AUT

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, 29 May 2022

FROM: 3.30 – 6.00 PM

Andrea Vujnovich
COUNCIL SECRETARY

AUCKLAND UNIVERSITY OF TECHNOLOGY COUNCIL

Chancellor   **Rob Campbell**
Appointed by Council

Pro-Chancellor   **Sussan Turner**
Appointed by the Minister of Education

Members   **Professor Damon Salesa**
Vice-Chancellor of the Auckland University of Technology

Peter Treacy
Appointed by the Minister of Education

Janine Smith
Appointed by the Minister of Education

Sina Wendt
Appointed by the Minister of Education

Sara Youssef
Appointed by the Auckland University of Technology Student Association

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

Renata Blair
Appointed by Council

Leo Foliaki
Appointed by Council

Marama Royal
Appointed by Council

PART A
OPEN AGENDA

Council Agenda Part A (Open Agenda)
Monday 29 May 2023 at 3.30 pm at the AUT South, Boardroom, MB317, 640 Great South Road

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. **CONSTITUTIONAL MATTER, CONFERMENT OF DEGREES AND POLICY**	3.1. **Noting Chancellor delegation – Granting, Rescinding, Revoking and Amending Qualifications – April and May 2023**	The **Chancellor moves** that the following be **approved:** • See item 3.1
4. **COUNCIL MEETINGS**	4.1 **Special Council Meeting Draft Minutes Part A, 24 April 2023** 4.2 **Matters arising from the Minutes Part A pf the Special Council Meeting, 24 April 2023 not elsewhere on the Agenda**	The **Chancellor moves** that the Minutes Part A pf the Special Council Meeting held on, 24 April 2023 be taken as **read** and **confirmed**.
5. **VICE-CHANCELLOR'S REPORT**	5. **Vice-Chancellor's Report**	The **Chancellor moves** that the **Vice-Chancellor's Report** be **received.**
6. **CHANCELLOR'S REPORT**	6. **Chancellor's Report**	The **Chancellor moves** that the **Chancellor's Report** be **received.**
7. **REPORTS FROM BOARDS, COMMITTEES AND WORKING GROUPS TO COUNCIL**	7.1 **Reports and Minutes from the Academic Board, 24 April 2023**	The **Chancellor moves** that **Reports and Minutes from the Academic Board**, 24 April 2023 be **received**.
	7.2 **Council Executive Committee, draft minutes 28 April 2023**	The **Chancellor moves** that draft Minutes from the **Council Executive Committee** 28 April 2023 be **received**

8. HEALTH, SAFETY AND WELLBEING REPORTS	8. Health, Safety and Wellbeing Report, March and April 2023	The **Chancellor moves** that the **Health, Safety and Wellbeing Reports** be **received**.
9. TE TIRITI	9. Te Aronui - AUT Te Tiriti Framework	The **Chancellor moves** that the **Te Aronui- AUT Te Tiriti Framework** be **endorsed**.
10. STRATEGIC REPORT	10. AUT Strategy Report	The **Chancellor moves** that the following be **approved:** • See item 10
11. STUDENT SUCCESS	**No report**	
12. CORRESPONDENCE REFERRED BY THE CHANCELLOR		
13. OTHER MATTERS FOR DECISION OR NOTING	13.1 Update from AUTSA	The **Chancellor moves** that the **Update from AUTSA** be **received**.
14. 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 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 AND THAT W Lawson, L Williams and A Vujnovich 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 section 9 of the OIA identified below.	Ground(s) under section 48(1) LGOIMA for the passing of this resolution
15. Council Minutes Part B of the Special Council meeting held on 24 April 2023	s 9(2)(b)(ii), s 9(2)(i), 9(2)(k)	7(2)(f)(i), 7(2)h), 7(2)(i), 7(2)(j)
16. Report from AUT Ventures	s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k)	s7(2)(b), 7(2)(h), 7(2)(i), 7(2)(j)
17. Report from AUT Millennium	s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k)	s7(2)(b), 7(2)(h), 7(2)(i), 7(2)(j)
18. 2022 Annual HRCEC Report from AUT Ethics Committee	s 9(2)(a), 9(2)(b)(ii), s 9(2)(i), 9(2)(g)(i)	s7(2)(a), 7(2)(c), 7(2)(j), 7(2)(F)(i), 7(2)(f)(ii)
20.1 Draft Minutes of Finance and Audit Committee held on 22 May 2023	s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k)	s7(2)(b), 7(2)(h), 7(2)(i), 7(2)(j)
20.2 Draft Minutes of People and Culture	s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k)	s7(2)(b), 7(2)(h), 7(2)(i), 7(2)(j)

Committee held on 17 April 2023	6	

Part A	
OPEN AGENDA ITEM	**3.1**

<u>Council Agenda Paper</u>

Subject: **GRANTING, RESCINDING, REVOKING AND AMENDING QUALIFICATIONS – APRIL AND MAY 2023**

Date: **17 May 2023**

RECOMMENDATION:

THAT COUNCIL NOTE THAT THE CHANCELLOR HAS EXERCISED A DELEGATION UNDER THE COUNCIL DELEGATION POLICY AND IN ACCORDANCE WITH THE GENERAL ACADEMIC STATUTE AND SECTION 283 OF THE EDUCATION AND TRAINING ACT 2020 TO:

APRIL

1.   *GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE APRIL 2023 MONTHLY CORPORATE CYCLE ON 20 APRIL 2023; AND*

2.   *GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE APRIL 2023 MONTHLY CERTIFICATE AND CERTIFICATE OF PROFICIENCY CYCLE ON 20 APRIL 2023; AND*

3.   *GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE 2023 AUTUMN OFFSHORE CYCLE ON 20 APRIL 2023.*

MAY

4.   *GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE MAY 2023 MONTHLY CORPORATE CYCLE ON 18 MAY 2023; AND*

5.   *GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE MAY 2023 MONTHLY CERTIFICATE AND CERTIFICATE OF PROFICIENCY CYCLE ON 18 MAY 2023; AND*

6.   *REVOKE QUALIFICATIONS FOR THE STUDENTS ON THE ATTACHED SCHEDULE FOR THE MAY 2023 MONTHLY CORPORATE CYCLE ON 18 MAY 2023.*

The schedules are in supplementary papers.

PART A OPEN AGENDA ITEM	4.1

Council Agenda Paper

Subject: **MINUTES PART A OF THE COUNCIL MEETING HELD ON 24 APRIL 2023**

Date: 26 April 2023

Author: A Vujnovich

RECOMMENDATION:

THAT THE MINUTES PART A OF THE COUNCIL MEETING HELD ON 24 APRIL 2023 BE CONFIRMED AS A TRUE AND CORRECT RECORD.

CONFIDENTIAL

MINUTES

Special Council Meeting

Meeting held Monday 24 April 2023 at 3.30 pm
Council Room, WA Building, AUT City Campus, 55 Wellesley St East

PRESENT:	R Campbell (Chair); S Turner; D Salesa; J Smith; P Treacy; S Youssef; L Foliaki; M Royal (in Teams), S Wendt (In Teams) and C Cook.
SECRETARY:	A Vujnovich, Council Secretary
IN ATTENDANCE:	W Lawson (Deputy Vice-Chancellor Academic), L Williams (Chief Financial Officer and AVC Finance and Infrastructure)
IN APOLOGY:	R Blair

PART A OPEN AGENDA

1   WELCOME, APOLOGIES AND APPROVAL OF AGENDA ITEMS
THAT AN APOLOGY FOR ABSENCE FROM RENATA BLAIR BE RECEIVED.

Resolved
THAT THE ASSIGNMENT OF AGENDA ITEMS TO PART A AND PART B OF THE COUNCIL AGENDA BE APPROVED.

2   DECLARATION/RECORDING OF INTERESTS
The attention of Members was drawn to the Conflicts of Interest Policy and the need to disclose any interest in an item on the agenda of the meeting as set out in Schedule 11, Clause 8 of the Education and Training Act 2020.

Resolved
THAT THE DECLARATIONS BE NOTED AND THE ACTIONS TAKEN BE ENDORSED.

3   CONSTITUTIONAL MATTER, CONFERMENT OF DEGREES AND POLICY

3.1   Granting, Rescinding, Revoking And Amending Qualifications – March 2023
Received
Memorandum for Granting of Qualifications – March 2023

Resolved
THAT COUNCIL NOTE THAT THE CHANCELLOR HAS EXERCISED A DELEGATION UNDER THE COUNCIL DELEGATION POLICY AND IN ACCORDANCE WITH THE GENERAL ACADEMIC STATUTE AND SECTION 283 OF THE EDUCATION AND TRAINING ACT 2020 TO:

1.   GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE 2023 AUTUMN CORPORATE GRADUATION ON 30-31 MARCH 2023;

2. *GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE MARCH 2023 MONTHLY CERTIFICATE AND COP QUALIFCATION CYCLE ON 30 MARCH 2023;*

3. *REVOKE THE QUALIFICATIONS FOR THE STUDENTS ON THE ATTACHED SCHEDULE AHEAD OF THE 2023 AUTUMN CORPORATE GRADUATION ON 30-31 MARCH 2023; AND*

4. *RESCIND THE QUALIFICATONS FOR THE STUDENTS ON THE ATTACHED SCHEDULE.*

4   COUNCIL MEETINGS AND MINUTES OF PREVIOUS MEETING(S)

4.1   Minutes of the previous meeting
<u>Received</u>
Draft Minutes (Part A), of the Special Council meeting held on 27 March 2023

<u>Resolved</u>
THAT THE MINUTES (PART A) OF THE SPECIAL COUNCIL MEETING HELD ON 27 MARCH 2023 BE TAKEN AS READ AND CONFIRMED AS A TRUE AND CORRECT RECORD.

4.2   Matters Arising

There were no matters arising from the Minutes (Part A), of the Council meeting of 27 March 2023 not elsewhere on the agenda.

5   VICE CHANCELLOR'S REPORT
<u>Received</u>
Vice Chancellor's Report

<u>Noted in discussion</u>
- Autumn Graduation took place at the end of March and 2 3,236 graduated in total.
- The first of two wānanga with Ngāti Paoa was held on 22 March and focused on building a relationship with Mana whenua and discussing involvement in the A1 project and the North Campus spatial development plan cultural overlay process.
- A draft programme for further involvement was sent to Ngāti Paoa by Jasmax, and the second wānanga is in planning.
- The Vice-Chancellor's Office will be hosting an all-staff leadership event called Te Pae Tata on 26 April at the City Campus as a series of panel discussions focused on AUT's leadership and direction in reference to the Financial Recovery Programme, and where we are headed into the future.
- The Executive team will be reviewing the AUT travel policy following feedback as part of the policy consultation and will confirm and communicate the final policy shortly to staff.
- Steve Corbett has retired and Dr Michel Fielding is the new CEO of AUT Ventures.
- The former AIT Dean of Arts and Emeritus Professor Peter Harwood has died on and our condolences are with his whānau. A tribute has been made on the AUT website.
- AUT has received support from Cedar Pacific to establish accommodation scholarships for up to 25 students in semester 2, 2023, and in semester 1, 2024.

<u>Resolved</u>
THAT THE VICE-CHANCELLOR'S REPORT TO COUNCIL BE RECEIVED.

6   CHANCELLOR'S REPORT
No report

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

7.1 Academic Board Reports and Minutes, 27 March 2023
<u>Received</u>
Academic Board Reports and Minutes, 27 March 2023

<u>Resolved</u>
THAT THE ACADEMIC BOARD REPORTS AND MINUTES OF THE MEETING HELD ON 27 MARCH 2023 BE RECEIVED.

8   HEALTH, SAFETY AND WELLBEING REPORTS

8.1 Health, Safety and Wellbeing Report, December 2023 and January 2023
No report

9   TE TIRITI REPORT

- Sponsored by the Vice-Chancellor and Pro Vice-Chancellor Māori Advancement, the Kaihautu Tiriti has directed the development of a Tiriti Framework to - Te Aronui - to guide the university on its Te Tiriti journey as it continues to mature and prosper as a University of New Zealand, as well as support the university in responding to the National Education and Learning Priorities (NELP) and the Tertiary Education Strategy (TES) 2020.

- The Kaihautu Tiriti convened a Steering Group , comprised of senior Māori leaders from within the organisation, and a broader Reference Group to support the development of Te Aronui. Following a series of hui during the second half of 2022 an initial framework was created, and then used as the basis for consultation with staff, students and local iwi during the early months of 2023.

- The consultation generated significant feedback which resulted in a number of refinements to the framework. The final version - being presented today - incorporates all of the feedback received and has been approved by the Steering and Reference Groups and the Vice-Chancellors Executive.

- The Steering Group continues to work on the development of a series of recommendations in regard to supports required to underpin the implementation of the framework, and to enable oversight of its adoption. All feedback needs to be received by May 17th.

- Te Aronui is a confident response to our commitment to Te Tiriti o Waitangi and seeks to enable us all to give life to Tiriti honouring actions. Such an ambition requires a living framework that is at the centre of all that we do. It represents our Te Tiriti journey as we continue to mature and grow as a university of New Zealand. Importantly Te Aronui responds to the National Education and Learning Priorities (NELP) and the Tertiary Education Strategy (TES) 2020.

- The framework adopts the tāniko pattern 'Aronui' which represents the pursuit of knowledge. It utilises the traditional mode for sharing Mātauranga (knowledge) by pairing the visual art form of taniko with an explanatory narrative. The top tier representing our people weaves into our values of tika, pono and aroha, threads down to the articles of Te Tiriti o Waitangi inlaying a set of Māori principles that inform four Tiriti enactments . Te Aronui visually illustrates the complementarity and inter-connectivity between each tapatoru (triangle) and tier. While Te Aronui is presented in a linear format, it is philosophically grounded in a Māori worldview which is dynamic, iterative, and relational.

