2012.
- Applications have closed for the role of Deputy Vice-Chancellor – Academic with a good level of international and domestic interest.
- Applications for the role of Dean of Health and Environmental Sciences close mid-April.
- The University is working with Government on a solution around funding in order to proceed with the planned building work on the North Campus.

*** PART D: BUSINESS**

*** 1 Consideration of the Agenda**

All unstarred items were received and any recommendations adopted.

*** 2 Confirmation of Minutes of the Previous Meeting**

It was resolved:

- **THAT the Minutes of the Academic Board meeting held on 22 February 2021 are approved as a true and accurate record.**

Moved Professor P Keiha, Seconded Professor M Jones

*** 3 Matters Arising**

4 Student Matters

A paper containing a Student Services and Administration Student Matters Report and an AUTSA Operational Report February 2021 was received. Academic Board commended the initiative taken by the students to offer spirituality services, noting the language and ideas of acceptance in the proposal appended to the report.

*** 5 Committees of Academic Board**

5.1 International Strategy Committee (no report)

*** 5.2 Learning and Teaching Committee**

A report on the Learning and Teaching Committee meeting held on 17 March 2021 was received. Concern was voiced about the additional workload on staff the introduction of the new Learning Management System is creating. The PVC – Teaching and Learning confirmed that such work has been built into the project's budget and that faculties and schools are taking different approaches to dealing with pressure points. These include the use of Tutorial Assistants to free up academic staff, creative use of professional staff, and 'buying out' teaching and marking time. Professor Morris outlined that the calculation of 80 hours of work per course relates to courses designated 'heavy' workload and applies to approximately 20% of all courses. Approximately 60% of all courses are designated 'standard' and 20% 'light'. What appears to some staff to be missing from the calculation is academics taking the opportunity offered by the shift to the new system to further develop papers including re-thinking how they are delivered.

The Student Academic Support Philosophy appended to the Committee's Report has been endorsed by the Learning and Teaching Committee and will ensure consensus round the University's approach. The next step is for it to be re-framed from a student perspective.

5.3 Research Committee

A report on the Research Committee meeting held on 9 March 2021 was received.

*5.4 Programme Approval and Review Committee

A report on the Programme Approval and Review Committee meeting held on 3 March 2021 was received.

It was resolved:

Recommendation 1

THAT Academic Board approve the following proposal for a change to structure for submission to CUAP Round One 2021:

1. **Bachelor of Business (Honours)** – increasing the size of the dissertation from 45 points to 60 points.

Recommendation 2

THAT Academic Board approve the following proposal for a change in the name of a minor for submission to CUAP Round One 2021:

1. **Bachelor of Health Science** – renaming the minor Health Administration as *Health Management*.

Recommendation 3

THAT Academic Board approve the following proposal for amendment to admission criteria for submission to CUAP Round One 2021:

1. **Master of Public Health, Postgraduate Diploma in Public Health, Postgraduate Certificate in Public Health** – removal of the requirement of at least one year of relevant professional experience.

Recommendation 4

THAT Academic Board approve the following reports for submission to CUAP Round One 2021:

1. **Deletion of qualification:**
Certificate in Hospitality and Tourism
2. **Deletion of qualification:**
Bachelor of Pasifika Education (Early Childhood Teaching)

Recommendations 1-4 moved by the Chair, carried unanimously

5.5 Academic Planning Subgroup (no report)

5.6 University Postgraduate Research Board

A report on the University Postgraduate Research Board meeting held on 16 March 2021 was received.

5.7 University Scholarships Committee (no report)

6 Faculty Boards

6.1 Faculty of Business, Economics and Law (no report)

6.2 Faculties of Culture and Society and Te Ara Poutama (no report)

6.3 Faculty of Design and Creative Technologies

A report from the Faculty of Design and Creative Technologies Learning and Teaching Committee meeting held on 18 March 2021 was received.

6.4 Faculty of Health and Environmental Sciences (no report)

7 Auckland University of Technology Ethics Committee (AUTEC) (no report)

8 Universities New Zealand – Te Pōkai Tara and other external bodies

9 Membership of Committees of Academic Board

10 Members' Business

11 Open Session/Debate

Date of next meeting Tuesday 27 April 2021, Agenda closes 16 April