- Te Aronui should be used prior to and throughout an implementation effort. To guide this application, the framework has been unpacked signalling 'In Action' and 'Desired Outcome' statements. Prompt questions are also provided to provoke thinking as to what potential actions could be and what potential outcomes might look like. Te Aronui is not intended to be prescriptive rather a platform to encourage and guide implementation discussions.

- At an individual level Te Aronui recognises the different stages of the Tiriti journey our people are at, and accepts that each individual will be enacting the framework relative to their

personal situation. We will make mistakes. What is important is that we reflect on our experiences, and the shared experiences of others and learn from them. As a collective, the goal is to support a cultural shift that views Te Tiriti as an opportunity to grow and prosper and accept that the journey is far more important than the destination.

- At an organisation level, change is needed to our structures, policies and processes, to our teaching, and to our research. The intended approach would be to support a process that:
  - o Prioritises Goals and Strategic Objectives;
  - o Maps areas of impact
  - o Supports Schools, central service units and divisions to develop plans which identify specific goals, activities, and measurables in relation to their work programmes
  - o Supports the development of plans to be integrated with business planning and processes;
  - o Ensures consistent programme of change and improvement across the organisation, progress on actions be collated and progress reflected on.
- The process for enacting Te Aronui requires discussion of how the framework is operationalised. This could include:
  - o Alignment of AUT plans and processes to Te Aronui
  - o How the framework aligns with iwi plans and processes
  - o The process for development of implementation plans
  - o The systems innovation to ensure accountability and monitoring of progress
  - o How fulfilling Te Aronui is resourced
- Te Aronui is a framework and is a living document that is iterative, dynamic, and robust enough to withstand sudden changes yet malleable enough to be responsive and evolve accordingly. The data captured in Te Aronui is not exhaustive and provides a starting point.
- Transformation requires resilience and courage. The University has a collective responsibility to bring Te Aronui to life and by working together as an educational organization on an educational journey.

10   STRATEGIC REPORTS
No Report

11   CORRESPONDENCE REFERRED BY THE CHANCELLOR

12   OTHER MATTERS FOR DECISION OR NOTING

12.1   Update from AUTSA
Received
 Verbal Update from Sara Youssef (President of AUTSA)

Noted in discussion
- rererer.
- ererer.
- erererer.

Resolved
THAT THE VERBAL UPDATE FROM THE PRESIDENT OF AUTSA BE RECEIVED.

13   GENERAL BUSINESS AND ITEMS MOVED FROM PART B TO PART A

RESOLUTION TO EXCLUDE THE PUBLIC
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 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 **AND THAT** W Lawson, L Williams, and A Vujnovich 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 section 9 of the OIA identified below.	Ground(s) under section 48(1) LGOIMA for the passing of this resolution
15. Council Minutes Part B of the meeting held on 27 March 2023	s 9(2)(b)(ii), s 9(2)(i), 9(2)(k)	7(2)(f)(i), 7(2)h), 7(2)(i), 7(2)(j)
20. Draft Minutes of Finance and Audit Committee held on 17 April 2023	s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k)	s7(2)(b), 7(2)(h), 7(2)(i), 7(2)(j)
22. Other Business		

Item 4.2 Matters Arising from the Minutes Part A

COUNCIL AGENDA ITEM	ACTION	WHO	STATUS
22 February 2021	**5. Vice Chancellor's Report** • In 2021, a Council meeting will be hosted in AUT's wharenui.	Tumuaki / Dean Te Ara Poutama	Open
31 May 2021	**3.3. Equal Opportunities Policy** • The Treaty of Waitangi should be referenced in the policy or alternatively, expressed in a Council Charter. • A paper will be drafted regarding a policy on Te Tiriti and each Council policy should be reviewed at each Annual General meeting.	Tumuaki / Dean Te Ara Poutama	Council Charter - Ongoing Fourth Quarter 2021

At its meeting on 17 April 2023 the People and Culture Committee noted under item 4.1 Health, Safety & Wellbeing Reports February:

- *The University will review its HSW reporting to Council with reference to best practice with that in Australian universities and this will be provided to Council at its May meeting.*

The HSW team have looked online for similar reports from similar technical universities from New Zealand, Australia, The UK and the US and found very little stored outside their firewall and in the public domain. This is broadly due to the perceived business-sensitive nature of HSW reporting. The University HSW community is also one of the less-active collaboration communities, and those participating remain guarded and reluctant to start their reports or event templates. Furthermore, we have been unable to find any templates for summary reports of more detailed periodic HSW reports that could be used for effective governance. With this in mind, we broadened the search to look at annual HSW reporting for commercial entities as well as universities.

When our monthly HSW report against these organisations reports, we found they are broadly aligned. As with our report, all present data with a combination of text and charts for the following metrics:
- lagging measures such as the number of accidents and incidents and EAP usage;
- leading measures such as proactive hazard spotting, risks and audit findings
- the key projects for HSW
- systems updated and changes
- Training provided against training completed

Some reports also use outdated productive metrics, such as incident frequency rates, which don't indicate the severity of events.

With the exception of an executive summary, which our report does not have, most other information contained in the reports viewed relates to areas outside of the HSW function and where the team does not have visibility of their complete reports that we understand the council receives separately. These are:

- Fire safety/ alarm activations and drills – this is owned and managed by Estates Security
- Emergency Management – headed by Estates Security
- Business Continuity (BCP) – headed by the BCP team lead (Peter Maskell)
- Environmental and Sustainability – this is owned by Estates and Strategy & Planning
- Sickness/absence – captured in the People & Culture Report, but only as the number of sick days rather than the nature/category of sick leave
- Student accommodation issues/ inspections – owned and managed by SS&A in conjunction with Estates
- Campus development – owned and menged by Estates and Estates Projects; limited H&S statistical information is provided regarding A1 project
- Contractor Management – Estates and the respective faculties own BAU management

Recommendation

There is a lack of availability and uniform approach to HSW reporting across many sectors. However, it appears the current report presents information on the most common data points for HSW performance.

To further enhance our HSW reporting, it is recommended that we include an executive summary and align further with the points outlined in the Institute of Directors (IoD) – Health & Safety Governance Guide for routine reports to the board. IoD metrics that are not currently included in the AUT report are:

- Data on all incidents, including near misses, work-related ill-health, compliance with health monitoring programmes and ACC claims.
    - o Compliance with monitoring programs and ACC claims are not currently recorded; all other metrics are, including EAP/Wellbeing
    - o Effective monitoring of these statistics can alert the board to underlying problems before any serious incidents occur.
- Data on absence rates due to sickness. This can be an indicator of issues such as stress and fatigue.
    - o This point would need more development as the reasons for sick leave is not captured on TechOne
- Data on trends includes routine exposure to risks potentially harmful to health such as high noise levels, toxic chemicals and bullying.
    - o This could be captured via Shield
- Progress towards implementing formal improvement plans and meeting policy goals, including number of actions closed-out on time.
    - o Data on improvement plans and meeting policy goals could be captured via Shield; the number of actions close out is currently captured
- Actions in place aimed at preventing harm, such as training and maintenance programmes.

- o Training plans and maintenance plans/contracts have recently been developed in Shield
- The health and safety performance and actions of contractors.
    - o This could be captured via Shield; contractor licences were procured at the time of purchase
- Reports on internal and external audits and system reviews.
    - o This is currently included in the report
- Data on proactive safety visits such as safety tours and workplace inspections.
    - o This is currently included in the report

The summary report to the Full Council committee will include the executive summary and bulleted points from each of the sections listed above.

Appenidix:
List of organisations reviewed:
- Amazon
- Amazon (AWS)
- Auckland Council
- Cumbria Council (UK)
- Harvard University (US)
- Plymouth University (UK)
- Royal Melbourne Institute of Technology
- Stanford University (US)
- University of Auckland (HSW Guide)
- University of Glasgow (UK)
- Warwick University (UK)

PART A	**5**
OPEN	
AGENDA ITEM	

Council Agenda Paper

Subject: **VICE-CHANCELLOR'S REPORT**

Date: **29 May 2023**

RECOMMENDATION:

THAT THE VICE CHANCELLOR'S REPORT BE RECEIVED

Early in April, I provided an all-staff update with Deputy Vice-Chancellors Professor Wendy Lawson and Professor Mark Orams and with the support of Kaihautū Tiriti Dr Valance Smith. This was part of the Te Pae Tata leadership series, where we discussed our recent past, provided an update on our current situation and discussed our approach to developing a new strategy for AUT to take us forward beyond *AUT Directions to 2025*. As the environment in which we operate has changed significantly, AUT cannot wait till 2025 to look at our next steps, and we will instead bring that process forward. We will strengthen our commitments and position further as a university, with several plans and frameworks already well underway and progressing, which will inform the new strategy. Watch Te Pae Tata to hear more.

To ensure we make the gains we wish to as a university and contribute to New Zealand's national and international sustainability commitments, a new steering committee will be established and chaired by DVC Research Mark Orams, with Group Director Strategy and Planning Megan Skinner as Executive Sponsor. It will include representatives from across the university. The committee will have a key role in the further development of our Sustainability Plan and support the Head of Sustainability, Lucy McKenzie, to give practical effect to our sustainability goals, including policies and programmes that promote sustainable practice.

The Office of Māori Advancement (OMA) has developed a programme of events to support Matariki celebrations for AUT, taking place in July this year. The Vice-Chancellor's Office is collaborating with OMA to deliver an annual all-staff event on July 21 called 'Matariki Ki Horotiu'. The inaugural event will include the launch of AUT's Tiriti Framework, Staff Awards, entertainment, food, and celebration. I will also be delivering a formal address, reflecting on the year past (Māori lunar year) and setting goals for the year ahead, providing a foundation for teams to set their own goals. I will also provide an update on the development of the new strategy.

HIGHLIGHTS

- AUT recently hosted a delegation from Shaanxi Province in China. The delegation involved the Shaanxi Province Education Department and representatives from the local universities, where we met to establish connections for further cooperation.
- The AUT Research Plan Rautaki Rangahau 2023-2028 is currently in consultation. This work is being led by DVC Research Mark Orams, who aims to present a final version to the Executive Committee and Academic Board in June.

- Following a review and consultation, the Executive team has approved a renewed [travel policy](#) which will be available on Tuia. Key changes have been made to reflect feedback, including an update to the travel request form and the associated travel points system template.
- Liz Gosling is stepping away from the Director of Operations for Emergency Management role after 10 years to focus on her primary role as Chief Technology Officer for AUT. William Taylor, Director of Security and Emergency Facilities Management, will take over the role and lead AUT's Emergency Management, and I look forward to working with him.
- Professor Valery Feigin and the National Institute for Stroke and Applied Neurosciences (NISAN) received this year's Prime Minister's Science Award. It is an outstanding achievement and recognises the depth and commitment of Professor Feigin and his team to applied and impactful research.
- Group Director Risk and Assurance Alastair Burrows and his team completed the Public Records Act 2005 Audit Information facilitated by Archives NZ on 1- 3 May 2023. Acknowledgment was made of the positive and transparent engagement by all AUT representatives during the audit.
- Work is underway across the University to prepare for Cycle 6 Academic Audit, which takes place every seven to eight years as part of Aotearoa New Zealand's internationally referenced, peer-review system of quality assurance for universities.
- The Office of Pacific Advancement launched the first of a series of Pacific Language Week videos celebrating Rotuman Language Week from the 7 to the 13 May. Previous Pacific language week videos focused on sustainability and the UN development goals. This year's video series focuses on AUT alumni, community, business, and industry leaders. Watch [here](#).
- Recruitment of a new Dean for the Faculty of Health and Environmental Sciences is progressing and is now marketed; applications close Sunday, 25 June.
- Interviews are being conducted for the recruitment of the Group Director People and Culture role.
- AUT launched a new domestic marketing campaign with a focus on AUT's new research and data-led marketing strategy.
- The [2022 Annual Report](#) has been sent to relevant government and ministry stakeholders and is now publicly available on the AUT website.

PRIORITY 1: TE TIRITI O WAITANGI

1.1   Te Runanga o Ngāti Whātua

The Office of Māori Advancement (OMA) and Recruitment, in partnership with Te Rūnanga o Ngāti Whātua will host the Ngāti Whātua Tertiary Summit at AUT Live. Te Rūnanga has extended this opportunity to their Marae members within the region, as well as to their Secondary School partners.

1.2   AMP NZ Wealth Management

Tītahi ki Tua and OMA continue to build on our relationship with AMP to embed a deeper connection with Māori culture, values, and language. Representatives from OMA and Tītahi ki Tua attended the blessing of mahi toi (artwork) created and installed by alumna Matangireia Yates-Francis, at AMP Head Quarters. The nine-panel art series honour Ngāti Whātua Ōrākei and our Māori creation stories.

1.3   Te Kōmiti Whakahāere o Te Kotahi a Tāmaki – Marae Collective

OMA hosted a unique marae perspectives kōrero with Manurewa Marae Chief Executive Officer Takutai Kemp and Ruapōtaka Marae Chief Executive Office Georgie Thompson, where they shared their journey in growing their marae-based services. Ruapōtaka Marae Operations Manager Witeri Williams joined them.

PRIORITY 2: EXCELLENCE AND EQUITY IN EDUCATION AND RESEARCH

2.1   Learning and Teaching

AltLAB, the University's central teaching support unit, has recently visited all faculties to promote its new service delivery model as we move on from its focus of the last three years, supporting staff in their teaching through COVID-19 and implementing the Canvas project. The service delivery model has five main areas: Connect; Learn; Support; Enhance; Create. These are as follows: connecting throughout the University to encourage good practice; opportunities for staff to learn through a suite of professional development modules which are regularly offered; support for teaching staff in their teaching and curriculum development through the provision of drop-in sessions or email contact; more intensive tailored support to help staff enhance their courses in agreement with faculty priorities; and intensive support for staff to create new courses – again in agreement with faculty priorities. The new model has been well received, and altLAB staff are actively working in all areas.

2.2   PBRF Quality Evaluation

AUT is calling for expressions of interest in the new role of Academic Lead PBRF, which will have a critical role in leading preparations for the 2026 Quality Evaluation and supporting AUT's research mission. The role is a fractional secondment (0.4FTE) suited to an academic with significant PBRF experience and excellent leadership and engagement skills.

2.3   Research Funding

ERI	Source - TechOne
2017 (unweighted)	$11.458M
2017 (weighted)	$13.955M
2018 (unweighted)	$15.089M
2018 (weighted)	$16.699M
2019 (unweighted)	$15.3M
2020 (unweighted)	$13.47M (est. as at 30/11/2020)
2021 (unweighted, unaudited)	$17.30M (est. as at 31/12/2021)
2022 (unweighted, unaudited)	$22,960,559M (est. as at 31/12/2022)
2023 (unweighted, unaudited)	$5,929,961M (est. as at 31/03/2023)

Note: Unweighted means that ERI is not weighted according to TEC guidelines, e.g., 1x for NZ government contestable funds, 1.5x for overseas, 2x for NZ non-government

2.4   Graduate Research School

- 78% increase in PhD applications compared to the same time last year (source Uni Assist). The increase might be slightly smaller if we consider that AUT changed the process for doctoral enquiries mid-year last year.
- 75 New PhD admissions. Slightly down compared to the same time last year. The number of domestic admissions is lower than in the previous years.
- Doctoral Scholarships Award Ceremony will be held on 25 May.
- CARMA In collaboration with the AUT Library and the Graduate Research School, the new video library on research methods is now available for staff and students.
- The Post Graduate Research Development (PGRD) team is to become the RED (Researcher Education and Development) team, with broadened responsibility for researcher development across the spectrum from post-graduate research students to academic staff. A RED Specialist will be employed and focus on coordinating existing development opportunities (and initiating new opportunities) for research staff.
- AUT's inaugural Research Week will take place on 4-8 September 2023. The theme of the event is 'Celebrating Research,' and the programme will include research talks, workshops, panel discussions, faculty showcases, as well as the annual Post-graduate Research Symposium, and much more.

PRIORITY 3: ENVIRONMENTAL AND FINANCIAL SUSTAINABILITY

3.1   Financial Performance (detail in Appendix 2)

Overall, the YTD net surplus variance to budget of $2.1M reflects the impact of unbudgeted salaries offset by operating costs behind budget and a net improvement in student-derived income due to international fees.

The full-year forecast projects a $0.1M deficit from operations, which is $6.3M behind budget. The forecast position reflects the impact of unbudgeted salaries and higher student support and operating costs, offset by net improvement in student-derived income due to international fees.

3.2   Student enrolment update (detail in Appendix 1)

- Domestic new to programme EFTS appear up on the same time last year, but this will change when we reach the 13th of June (after this May update and before the July update to Council). This year most clinical health science students have already enrolled into their semester 2 papers, which is a marked difference from last year when clinical health science students didn't enrol into their semester 2 papers until mid-June. When we correct for this, we are likely to be down on domestic new to programme EFTS compared to the same time in 2022.

- 2023 international enrolments have already exceeded the 2023 budget target. The last report, I advised that there may be some attrition due to Immigration NZ's difficulty processing all student visas in time. Based on available data, it appears that 4-11% of new to programme International Full Fee applicants for Semester 1 2023 deferred or withdrew from their programme as a result of delays in visa processing by Immigration NZ.
- For these reasons, the University appears to be doing better against the overall 2023 budget than it was against the 2022 budget this time last year, but this position may change as we move into semester 2.

	Domestic SAC		International		Total	
	2023	2022	2023	2022	2023	2022
YTD EFTS	14,525	14,924	2,026	1,399	16,551	16,323
% of target	88%	84%	122%	87%	91%	85%

Year to Date **Domestic SAC** enrolments (2023, compared to the same time in 2022):
    Total: down -3% (-399 EFTS)
    New to Programme: up 5% (+266 EFTS)
    Returning: down -7% (-665 EFTS)

Year to Date **International Full Fee** enrolments (2023, compared to the same time in 2022):
    Total: up 45% (+627 EFTS)
    New to Programme: up 165% (+641 EFTS)
    Returning: down -1% (-14 EFTS)

Year to Date **Māori Domestic SAC** enrolments (2023, compared to the same time in 2022):
    Total: down -6% (-104 EFTS)
    New to Programme: down -4% (-24 EFTS)
    Returning: down -8% (-81 EFTS)

Year to Date **Pacific Domestic SAC** enrolments (2023, compared to the same time in 2022):
    Total: down -8% (-210 EFTS)
    New to Programme: down -7% (-78 EFTS)
    Returning: down -9% (-132 EFTS)

Year to Date **Pre-Degree** enrolments (2023, compared to the same time in 2022):
    Total: up 7% (+59 EFTS)
    New to Programme: up 19% (+119 EFTS)
    Returning: down -28% (-60 EFTS)

Year to Date **Undergraduate** enrolments (2023, compared to the same time in 2022):
    Total: down -1% (-174 EFTS)
    New to Programme: up 10% (+419 EFTS)
    Returning: down -7% (-593 EFTS)

Year to Date **Postgraduate** enrolments (2023, compared to the same time in 2022):

    Total: up 12% (+345 EFTS)
    New to Programme: up 35% (+368 EFTS)
    Returning: down -1% (-22 EFTS)

3.3   University key performance indicators (detail in Appendix 3)

3.4   Marketing and Recruitment

Undergraduate Always On Digital Campaign – Unleash Your Future

The first suite of digital and video assets for our 2023 Undergraduate Always On digital campaign has been delivered, with the campaign launching on Monday, 15 May. With a refreshed look and feel, the campaign targets 17–24-year-olds, communicating four key themes – Business and Enterprise, Creativity and Technology, Culture and Environment and Health and Wellbeing - and relevant AUT courses they can choose within each theme. The campaign aims to show the breadth of opportunity to build a rewarding career that makes a meaningful impact for themselves, their whanau, and the world.

Landing Pages:
https://www.aut.ac.nz/find-your-greatness-undergraduate
https://www.aut.ac.nz/find-your-greatness-undergraduate/business-and-enterprise
https://www.aut.ac.nz/find-your-greatness-undergraduate/creativity-and-technology
https://www.aut.ac.nz/find-your-greatness-undergraduate/culture-and-environment
https://www.aut.ac.nz/find-your-greatness-undergraduate/health-and-wellbeing

Secondary Schools Recruitment

- Due to school holidays and public holidays – Easter and ANZAC day – there were only 7 school days in April.
- Activity was a blend of Insights presentations, career expos, engagement activities such as MCM workshops and Pacific Island Leaders of Tomorrow (PILOT), and 2 large on-campus events.
- Preparation for term two and regional travel has taken place.

Secondary Schools	Activity: March 2023		
	Number	Engagement	Leads collected
Presentations	10	480	131
Career Evenings and Expos	2	120	0
Student Engagement Activities	2	161	88
Events with schools	0	0	0
AUT Events	2 (See Events section)	312	269
			Total: 488

3.5   Places and Spaces

During the reporting period, the Estates Group was focused on the following key areas:

- Implementation of Estates FRP change proposal, including recruiting for new and vacant roles.
- Delivery of Estates Business Plan 2023 services and projects.
- A1 Project implementation and delivery of Planned Maintenance/Minor Capital Works programme.
- Active management of all property and services-related risks within resource constraints.
- Selection of a new Integrated Workplace Management System (IWMS).
- TEFMA Benchmarking input, TEC Asset Management Review and Records Management audit participation.

- A meeting with Ngāti Paoa was held to confirm the future design and engagement meeting programme, Mana Whenua project budgets and consulting remuneration for Iwi Trust members and Artists or Mātauranga. The programme commenced and work was underway between Ngāti Paoa, Jasmax and AUT.
- Shuttle patronage showed further significant decline by almost 75% on last year with PAX=1,502 – by comparison April 2018=9,278, 2019=13,675. 2020 Lockdown and 2021=5,588.
- Significant events delivered in April by the AUT Events team. These include events for AFL New Zealand Welcome Function, Urban Sketchers Symposium, National Party Conference, and a Westpac Bank Event.

3.6   Staff diversity statistics (March 2023)

Staff count			Occupation			
1,926 FTE			**Academic** 892.5 (46.4%)		**Professional** 1,033.5 (53.6%)	
Gender			**Annual Turnover Rate**			
Female	60.3%	**Gender diverse** 0.4%	**6.9%**		**14.8%**	
Male	38.3%	**Not disclosed** 0.9%				
Ethnicity						
Academic (45.5%)			**Professional** (53.5%)			
NZ European	46%	**Other**	4.9%	**NZ European**	38.5%	**Other**	5.0%
Asian	17.2%	**Undeclared**	6.6%	**Asian**	28.7%	**Undeclared**	6.9%
European	8.6%	**Middle Eastern**	2.2%	**European**	4.2%	**Middle Eastern**	1.5%
Māori	7.5%	**Latin American**	1.2%	**Māori**	6%	**Latin American**	1.0%
Pacific	4.3%	**African**	1.3%	**Pacific**	7.5%	**African**	0.6%

54.6% of Senior staff roles are held by men, and 45.3% are held by women. 12 Senior staff roles are held by Māori and Pacific women, and 8 Senior staff roles are held by Māori and Pacific men.

3.7   People and Culture – Voluntary Turnover
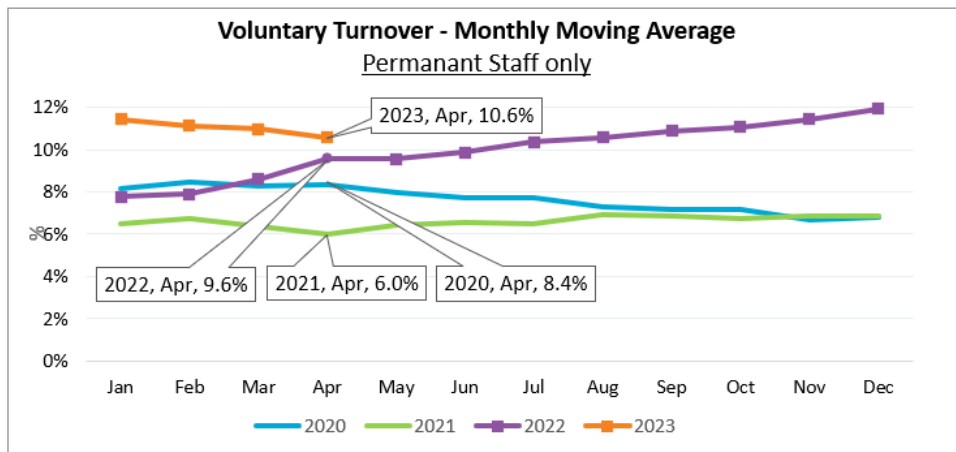
- The trend for voluntary turnover showed a consistent increase in 2022, with a turnover rate of 10.6% in April, 1.0% higher than the corresponding period of the previous year.
- However, there has been a slight decline in turnover every month in 2023. The highest point was observed in the Q4 of 2022, which coincided with the announcement of the Financial Recovery Plan.

3.8 Visa Management

Visa management activities continued for students who commenced in semester one of 2023. At the end of April, only 192 students had pending visa outcomes which included 118 students who were on interim visas. These numbers are expected to decrease in May as INZ finalises application outcomes for the semester one round. INZ continued to regularly liaise with the Service Manager (Records & Compliance) to confirm student details for any pending student visa applications for whom further information was required. It has also been noticed that an increase in errors made by INZ when endorsing programme names on student visas. The team is currently liaising with the affected students and INZ to have these amended.

3.9 Student Accommodation

April 2023 was a quieter and more settled month in the villages, with occupancy steady along with Easter and mid-semester break resulting in residents being away. The Accommodation team focused on staffing transition, accommodation audit visits, student feedback survey action plans and work planning priorities. While occupancy remained steady by the end of April, there a few withdrawals and cancellations since March have seen occupancy drop off marginally (with status changes). The semester 2 portal opened early April for new and extending semester-only resident intakes. It is anticipated that occupancy will remain at the same level for semester 2 occupancy. Assessments for new students for semester 2 are being processed from 28 April, with current applicant numbers as follows:

Accommodation	Total Rooms	Total Applications
WSA	481	586
ASV	198	224

	WSA	ASV	WQ
Rooms occupied	477 (96%)	156(76%)	596+2 - 85.59% (96% of 621 rooms – occupancy guarantee)
Reserved & Tentative/ processing	3	12	12 – Held 81 – Tentative 93 – total
Vacant rooms – Semester One	9 (excluding showroom and rooms in U18 apartments)	32 (not including rooms out of order)	101
No of beds	496	204 (16 to be adjusted for 2023 Semester 1 due to flood & damaged rooms)	697 391 North Tower 306 South Tower (Occupancy guarantee – 597 room)
Domestic	343 (72%)	128 (82.05%)	238 (40%)
International	134 (28%)	28 (17.95%)	358 (60%)
Study abroad students	38 (UVM = 27)	1 TBC	3 (TEINS)
New intakes	137	140	
Returning	63	16	
Term - Full year	290	108	458 (43 full year beyond Nov)
Term: Semester One only	187	43	138
Scholarship & other (financial assistance) residents	22	8	277
U18 Residents	7	3	1

3.9   AUT Foundation

- For the period (year-to-date) ending 31 March. AUT has received a total of $678,930.55 from 136 donors.
- AUT has received $16,595.00 from 29 donors for the month of April 2023.

3.10   Village Meets Initiative

The Vice-Chancellor's Office and the Office of Pacific Advancement (OPA) hosted a visit from Canadian philanthropist and businessman John McCall MacBain and representatives from Cedar Pacific on 28 April. The visit marked a newly formed partnership between AUT and Canadian-based philanthropic organisation the McCall MacBain Foundation, in which thirty exceptional AUT undergraduate students from across faculties will be supported to undertake a new leadership and mentoring programme as part of OPA's Village Meets initiative.

3.11   AUT International

The Pro Vice-Chancellor International Professor Guy Littlefair travelled to India from the 15 to 29 April to participate in the New Zealand-India Education Week. The delegation is led by Education New Zealand's CEO where all eight universities were represented, and recruitment fairs were held in Delhi, Mumbai, and Chennai. The delegation included five DVC's/PVC's, each of whom co-led different parts of the engagement activities. The delegation conducted formal and informal meetings with Indian and NZ Government agencies, Indian universities, one Australian university, agents, alumni, and media. The trip concluded in Mumbai, where one-on-one meetings with key agents were held to support the recruitment and conversion activities.

Overall, the trip achieved several goals, including:
- raising the profile of NZ in India as a good study destination for students

- raising awareness of AUT's strong reputation and engagement in India
- building linkages with Indian institutions
- identifying regional areas and study disciplines for further in-person activities in November/December 2023
- identifying further opportunities for revenue generation in India, demonstrating AUT as the leading NZ university in India for recruitment and partnerships
- highlighting all eight universities' significant focus on India as the biggest single recovery international market
- and identifying the activities needed at AUT to further capture the Indian market.

PRIORITY 4: STUDENT SUCCESS

4.1   Ki Uta Ki Tai

A Ki Uta Ki Tai Student Success Steering Group has been established and has met for the first time. This is made up of senior leaders in the University whose work directly relates to student success and is led by the Deputy Vice-Chancellor Academic. The role of the group is to oversee a range of University initiatives that aim to enhance student success. Its remit is wider than what was contained in the Ki Uta Ki Tai Student Success plan presented to TEC last year, but it will encompass oversight of the initiatives included in that plan. The initiatives identified in the Ki Uta Ki Tai Student Success Plan have been grouped into work streams, and work is underway to develop measurable outcomes for those initiatives. This will inform the prioritisation of the initiatives.

PRIORITY 5: MATURING UNIVERSITY SYSTEMS AND PROCESSES

Appendix 1: Enrolments

2023 EFTS Progress to Target Monitoring Report
Year to Date Compared to Target and Equivalent Date Last Year

Programme EFTS as at 14 May 2023

Student Achievement Component EFTS	Total	BEL	CSOC	DECT	HEAL	TEAP
Pending	1,366	210	208	381	556	11
Actual	13,158	1,910	1,844	4,044	5,282	54
Total Pending and Actual	14,525	2,119	2,052	4,425	5,838	64
2023 Target	16,460	2,755	2,403	4,621	6,540	104
Progress to Target (%)	88%	77%	85%	96%	89%	62%
EFTS needed to reach 100%	1,935	635	350	196	702	40
Ahead or behind on this time last year:	Behind by	Behind by	Behind by	Ahead by	Ahead by	Behind by
	399	203	426	166	111	35
Progress to Target, this time last year (%)	84%	72%	90%	90%	85%	51%
EFTS needed to reach Target this time last year	2,767	882	285	464	1,004	95
Achieved from this time last year to year end	1,718	592	25	281	784	37

International Full-Fee EFTS	Total	BEL	CSOC	DECT	HEAL	TEAP
Pending	122	46	23	36	14	1
Actual	1,904	565	420	680	235	4
Total Pending and Actual	2,026	611	443	716	249	5
2023 Target	1,663	615	283	565	200	
Progress to Target (%)	122%	99%	156%	127%	125%	Infinity
EFTS needed to reach 100%	-363	4	-159	-151	-50	-5
Ahead or behind on this time last year:	Ahead by	Ahead by	Ahead by	Ahead by	Ahead by	Ahead by
	627	170	131	250	76	3
Progress to Target, this time last year (%)	87%	61%	128%	100%	115%	147%
EFTS needed to reach Target this time last year	218	285	-68	0	-23	-1
Achieved from this time last year to year end	385	232	32	77	39	0

AUT South Campus	Total	BEL	CSOC	DECT	HEAL	TEAP

Pending	**164**	15	15	7	126	0
Actual	**1,559**	182	194	34	1,124	1
Total Pending and Actual	**1,723**	197	209	41	1,250	1
2023 Target	**1,665**	4	241	44	1,331	8
Progress to Target (%)	**103%**	4728%	87%	93%	94%	12%
EFTS needed to reach 100%	**-58**	-193	31	3	82	7
Ahead or behind on this time last year:	Ahead by	Behind by	Behind by	Behind by	Ahead by	Behind by
	11	54	71	23	167	7
Progress to Target, this time last year (%)	**69%**	58%	100%	66%	69%	41%
EFTS needed to reach Target this time last year	**769**	185	-1	33	493	11
Achieved from this time last year to year end	**218**	19	-17	-6	223	0

Pre-Degree Total EFTS	Total
Pending	**96**
Actual	**800**
Total Pending and Actual	**896**
Ahead or behind on this time last year:	Ahead by 59

Undergraduate Total EFTS	Total
Pending	**1,161**
Actual	**11,677**
Total Pending and Actual	**12,838**
Ahead or behind on this time last year:	Behind by 174

Postgraduate Total EFTS	Total
Pending	**271**
Actual	**2,884**
Total Pending and Actual	**3,155**
Ahead or behind on this time last year:	Ahead by 345
Doctoral	**584**

Māori Domestic SAC EFTS	Total
Pending	**126**
Actual	**1,480**
Total Pending and Actual	**1,606**
Ahead or behind on this time last year:	Behind by 104

Pacific Domestic SAC EFTS	Total
Pending	**236**
Actual	**2,181**
Total Pending and Actual	**2,417**
Ahead or behind on this time last year:	Behind by 210

Please Note:

• In 2022, 75 SDR SAC Budget EFTS were not assigned to an academic faculty. As a result, the total budget is 75 greater than the sum of the faculty totals for tables presenting Domestic – SAC Funded, South (SAC) and University totals.

• Returning to programme EFTS defined as all EFTS consumed by students enrolled in the same programme code in a previous calendar year, regardless of progress through programme. EFTS consumed by students who enrolled in any Bachelor of Health Science programme (any programme code ending in '3680') in a previous calendar year and then enrolled in a related programme are also considered to be returning. All other EFTS classified as 'New'.

• Budget EFTS pertaining to South Campus have been identified using the following working definition: Where the teaching school name includes the word 'Manukau', 'Manku', 'South', or 'South', OR the teaching school code is 'VK', 'RO', or 'KO', the Budget EFTS are assumed to relate to South Campus.

• (*) Please note that the 2016 South SAC EFTS target of 1,514 represents the University's internal operating budget, as set by central Finance, rather than the 2016 TEC South Campus target provided in the Funding Letter (1,827).

Appendix 2: Financial Performance – Current Year

1. **Financial Performance – Current Year**

As at 28 April 2023 (refer item 5.1)

$000s	Year to Date ($000s)			Full Year ($000s)		
	Actual	**Budget**	**Variance**	**Forecast**	**Budget**	**Variance**
Income	134,995	134,493	502	422,006	418,925	3,081
Expense	117,467	114,720	(2,747)	418,977	409,585	(9,392)
Surplus before interest	**17,528**	**19,773**	**(2,245)**	**3,029**	**9,340**	**(6,311)**
Interest	460	604	144	3,152	3,152	-
Net surplus/(deficit)	**17,068**	**19,169**	**(2,101)**	**(123)**	**6,188**	**(6,311)**

Comment

Overall, the YTD net surplus variance to budget of $2.1M reflects the impact of unbudgeted salaries offset by operating costs behind budget, and a net improvement in student derived income due to international fees.

The full year forecast projects a $0.1M deficit from operations, which is $6.3M behind budget. The forecast position reflects the impact of unbudgeted salaries and higher student support and operating costs, offset by net improvement in student derived income due to international fees.

	2023 Year-end Forecast		
Banking Covenants	**FY Forecast**	**Bank Target**	**Outcome**
Max Net Debt / Net Debt + Equity Ratio	10%	35%	On target
Min Interest Cover Ratio (EBITDA / Interest Expense)	1,525%	150%	On target
Min Guaranteeing Group Cover	97%	90%	On target
TEC Financial Covenants	**FY Forecast**	**TEC Target**	**Outcome**
Max commercial debt borrowings $000s	$95,513	$220,000	On target
Max aggregate financing $000s	$105,373	$243,000	On target
Max Debt / Debt + Equity Ratio	10%	30%	On target
Max Debt / Net Cash Flow Ratio	2.11	3.00	On target
Max Debt / Total Revenue Ratio	25%	55%	On target
Min Net Surplus Ratio	(0.03%)	>0.0%	Off target
Min Cash Flow from Operation Ratio	113%	113%	On target
Min Interest Cover Ratio (EBIT / Interest Expense)	0.96	Suspended until 2026	
Min Liquidity Ratio	34%	2%	On target

Comment

All Banking covenants and most of the TEC financial covenants are projected to be met, except for the Net Surplus Ratio.

Financial Performance 2023 YTD Compared to 2022 YTD

$000s	Year to Date ($000s)		
	2023	2022	Variance
Income	134,995	144,053	(9,058)
Expense	117,927	120,085	2,158
Net surplus	**17,068**	**23,968**	**(6,900)**

Lower year-to-date income compared to the same period last year is driven by lower SAC funding earned (based on consumed EFTS, not budget EFTS).

Lower year-to-date expenses compared to the same period last year is driven by lower salary and other salary related costs.

Overall, the year-to-date net surplus is $6.9M lower than same time last year reflects the impact of lower student enrolments in 2023.

Appendix 3: University key performance indicators – Progress report

University key performance indicators: Progress report 15 May 2023

AUT's Statement of Service Performance was established as part of Investment Plan 2022-2024. Each KPI relates to at least one of the key themes of *AUT Directions*

- Theme 1 Creating exceptional learning experiences
- Theme 2 Discovery and application of knowledge for wellbeing and prosperity
- Theme 3 Responding to our place in the world
- Theme 4 Building our position as New Zealand's university of technology
- Theme 5 Being a great place to work and learn

KPIs	Theme(s)	Target 2023	YTD 2023	YTD 2022	Actual 2022	Notes
4. Proportion of bachelors graduates who completed work-integrated learning while studying	1, 4	90%	86%	93%	91%	
5. Course completion rate for students from areas with high deprivation scores	1,3	78%	76%	84%	70%	Relates to summer school courses only so numbers are still small
6. Number of quality-assured research outputs	2	Annual increase	457	471	2,130	
7. Proportion of research-active academic staff	2	Annual increase	31%	30%	62%	
8. Value of new research contracts signed	2,4	Annual increase	TBA	$5.6M	$27.6M	An update will be provided shortly; data not yet available due to introduction of new contract management system
9. Proportion of outputs with an international co-author	2,3	Annual increase	59%	59%	58%	
10. Ranking amongst NZ universities for field citation ratio	2,4	Top-four placing	Third	Second	Second	Based on 2020 publications (used for the 2023 reporting year), AUT's FCR is 2.71, above the sub-sector average of 2.66
11. Number of media articles using AUT staff as expert voices or highlighting AUT research	2,4	>1,000	601	373	1,244	
12. Number of Māori graduates from bachelors degrees	1,3	Annual increase	31	22	308	
13. Number of Māori students in research programmes	2,3	Annual increase	110	110	144	
14. Number of Pacific graduates from bachelors degrees	2,3	Annual increase	42	49	432	
15. Number of Pacific students in research programmes	2, 3	Annual increase	64	74	92	
16. Number of EFTS at South Campus	3, 5	Annual increase	1,595	1,614	1,985	

Results still to come

KPI	Theme(s)	Actual 2022	Source	Available
1 Proportion of students who would recommend their programme of study	1	78%	Annual Programme Survey	Annually (December)
2. Proportion of students who are satisfied with teaching quality	1	81%	Annual Programme Survey	Annually (December)
4. Proportion of available graduates who are working full time	1	84%	Annual Graduate Survey	Annually (December)

PART A	6
OPEN AGENDA ITEM	

Council Agenda Paper

Subject: **CHANCELLOR'S REPORT**

Date: 29 May 2023

RECOMMENDATION:

THAT COUNCIL RECEIVE THE CHANCELLOR'S REPORT

Part A	7.1
OPEN AGENDA ITEM	

Council Agenda Paper

Subject: **REPORT FROM ACADEMIC BOARD**

Date: 19 May 2023

RECOMMENDATION:

THAT COUNCIL RECEIVE THE ACADEMIC BOARD REPORT AND MINUTES OF THE MEETING HELD ON 24 APRIL 2023

The minutes are in supplementary papers.

Academic Board Report to Council

Meeting held 24 April 2023

Strategic Matters and Policy Developments

- **Academic Audit Cycle 6**

  The Deputy Vice-Chancellor Academic introduced a presentation on the Academic Audit Cycle 6, noting that such audits are a significant part of the academic quality system in New Zealand. The last audit at AUT was in 2015 and the next will be in 2024. The Director of Academic Quality provided an overview of the audit framework and its cross-cutting themes, explaining that it is based on external peer review and is enhancement-led. The Cycle 6 enhancement theme is: access, outcomes and opportunity for Māori students and for Pacific students. All universities developed plans on this enhancement between 2017 and 2019 which were reported on in 2019 and the audit panel which visits next year will look at how embedded and sustainable our identified actions are. Each cycle builds on the previous one and includes self-identified challenges and elements a university wishes to enhance. Audits have a whole of university focus. A timeline of activity prior to the 2024 visit was provided. Working groups that have been established to contribute to the self-review process and opportunities to engage with the process were outlined.

- **Education (Pastoral Care of Tertiary and International Learners) Code of Practice 2021**

  The Group Director Student Services and Administration outlined the background to the introduction of the code which supports the wellbeing of tertiary and international learners enrolled with New Zealand education providers. The cornerstones of the code, namely: learner wellbeing and safety; te Tiriti o Waitangi, learner voice; and, whole-of-provider approach were explained. It was stressed that the Code applies to all domestic and international learners on-shore, off-shore, online and on-campus who are enrolled through AUT student management systems. It was also emphasised that the code applies to all university staff and that training is available.

Committees of Academic Board

- In response to a paper from the Professoriate regarding the relationship between postgraduate supervision and teaching, the Dean of the Postgraduate School - as Chair of the University Postgraduate Research Board - has agreed to be involved in convening a group to develop a discussion document for Academic Board.

Other

Nil

	Part A **OPEN AGENDA ITEM**	**7.2**

<u>Council Agenda Paper</u>

Subject: **DRAFT MINUTES OF THE COUNCIL EXECUTIVE COMMITTEE MEETING HELD ON 28 April 2023**

Date: 28 April 2023

RECOMMENDATION:

THAT COUNCIL:
1. *RECEIVE THE MINUTES OF THE COUNCIL EXECUTIVE COMMITTEE MEETING HELD ON 28 APRIL 2023; AND*
2. *NOTE THAT COUNCIL EXECUTIVE COMMITTEE UNDER DELEGATION FROM COUNCIL HAS:*
   a. *RECEIVED THE FINAL 2022 ANNUAL REPORT:*
   b. *NOTED THAT THE ANNUAL REPORT 2022 HAS BEEN PREPARED IN ACCORDANCE WITH SECTION 306 (4) OF THE EDUCATION AND TRAINING ACT 2020 AND WITH SECTIONS 154 - 157 OF THE CROWN ENTITIES ACT 2004 IN RESPECT OF THE 2022 ACADEMIC YEAR;*
   c. *APPROVED THE ANNUAL REPORT 2022; AND*
   d. *GIVEN THE ANNUAL REPORT 2022 TO THE MINISTER IN ACCORDANCE WITH SECTION 306(1) OF THE EDUCATION AND TRAINING ACT 2020.*

AUT

MINUTES
Council Executive Committee Meeting
Meeting held Friday 28 April 2023
By Email

PRESENT:	R Campbell (Chair), S Turner, D Salesa, J Smith
SECRETARY:	A Vujnovich, Council Secretary

1   APOLOGIES AND WELCOME

Apologies were received from P Treacy

2   MINUTES OF PREVIOUS MEETING(S)

2.1   Minutes of the Council Executive Committee meeting held on 29 August 2022
Received

Minutes of the Council Executive Committee Meeting held on 29 August 2022.

Resolved
THAT THE MINUTES OF THE COUNCIL EXECUTIVE COMMITTEE MEETING HELD ON 29 AUGUST 2022 BE CONFIRMED AS A TRUE AND CORRECT RECORD.

3.   DISCUSSION ITEMS

3.1   2022 Annual Report

Received

2022 Annual Report and Representation Letter

Resolved

THAT COUNCIL EXECUTIVE COMMITTEE:

o   *RECEIVE THE FINAL 2022 ANNUAL REPORT:*

o   *NOTE THAT THE ANNUAL REPORT 2022 HAS BEEN PREPARED IN ACCORDANCE WITH SECTION 306 (4) OF THE EDUCATION AND TRAINING ACT 2020 AND WITH SECTIONS 154 - 157 OF THE CROWN ENTITIES ACT 2004 IN RESPECT OF THE 2022 ACADEMIC YEAR; AND*

o   *APPROVE THE ANNUAL REPORT 2022; AND GIVE THE ANNUAL REPORT 2022 TO THE MINISTER IN ACCORDANCE WITH SECTION 306(1) OF THE EDUCATION AND TRAINING ACT 2020*

CONFIRMED AS A TRUE AND CORRECT RECORD

Chancellor

Date

Part A	8
OPEN AGENDA ITEM	

<u>Council Agenda Paper</u>

Subject: **HEALTH, SAFETY & WELLBEING REPORTS**

Author: D Shanta – Acting Group Director People and Culture and D Pinchen - Director, Health, Safety and Wellbeing

Date: 9 May 2023

RECOMMENDATION:

THAT COUNCIL RECEIVE THE HEALTH, SAFETY AND WELLBEING REPORTS FOR MARCH AND APRIL 2023

Monthly Health, Safety & Wellbeing Summary
March 2023

Highlights - Outstanding actions

This month has seen all outstanding actions from previous audits close out. This is a considerable effort by all those involved and gives us a great starting point for the 2023 audit plan. Congratulations to those who have contributed to this achievement.

Risks - Monthly Key Activities

While these measurements are positively trending up, activity remains concentrated in the same areas of the University. Some areas have not participated since their introduction in 2021, and some are inconsistent in their approach. This has been raised with the Senior/Strategic Leadership Team, hopefully driving further focus

EAP Usage

In March, 45 staff accessed EAP Services for support, an increase of one compared to the previous month. This increase likely relates to greater promotion and awareness of the services staff can access. Thirty-One per cent of the sessions used during this period relate to work issues, compared to Sixty nine per cent for personal reasons. Since July 2022, we have broadly observed the same percentage differential between work and personal issues.
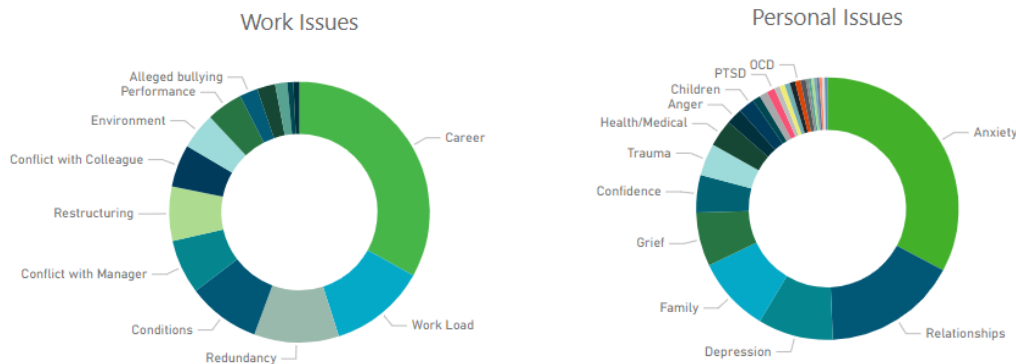
Performance (Lagging Indicators)

Event Comparison

Sixty-five events were recorded overall for March 2023, an increase of thirty-two from February 2023. Six of these events are categorised as accidents (an event that resulted in injury/ill health), a decrease of three from February 2023.
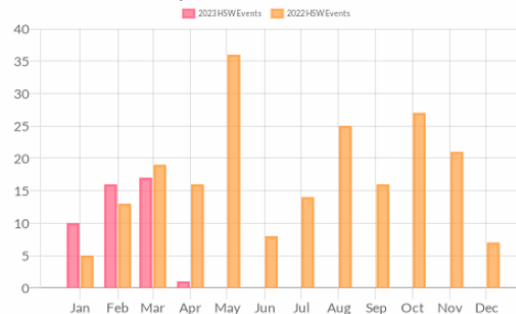
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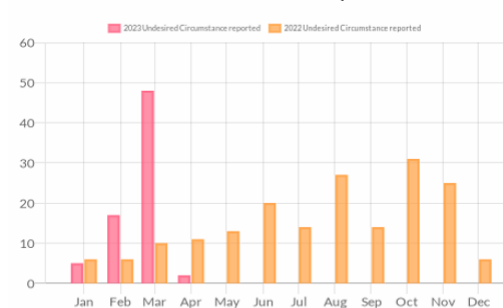
Monthly Health, Safety & Wellbeing Summary
March 2023

Undesired circumstances

Forty-eight undesired circumstances were recorded, an increase of thirty-one from February 2023; they were categorised as unsafe acts (5) and unsafe conditions (43). All unsafe acts reported are related to poor behaviour, with two of the five being obstructions with emergency egress by staff and students. The Security team were dispatched at the time, and the respective area custodians were informed of the issues. The remaining three do not show a trend

Accidents

Three of the five accidents required first aid, two resulted in lost time injuries (related to inattention/rushing), and one needed no treatment. No restricted work cases were recorded for the period

Incidents

Five incidents were recorded for the period compared to two in February 2023. The cause of three of these incidents is unknown, one relates to a non-injury accident, and one was recorded as other (staff member came to work feeling unwell).

Near misses

No near misses were recorded, a decrease of two for the period.

Year-on-year HSW incident/accident/event comparison

The number of reported events shows an increase of thirty-six in the comparative periods of March 2022 (29 events recorded) and March 2023 (65 events recorded). Significantly more undesired circumstances are reported (48 compared to 10 in March 2022).

The overall year-to-date figures show an upward trend of 63% in the number of events reported for the comparative periods (113 events YTD compared to 59 events YTD for 2022). The increase is reflective of an increase in activity and focuses on campus. However, it is broadly the same areas of the University reporting issues, with others continuing not to report any events or participate in the monthly activities.

The HSW Team continue to encourage their portfolios to engage in HSW, but further Executive-level focus is needed to move this issue forward.

Projects Update – current focus

Shield Development Activity

- Outboard Student Exchange Application – International
- Updated Risk Assessment Process – Organisation-wide; linked it accidents/incidents
- Biological Risk Register – School of Science

Training

- Shield e-Learning on Canvas

Thrive

- Team challenge development
    - Move-It; Trivia-verse; Escape Room; Shift

Management System

- ISO45001 gap audit

Monthly Health, Safety & Wellbeing Summary
April 2023

Highlights - Korero – Target Exceeded for April

The organisational target has been exceeded for the reporting period, with over 100 People Leaders participating in HSW Korero's. Thank you to those who have taken time out of their schedules to hold and log an HSW-led conversation with their people and other leaders.

Risks - Logging of HSW issues on Shield

During an HSW walkaround by the AUT council, they discovered some areas of the University using unauthorised local forms and processes to log staff and student accidents and found that building-related HSW issues were still being raised directly to Estates rather than our community logging these issues on Shield, our online risk management platform. Logging HSW issues on Shield is AUT's only approved notification process; it has built-in workflows that raise and work requests to the Estates Helpdesk without requiring the user to raise a separate BEIMS/Pulse request.

EAP Usage

In April, 38 staff accessed EAP Services for support, a decrease of seven compared to the previous month. This decrease likely relates to our recent public holidays over Easter and Anzac, where staff had time away from the workplace. Thirty-two per cent of the sessions used during this period relate to work issues, compared to Sixty-eight per cent for personal reasons. Since July 2022, we have broadly observed the same percentage differential between work and personal issues.
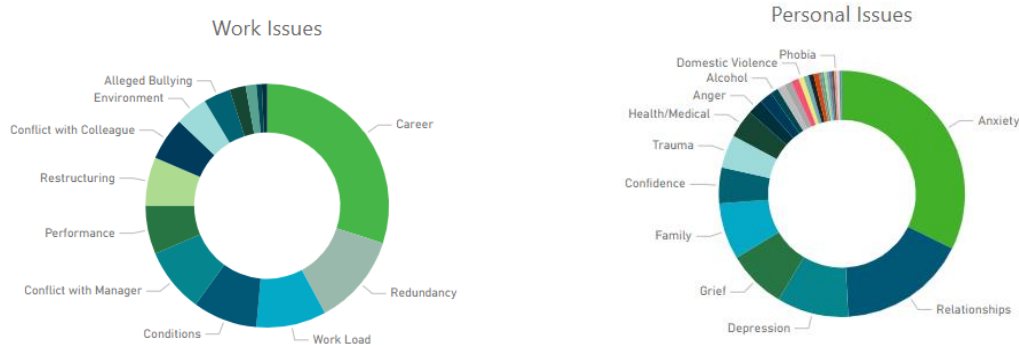
Performance (Lagging Indicators)

Event Comparison

Forty events were recorded overall for April 2023, a decrease of twenty-nine from March 2023. Thirteen of these events are categorised as accidents (an event that resulted in injury/ill health), an increase of seven from March 2023.
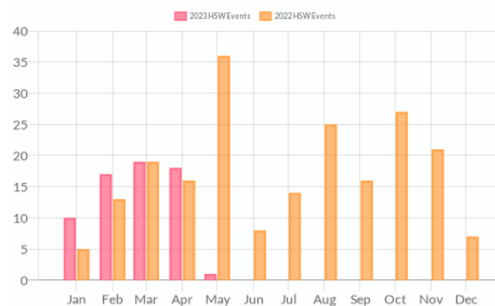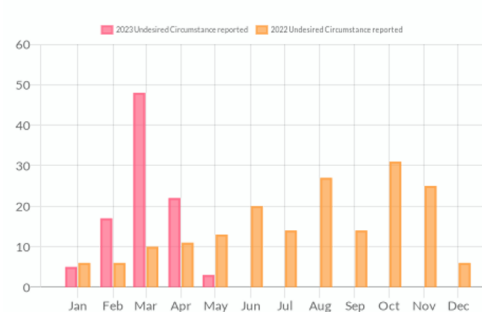
Monthly Health, Safety & Wellbeing Summary
April 2023

Undesired circumstances

Twenty-two undesired circumstances were recorded, a decrease of twenty-five from March 2023; they were categorised as unsafe acts (2) and unsafe conditions (20).

All unsafe acts reported are related to poor behaviour. In the first instance, students were filling their flasks with liquid nitrogen in the foyer. This was found by the laboratory manager and stopped immediately. In the second instance, an outplacement student administered the incorrect dose of medication to a patient. Both the student's supervisor and student support are aware of the incident.

The main categories of unsafe conditions reported were equipment (no trend - 4), followed by biological (mould - 3), building and air conditioning (no trend - 3) and other (no trend- 3).

Accidents

Twelve of the reported accidents required first aid and one required no treatment. No restricted work cases were recorded for the period

Incidents

Three incidents were recorded for the period compared to four in March 2023. One of the causes of the three incidents is related to a non-injury accident; the second was recorded as other (this is a duplicate entry recorded as a different event type related to the outplacement student who administered the incorrect dose of medication to a patient). The third one was recorded as a security response (Panic Button pushed, but no security turned up). Security has since rectified the issue.

Near misses

One near miss was recorded, an increase of one for the period. This is related to a client who was nearly injured following a malfunction of a cycle ergometer during an exercise test.

Year-on-year HSW incident/accident/event comparison

The number of reported events shows an increase of twelve in the comparative periods of April 2022 (27 events recorded) and April 2023 (40 events recorded). Significantly more undesired circumstances are reported (22 compared to 11 in April 2022).

The overall year-to-date figures show an upward trend of 50% in the number of events reported for the comparative periods (129 events YTD compared to 86 events YTD for 2022). The increase is reflective of an increase in activity and focuses on campus. However, it is broadly the same areas of the University reporting issues, with others continuing not to report any events or participate in the monthly activities.

Projects Update – current focus

Shield Development Activity

- Outboard Student Exchange Application – International
- Updated Risk Assessment Process – Organisation-wide; linked it accidents/incidents
- Biological Risk Register – School of Science

Training

- Shield e-Learning on Canvas

Thrive

- Team challenge development
    o Move-It; Trivia-verse; Escape Room; Shift

Management System

- ISO45001 gap audit

| | PART A | **9** |
| AUT | OPEN AGENDA ITEM | |

<u>Council Agenda Paper</u>

Subject: **Te Aronui - AUT Te Tiriti Framework**

Date: **19 May 2023**

Author: **Dr Valance Smith, Kaihautu Tiriti**

RECOMMENDATION:

THAT COUNCIL ENDORSE TE ARONUI - AUT'S TE TIRITI FRAMEWORK

Executive Summary

Sponsored by the Vice-Chancellor and Pro Vice-Chancellor Māori Advancement, the Kaihautu Tiriti has directed the development of a Tiriti Framework to - Te Aronui - to guide the university on its Te Tiriti journey as it continues to mature and prosper as a University of New Zealand, as well as support the university in responding to the National Education and Learning Priorities (NELP) and the Tertiary Education Strategy (TES) 2020.

Following extensive engagement and consultation, the framework was presented for Council's consideration at its meeting on April 24th.. Feedback received from Council has not required any change to The Framework, so it is presented today for formal Council approval.

The Te Aronui Steering Group continues to work on the development of a series of recommendations in regard to supports required to underpin the implementation of the framework, and to enable oversight of its adoption. We expect these recommendations to be considered by the Vice-Chancellors Executive at their July 3rd meeting.

Te Aronui

AUT Te Tiriti Framework

Te Aronui is a confident response to our commitment to Te Tiriti o Waitangi and seeks to enable us all to give life to Tiriti honouring actions. Such an ambition requires a living framework that is at the centre of all that we do. It represents our Te Tiriti journey as we continue to mature and grow as a university of New Zealand. Importantly Te Aronui responds to the National Education and Learning Priorities (NELP) and the Tertiary Education Strategy (TES) 2020.

The framework adopts the tāniko pattern 'Aronui' which represents the pursuit of knowledge. It utilises the traditional mode for sharing Mātauranga (knowledge) by pairing the visual art form of taniko with an explanatory narrative. The top tier representing our people weaves into our values of tika, pono and aroha, threads down to the articles of Te Tiriti o Waitangi[1] inlaying a set of Māori principles that inform four Tiriti enactments[2]. Te Aronui visually illustrates the complementarity and inter-connectivity between each tapatoru (triangle) and tier. While Te Aronui is presented in a linear format, it is philosophically grounded in a Māori worldview which is dynamic, iterative, and relational.

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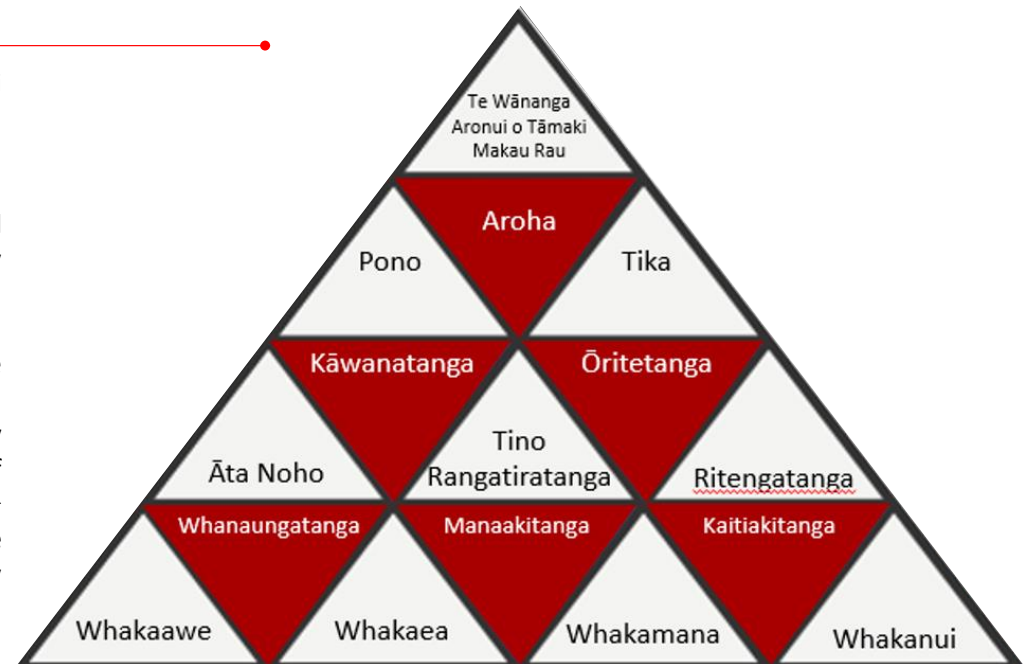
[1] Te Tiriti was drafted in 1840 in a time of peace between the British Crown and rangatira (chiefs) and established the terms and conditions of British settlement. Eventually, over 500 rangatira Māori signed Te Tiriti, with another 40 or so signing the different English version. Not all chiefs signed Te Tiriti, some concerned their mana motuhake (independence and power) would be compromised, and others never had the opportunity as it was not taken to their regions. Te Aronui recognises the mana Motuhake of those tribes that did not sign. While not all tribes signed Te Tiriti o Waitangi, Te Aronui is inclusive of all tribes and aims to foster an education environment that enables uri (descendants) from all tribes to achieve education success as Māori at AUT. As a Tiriti framework it responds to our statutory obligation as a Crown entity to honour and give effect to Te Tiriti o Waitangi (Education and Training Act 2020) at AUT.

[2] Appendix 1 Te Tiriti Enactments

Applying the framework

Te Aronui should be used prior to and throughout an implementation effort. To guide this application, the framework has been unpacked signalling 'In Action' and 'Desired Outcome' statements. Prompt questions are also provided to provoke thinking as to what potential actions could be and what potential outcomes might look like. Te Aronui is not intended to be prescriptive rather a platform to encourage and guide implementation[3] discussions.

Tier 1: Te Aronui reflects our collective responsibility to enact Te Tiriti, where tangata whenua[4] and tangata Tiriti[5] work alongside each other to see a culture within AUT that is transformative for our students and staff, and our wider and international communities.

Te Wānanga Aronui o Tāmaki Makau Rau
Our name, *Te Wānanga Aronui o Tāmaki Makau Rau* reflects our mission and purpose. Tāmaki Makau Rau acknowledges our long history and connection to Auckland and its people; Wānanga is the opportunity to come together, persevere, have courageous conversations, and carefully yet confidently venture beyond the known horizon; Aronui refers to deepening our knowledge and understanding and references one of the three baskets of knowledge[6] – Te Kete Aronui. The knowledge attained in this basket centres around the human experience of discovery, of technology and innovation and the transformative power of education and research. Therefore, Te Wānanga Aronui o Tāmaki Makau Rau is a space that that celebrates the pursuit of knowledge and embraces new realisations that reflect our world, which is meaningful, impactful, and transformative for collective wellbeing and growth.

Tier 2: AUT has adopted the Māori values of tika, pono and aroha. They are important and guide the way we live and work. If we view Te Tiriti through the optics of pono, tika and aroha then how we enact Te Tiriti at AUT must lead to positive outcomes for all our people.

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[3] Professional Development requirements are integrated into Te Aronui to scaffold and support all staff to build cultural confidence. Workshops will cover Māori values and principles, te reo, racial bias and inequity, and Tiriti training designed to reach a level of Tiriti understanding to effectively implement Te Aronui in our core work safely and successfully.

[4] For the purpose of this framework, the term tangata whenua represents Māori staff and students, iwi, hapū and Māori communities

[5] Tangata Tiriti translates as 'People of the Treaty'. Tangata Tiriti are New Zealand citizens who are non-Māori, or non-Māori who live in Aotearoa New Zealand. The term tangata Tiriti acknowledges that Aotearoa is multicultural and that Te Tiriti brings everyone together – tangata whenua and tangata Tiriti working alongside each other for mutual benefit (Dewes 2022).

[6] The three baskets of knowledge – Te Kete Tuauri, Te Kete Tuatea and Te Kete Aronui

Māori Values	Pono	Tika	Aroha
Description	Truth, Reality, Integrity	Acting accordingly, appropriate action, ethical expression	Empathy, care, compassion, passion
In action	We're truthful, honest, and sincere in our interactions with others. Our integrity acknowledges and accepts there can be differing interpretations of the truth. Pono helps us to navigate this space	Tika is a physical manifestation of pono. We express ourselves in accordance with what we believe is the right thing to do. Ethical expression considers the consequences of all affected by the action	Aroha determines how pono and tika are expressed and received. If pono is the why, and tika is the what, aroha is the *how*. The desired outcome of aroha is to ensure mana and relationships are not diminished
Desired outcome	To communicate clearly with integrity and purpose	Any action is done 'with' others and not 'to' others	Mana is restored, intact or enhanced

Tier 3: We are committed to upholding Te Tiriti[7] for the benefit of all our communities – mō ngā mokopuna me ngā uri katoa

AUT Commitment Statement
We will play a critical role in shaping Aotearoa New Zealand's next generation of future leaders. To ensure a thriving Aotearoa New Zealand for all, we need to acknowledge and redress the enduring harms of colonisation and racism, and all forms of discrimination by creating an environment in which tangata whenua succeed alongside tangata Tiriti, and to ensure that we understand how we work together to achieve that. Te Tiriti o Waitangi guides us in this work. AUT has a role and responsibility to support the aspirations of Māori. AUT is committed to an on-going relationship of mutual benefit for all - Tangata Whenua and Tangata Tiriti. We are committed to upholding Te Tiriti for the benefit of all the communities we serve – mō ngā mokopuna me ngā uri katoa.

Tier 4: Māori principles guide how we might give effect to Te Tiriti o Waitangi in a way that is more relational and mutually beneficial for everyone.

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[7] Te Aronui centres Te Tiriti o Waitangi (the Māori text) as distinct from the English language version, the Treaty of Waitangi. In choosing to privilege the wording of Te Tiriti over the English version the approach taken with this framework is consistent with the original intent of Te Tiriti as understood by the rangatira who signed the Māori version in 1840 (Mutu, 2010). Further under the international legal doctrine of contra proferentem, where there is ambiguity between two versions of a contract (or, in this case, treaty), the version not written in the language of the drafter takes precedence. Thus, with Te Tiriti and the Treaty of Waitangi, the Māori language version informs this framework.

Māori Principles	Whanaungatanga	Manaakitanga	Kaitiakitanga
Description	Relationality. Derived from the noun 'whānau' (family, kinship, relation) whanaungatanga describes the relational space between people maintained by mutually beneficial exchanges	Mana Enhancing. Derived from the noun 'mana' (prestige, pride, standing), manaakitanga describes the process of uplifting the mana of everyone by showing care and respect	Guardianship. Derived from the verb 'tiaki' (protect, care, look after), kaitiakitanga describes the enactment of protecting all taonga
In Action	Being clear about our positionality and how differences in social position and power can shape the nature of the relational space	Through clear relationality we enhance the relationship through reciprocal mutually beneficial exchanges	We identify what is important to us and put measures in place to ensure taonga are protected and thrive
Desired outcome	Relationships are pono, respectful, meaningful, and mutually beneficial	Uplift the mana of all our people understanding that through whanaungatanga we are all uplifted	Actively retain, develop, and protect Māori culture, language, and interests, and the natural environment
Approach to Te Tiriti	A Whanaungatanga approach requires both tangata whenua and tangata Tiriti to work alongside each other for mutual benefit. It understands that working together towards a shared vision will better lead to optimal positive outcomes for everyone	A Manaakitanga approach recognises everyone at AUT are at different stages of their Tiriti journey and that that's okay. It acknowledges the mana of all our people at AUT and through the expression of care for one another, generosity, and mutual respect we uplift the status of everyone	A Kaitiakitanga approach actively protects the natural environment. It recognises and supports both the rights of Māori to retain, develop and actively protect Māori culture, activities and interests, and that they are critical to exercising whanaungatanga and manaakitanga

Tier 5: Tiriti Enactments inform Te Aronui. It centres around addressing the universities Te Tiriti responsibilities through four strategic goals; 1. Whakaawe – Enabling Māori influence; 2. Whakaea – Realising Māori aspirations; 3. Whakamana – Equitable Outcomes for All; 4. Whakanui – Eliminating racism and discrimination.

Tiriti Enactments	Whakaawe	Whakaea	Whakamana	Whakanui
Description	Enabling Māori Influence. Derived from the verb 'awe' (power, strength, influence), whakaawe is the act of causing influence and change	Realising Māori Aspirations. Derived from the verb 'ea' (fulfilled, complete, satisfied), whakaea is to reach a goal or realise a dream	Equitable Outcomes For All. Derived from the noun 'mana' (prestige, pride, standing), whakamana uplifts and enhances the pride and agency of a person or people	Eliminating Racism and Discrimination. Derived from the verb 'nui' (great, large, important), whakanui celebrates the ethnicity and diversity of all people
Meaning	Our strategic direction and decision making is informed and shaped by tangata whenua and tangata Tiriti worldviews and perspectives	We acknowledge tangata whenua aspirations are an important part of our strategic direction and we support tangata whenua to lead and realise those aspirations	We are committed to equitable outcomes for tangata whenua, tangata Tiriti and our international communities	We identify, address and eliminate all forms of racism and discrimination across AUT

Questions could be:	• How do we maintain tika relationships with tangata whenua upon which our campuses are located? • How do we maintain tika relationships with mātāwaka, Māori communities and iwi o te motu? • How do we maintain tika relationships with iwi/ distinguish and hapū, and Māori communities? • How is Māori leadership within the university supported? • How is Māori influence reflected in policy development? • How are Māori-led processes actions and decision-making being enabled through dedicated power and resources?	• How do we support the needs and aspirations of tangata whenua upon which our campuses are located? • How do we supporting needs and aspirations of mātāwaka, Māori communities and iwi o te motu? • How are we supporting the needs and aspirations of iwi and hapū, and Māori communities? • How are Māori enabled to decolonise and indigenise Māori spaces? • How are Māori supported to create long-term structural solutions so that change is both scalable and sustainable? • How are Māori aspirations achieved at all levels of the university? • What mechanisms are in place to prioritise investment in Māori advancement?	• What specific actions are being undertaken to ensure equitable outcomes for Māori and other priority groups? • How are barriers to Māori advancement and other priority groups being eliminated, minimised or mitigated? • How is AUT ensuring robust and equitable participation in deciding resourcing allocation?	• How is discrimination and racial bias being addressed in your area? • How are victims of discrimination and racial bias being supported? • How are staff and students supported and kept safe when calling out racism and discrimination?
This could look like:	• Governance structures and decision-making processes reflect Te Tiriti responsibilities • Māori are active in decision-making and leadership • Systems and policies support tika and sustainable relationships with hapū and iwi, and Māori communities	• Developing the capability and capacity of Māori staff is prioritised • Building Māori research capacity and expertise • Processes support Māori students to succeed as Māori • Hapū and iwi, and Māori communities are benefitting from a relationship with us	• Kaimahi Māori and all equity groups have voice in how we implement and deliver equity based initiatives • The capability of all students and staff to uphold Te Tiriti is developed • Māori staff are supported to connect across the university • Teaching and learning reflect diverse ways of being and knowing	• AUT is committed to being free of racism and has clear processes in place to achieve this • Students and staff are expected and know how to actively contribute to a racism free environment
Action could be:	• Undertake workshops to affirm the importance of Te Tiriti as an	• Engage genuinely and respectfully with those advocating for Māori advancement, amplifying their	• Take steps to unblock barriers to addressing equitable outcomes for	• Establish processes to ensure personal and collective safety

	opportunity to grow and prosper as a university • Ensure Māori voice is included in decision-making protocols • Ensure tika and meaningful engagement with iwi and hapū, and Māori communities. • Become an ally voicing the importance of equitable Māori voice in decision-making at all levels • Identify emerging Māori leaders and upskill them to assume leadership roles that advance AUT's strategic priorities	voices and becoming a champion and ally • Support kaupapa that meet the needs of hapū and iwi, and Māori communities • Create and/or support recruitment processes that attract and work for Māori • Support Māori researchers and research that benefits hapū and iwi, and Māori communities • Enabling Māori spaces and respect boundaries	all based on evidence, best practice and policy • Ensure you/your staff build cultural safety and confidence • Support priority groups to equitable access/entry to a quality education • Support staff to receive ongoing professional development to their roles in relation to Te Tiriti • Support staff to attend professional development te reo classes • Honour peoples names by learning to pronounce Māori names/all names correctly	• Identify and dismantle spaces that perpetuate discrimination and racism • Create spaces were allyship is practiced and discrimination is not tolerated • Learn how to actively contribute to a racism free environment • Support diversity and inclusion initiatives

To uphold our Te Tiriti commitment, change is needed throughout our university at both an individual and organisational level.

At an individual level Te Aronui recognises the different stages of the Tiriti journey our people are at, and accepts that each individual will be enacting the framework relative to their personal situation. We will make mistakes. What is important is that we reflect on our experiences, and the shared experiences of others and learn from them. As a collective, the goal is to support a cultural shift that views Te Tiriti as an opportunity to grow and prosper and accept that the journey is far more important than the destination.

At an organisation level, change is needed to our structures, policies and processes, to our teaching, and to our research.

The intended approach would be to support a process that:

• Prioritises Goals and Strategic Objectives
• Maps areas of impact
• Supports Schools, central service units and divisions to develop plans which identify specific goals, activities, and measurables in relation to their work programmes

- Supports the development of plans to be integrated with business planning and processes
- Ensures consistent programme of change and improvement across the organisation, progress on actions be collated and progress reflected on

The process for enacting Te Aronui requires discussion of how the framework is operationalised. This could include:

1. Alignment of AUT plans and processes to Te Aronui
2. How the framework aligns with iwi plans and processes
3. The process for development of implementation plans
4. The systems innovation to ensure accountability and monitoring of progress
5. How fulfilling Te Aronui is resourced

Te Aronui is a framework. As a framework it should be a living document that is iterative, dynamic, and robust enough to withstand sudden changes yet malleable enough to be responsive and evolve accordingly. The data captured in Te Aronui is not exhaustive. It does however provide a starting point. We should be mindful that transformation takes time, and that this is a journey not a destination. Transformation requires resilience and courage. It requires an uncomfortable shift into the unknown. We all have a collective responsibility to bring Te Aronui to life and by working together we will achieve that. We are an educational organization on an educational journey – anything is possible.

Appendix 1

Tiriti Enactments

We acknowledge the many tangata whenua and tangata Tiriti who have long been giving effect to Te Tiriti in their work. We also acknowledge the Wānanga Aronui series in 2020[8], the Te Ara Paerangi Green Paper 2022[9] wānanga, the Senior Leaders Tiriti Workshop 2022[10] and all those who participated in the Tērā Te Haeata 2023 consultation round[11], all exploring the desired future state of a Tiriti enacting AUT. These initiatives whakapapa and weave into this work providing the foundation and context for the Tiriti Enactments used in this framework.

What our people have told us	
Theme:	Māori Leadership

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[8] Office of Māori Advancement and AltLab facilitated three day long wānanga discussing AUT's Tiriti journey
[9] Office of Māori Advancement and the Deputy Vice Chancellor Research facilitated a day wānanga with Senior Māori Staff responding to the Green Paper Te Ara Paerangi which explores a Tiriti-led Research Science system
[10] Tiriti Workshop for AUT's Senior Leaders facilitated by Groundworks
[11] The Office of the Vice Chancellor facilitated 13 wānanga with Māori staff, tauira Māori, tangata Tiriti staff and students to inform and shape the design of Te Aronui

Wānanga Aronui 2020	*"Co-governance, co-everything"* *"Strong knowledgeable leadership in moving this forward"*
Te Ara Paerangi 2022	*"Māori appointments in Senior Leadership roles"* *"For systemic transformation to be realised the void of Māori at senior leadership roles needs to be addressed"*
AUT Senior Leaders Tiriti Workshop 2022	*"Because AUT is in a position to influence the future by creating graduates who understand and embrace Te Tiriti and operate in a Te Tirit framework - AUT's reach is huge"* *"Leadership by Māori in the workforce at all levels, and a more inclusive employment relations environment which is better for all New Zealanders"*
Tērā Te Haeata Tangata Whenua Consultation 2023	*"Māori lead Kaupapa Māori, not the other way around"* *"Invest in more Māori staff"*
Tērā Te Haeata Tangata Tiriti Consultation 2023	*"More Māori in leadership positions"* *"Māori decision making at a high level"*
In Summary	A genuine tangata whenua and tangata Tiriti relationship should be reflected in the sharing of power and resourcing. This is critical if Māori are to influence and effect change. Notions of co-governance requires a clear understanding of what that means and if it will achieve desired outcomes. It is clear however that courageous and strategic transformational change is needed at AUT. Māori representation in spaces of influence, and upskilling of senior and junior Māori staff needs to be a priority now if we are to produce leaders who will take us into the next phases of our development
Tiriti Enactment Aligned To:	Whakaawe – Māori Influence

What our people have told us	
Theme:	Māori Agency
Wānanga Aronui 2020	*"Appoint more Māori staff"* *"Funding and resourcing Māori in our teams"*

	"As tangata whenua, we have a duty to protect taonga tuku iho, and if our taonga are being violated, then it is our responsibility to put measures in place until such time their tapu is restored."
Te Ara Paerangi 2022	*"Kaupapa Māori research design methodologies are embedded, funded and recognised"* *"Engaged as my whole person with expertise. eg. women, Māori, citizen of Aotearoa, employee of AUT"*
AUT Senior Leaders Tiriti Workshop 2022	*"Co-governance. Exploring what it means and looks like. Commitment to Māori leadership – including council and boosting the prominence of OMA"* *"Continue to be the University of choice for Māori"*
Tērā Te Haeata Tangata Whenua Consultation 2023	*"2050 27% Māori"* *"Completion of degree programmes entirely in te reo"*
Tērā Te Haeata Tangata Tiriti Consultation 2023	*"More Māori in leadership positions"* *"Māori decision making at a high level"*
In Summary	Our rangatahi (young Māori) will be the drivers of the future and we as AUT need to be clear as to our role in the development of that future. To grow culturally confident tauira who have a strong sense of agency and rangatiratanga over their future endeavours, we have a responsibility to provide them with an environment that is not only culturally safe and uplifting, but a space that inspires them to imagine a future beyond the horizon. To this end our cultural whenua needs to be nutrient rich. To grow the numbers of achieving tauira Māori we must commit to growing a critical mass of bi-culturally confident and competent Māori staff. AUT would profit from having culturally competent Māori researchers, lecturers and professional staff confident in their own agency and rangatiratanga, and harmoniously and confidently working alongside tangata Tiriti to support the dreams and aspirations of our rangatahi and tauira Māori. We all have a role to play, and we will all benefit from producing great Māori graduates who are inspired and prepared for where they want to go.
Tiriti Enactment Aligned To:	Whakaea – Māori Aspirations

| What our people have told us	
Theme:	Māori Equity
Wānanga Aronui 2020	*"Being Māori doesn't equate to being the resident go to for translations and mihimihi"*

	"Funding and resourcing Māori in our teams"
Te Ara Paerangi 2022	*"Recognition that Māori Researchers may be under extra pressure because of cultural double shift"* *"Often Māori are expected to adopt an educative role. There must be roles to halt the requirement of Māori researchers to educate non-Māori."*
AUT Senior Leaders Tiriti Workshop 2022	*"A more equitable balance of power and all which stems from that"* *"How do we get everyone to a baseline where everybody can be ambitious?"*
Tērā Te Haeata Tangata Whenua Consultation 2023	*"Stop alienating tauira Māori especially with assessments"* *"Bigger and more Māori spaces"*
Tērā Te Haeata Tangata Tiriti Consultation 2023	*"More Māori in leadership positions"* *"Māori decision making at a high level"*
In Summary	Māori equity considers both historic and contemporary determinants of inequality and imagines a system in which Māori participate with the same capacity for influence as other citizens collectively determining pathways towards equity of outcomes. The distinction from other priority equity groups is Māori are a Tiriti partner framed within our status as tangata whenua of Aotearoa. However, tikanga Māori encourages us to explore how we might enhance the mana of everyone, to collectively challenge current inequities, and co-design innovative solutions to level the floor so we may all lift the ceiling.
Tiriti Enactment Aligned To:	Whakamana – Equitable Outcomes For All

What our people have told us	
Theme:	Systemic Racism
Wānanga Aronui 2020	*"A passion for ignorance scaffolds systemic racism and perpetuates racist behaviours and attitudes"*

Te Ara Paerangi 2022	*"Māori face explicit racism – non recognition of the value of Mātauranga especially in the field of 'science'. Mātauranga requirements of researchers has seen a renewed resistance to things Māori"* *"The current debate around mātauranga and science needs to be addressed"*
AUT Senior Leaders Tiriti Workshop 2022	*"Change first requires an ethical imagination. Whether it be racism, sexism or homophobia the status quo is quo is an all powerful anchor for sloth. And consequently injustice, inequity and pain"* *"Racism (also sexism and homophobia) Pākehā expect Māori to do all the cultural work. Pākehā (some) are ignorant and don't see the existence of racism, but get offended when Māori try to teach them"*
Tērā Te Haeata Tangata Whenua Consultation 2023	*"Whakanui – eliminating discrimination is something everyone can relate to"* *"Call it for what it is – racism"*
Tērā Te Haeata Tangata Tiriti Consultation 2023	*"Acknowledge our own bias, and use the framework to shift our own thinking, and how we act moving forward"* *"Māori decision making at a high level"*
In Summary	Engaging with Te Tiriti requires acknowledging that Aotearoa is a colonial society structured on racism, discrimination and injustice. A lack of understanding, and for some ignorance scaffolds systemic racism and perpetuates racist behaviours and attitudes in different parts of the university. Once acknowledged actions can be taken to rectify and bring justice to historical grievances of inequality, discrimination and racism that has caused generations of trauma for both tangata whenua and many other groups. All our people need to understand the purpose of engaging in Te Tiriti to grow awareness, reduce discrimination and racism leading to a shared understanding as to why Te Tiriti is being implemented at our university.
Tiriti Enactment Aligned To:	Whakanui – Eliminating Discrimination

Glossary

Aotearoa	New Zealand	Tangata Whenua	Host people
Aroha	Empathy, care, compassion	Tangata Tiriti	New Zealand citizens
Aronui	Focus, commit to	Tāniko	Type of tapestry art
Āta Noho	Considered collaboration	Tapatoru	Triangle
Hapū	Sub-tribe	Tapu	Sanctity, parameters
Iwi	Tribe	Tauira	Māori student/s
Iwi o te motu	Tribes across the land	Te Aronui	AUT Tiriti Framework
Kaimahi Māori	Employee who is Māori	Te Kete Aronui	Basket of Experiential Knowledge
Kaitiakitanga	Guardianship	Te Kete Tuatea	Basket of Ancestral Knowledge
Kaupapa	Purpose, initiative	Te Kete Tuauri	Basket of Sacred Knowledge
Kāwanatanga	Governorship	Te Tiriti o Waitangi	The Treaty of Waitangi
Mana	Prestige, standing	Te Wānanga Aronui o Tāmaki	AUT
Mana Motuhake	Independence	Makau Rau	
Manaakitanga	Care for, look after	Taonga	Valuables, treasures
Māori	Indigenous people of Aotearoa	Taonga tuku iho	Treasures handed down
Mātauranga	Knowledge	Tika	Ethical and appropriate action
Mihimihi	Speech of welcome	Tino Rangatiratanga	Agency, self-determination
Mō ngā mokopuna me ngā uri katoa	For the grandchildren and all descendants	Uri	Descendants
		Wānanga	Robust discussion, consider
Ōritetanga	Equity	Whakaawe	Influence
Pono	Truth, integrity	Whakaea	Realisation
Rangatahi	Youth	Whakamana	Empower
Rangatira	Chief	Whakanui	Celebrate
Rangatiratanga	Chieftainship	Whakapapa	Genealogy
Ritengatanga	Spiritual and religious freedom	Whanaungatanga	Relationships
Tāmaki Makau Rau	Auckland		

Te Wānanga Aronui o Tāmaki Makau Rau

PART A		**10**
OPEN AGENDA ITEM		
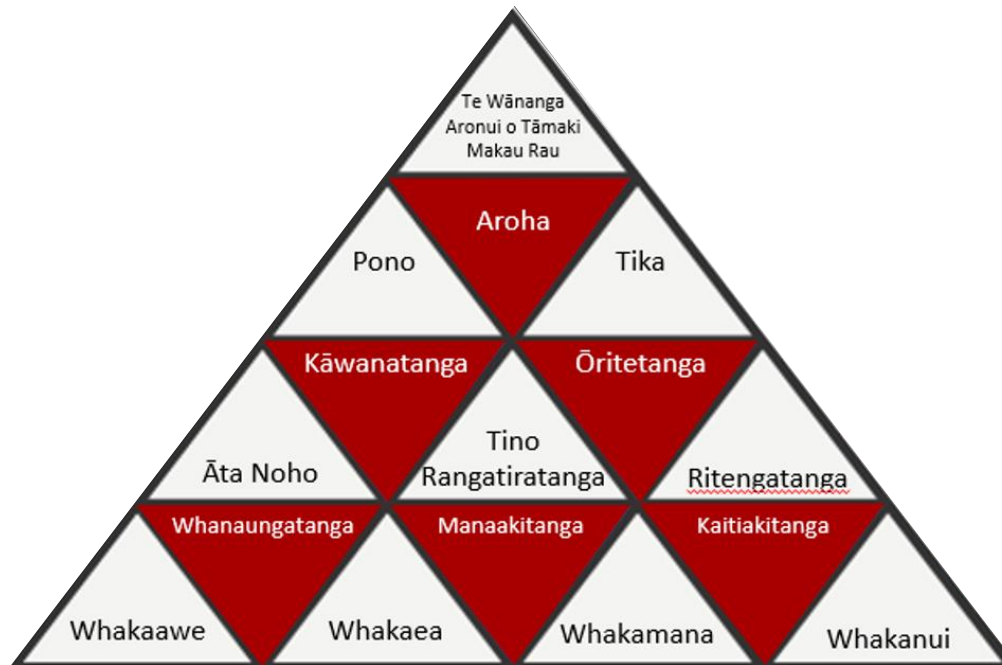
Council Agenda Paper

Subject: AUT Strategy Report

Date: 19 May 2023

Author: Megan Skinner, Group Director Strategy and Planning (on behalf of the Vice Chancellor)

RECOMMENDATION:

THAT THE COUNCIL:
- *RECEIVE THE REPORT AND APPROVE THE PROPOSED APPROACH AND TIMELINE FOR THE DEVELOPMENT OF A NEW AUT STRATEGY; AND*
- *COUNCIL PROVIDE INPUT INTO THE STRATEGY AT A SPECIAL COUNCIL MEETING THE WEEK OF 26 JUNE 2023.*

Executive Summary

This paper outlines the draft consultation process for the development of a new strategy for AUT. The proposed approach and timeline are outlined, as are the stakeholders that will be consulted. Ongoing engagement with Council is a critical success factor in the process, as is engagement with Māori and mana whenua. A draft project plan is appended.

Background

Volatility in our operating environment means that our current strategic plan is not fit for purpose. Staff have also expressed a need for a new strategy after the significant organisational change in 2022. After some discussion with Executive and Senior Leadership Teams, the recommendation is to develop a new strategy, rather than strategic plan, for the following reasons:
- This focuses the AUT community on the end goal, not the path.
- It allows us a longer planning horizon – our outcomes are less subject to change than our activities.
- It provides clarity in our planning framework. The strategy provides the high-level vision, mission and outcomes, while the core and enabling plans below it outline the initiatives and actions we will take to achieve these outcomes, and the metrics and measures we will use to monitor progress.

We need to strengthen our vision and values and clarify what we uniquely stand for so we can tell our story powerfully – to our prospective student markets, mana whenua, employers, professional accreditation bodies, community partners, and funders and other government agencies. Recent government policy shifts have precipitated the movement of other tertiary providers into what was

once considered AUT's market position, particularly, the drive to widen participation in university education, and to provide greater degrees of employability and work-based learning.

Strategy and Planning undertook a review of the other New Zealand university strategic plans, alongside plans from key universities of technology in Australia. Most were structured under four or five activities/areas – Learning, Teaching and the Student Experience, Research, Engagement/Responding to our Place, People, and Securing our Future. In some instances, the latter two themes are merged. Six of the other seven New Zealand universities also included a statement about Te Tiriti o Waitangi. There is therefore limited differentiation between the plans/universities and an opportunity for AUT to stand out from the rest with a new strategy.

For this reason, it is proposed that AUT takes an outcomes-based approach to consultation. This doesn't pre-determine that the written document will be structured in this way but does ensure the consultation remains focussed on what we want to achieve as an organisation for Tamaki-Makaurau, Aotearoa and beyond. It also mitigates a known risk of consulting on activities, which is that stakeholders want to see their own activities reflected in the final document. This can result in feedback that is too detailed and a longer, more unwieldly plan as a consequence.

We already have some outcomes we are committed to:
- Upholding Te Tiriti for the benefit of all our communities
- Ensuring student success
- Impactful research benefiting people and the planet
- Sustainable operations

We also have some opportunities to differentiate ourselves further from the other universities. This includes:
- Embracing being a university of technology
- Deepening our engagement, locally, nationally, and internationally.

Underpinning these is a deep and abiding commitment to excellence and equity in education and research. This may effectively be(come) our mission so consultation might focus on what we mean by excellence and equity, and testing a more inclusive definition.

Critical questions to answer in our consultation process are:
- Do these outcomes deliver a unique proposition that will deliver value for our stakeholders?
- What do these statements mean for our student and staff experience, organisational culture, and our stakeholders?
- Who are we here to serve? How are we shaped by our place in the Pacific? Do these outcomes foster diversity, inclusion, and equity?
- What does being a university of technology mean? In what ways would and could it distinguish us?

Draft consultation process and timeline

It is important to recognise that we are not starting consultation on the new strategy from a secure organisational culture (or even a neutral one). The Financial Recovery Programme in 2022/early 2023 resulted in disengagement and hurt from parts of our staff and some targeted/local change may occur later in 2023, albeit on a much smaller scale. The consultation process for the new strategy is a key mechanism by which we can (re)engage staff in the future of the university. Consultation must be meaningful and broad. We are using the working title 'Imagine AUT'.

The intention would be to begin consultation with the staff and student community in late July, and to complete the strategy for publication by the end of Q1, 2024. This timeline allows for separate engagement with Council and mana whenua.

1.   **Pre-Planning (mid-May to late-June)**

This phase is characterised by Council and senior leader engagement with the approach, and the establishment of engagement with mana whenua in partnership with the Office of Māori Advancement (tbc). The governance and project structure would be determined, alongside tactical and operational planning to support the launch of consultation. It would include key engagements with various internal Committees and through the Te Pae Tata forum in late June, with the 'launch' of consultation coinciding with or closely following the launch of Tērā te Haeata at Matariki.

Proposed dates for engagement with Council are outlined below:

DATE	NATURE OF ENGAGEMENT
29 May	Discussion of proposed approach and timeline
Late June	Special meeting of Council (possibly 25 Jun, TBC) – strategy workshop
28 August	Special Council meeting required (tbc) – update and discussion of emerging themes from consultation process
25 September	Further update and input session - update on themes emerging from consultation process
30 October	Feedback on external consultation
4 December	Further Council input into first draft
Late Feb	Council sign off

Part of the pre-planning phase is also engaging with staff and students about how we are planning to consult. A communications plan will ensure that staff and students understand what to expect and when to expect it.

2. Consultation with key stakeholders (from late July to early November)

Initial consultation will focus on students and staff. The following engagements are proposed:

Internally
- At least three campus-based sessions, open to staff and students
- One online Teams Live session for staff
- Key priority groups, including Māori and Pacific staff and students, and students with disabilities
- Eight discipline sessions (for Arts and Humanities, Clinical and Health, Business and Economics, Law, Social Sciences, Computer Science, Engineering, Life and Physical Sciences)[1]
- Three campus-based 'spaces' that house curated poster boards (and which span the semester break and school holiday period)
- Do-it-yourself template packs for teams to contribute feedback (as with Ki Uta Ki Tai)

Externally
Once a document has been drafted, further consultation will take place with mana whenua, selected school principals, TEC, Alumni, industry representatives and employers, professional accreditation bodies and other key stakeholders.

Feedback from earlier consultations will be summarised and feed into later consultations, as appropriate.

3. Develop and finalise strategy (November 2023 - Feb 2024)

This phase will result in the creation of a draft strategy in preferred form. A much more limited consultation (probably via survey) on specific aspects of the strategy will take place before the draft plan is submitted for feedback to Executive and Council (at its December meeting). Further iteration will occur over January and a final designed version presented for final sign-off at Council's February meeting.

In sum, the proposed process will take 8 months to complete, although the timeframe allows for some quieter periods of consultation, including:

- Semester Break (24 June-16 July), coinciding with school holidays from 3 Jul-16 Jul
- Any further staff change (post Semester 2), likely to be mid- to late-August
- Mid Semester Break (4-17 September)
- Christmas closedown period (mid-December-mid January)

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[1] Discipline sessions will support an earlier start point for the Long Term Academic and Capital Plan, by establishing communities of interested academics, identifying possible discipline co-leads, clarifying discipline-based views on concepts like 'impact', and 'excellence'. It's also possible some ideas for future initiatives or developments come through this broader process.
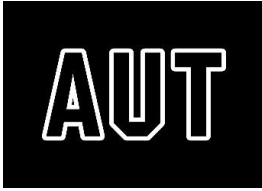
PART A **OPEN AGENDA ITEM**	**13.1**

Council Agenda Paper

Subject: **UPDATE FROM THE PRESIDENT OF AUTSA**

Date: 29 May 2023

RECOMMENDATION:

THAT COUNCIL RECEIVE THE VERBAL UPDATE FROM THE PRESIDENT OF AUTSA