



AGENDA PAPERS

NOTICE OF COUNCIL MEETING

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

**Council Room, Level 7, WA Building
AUT City Campus**

On: Monday, 26 May 2025

FROM: 3.30 – 6.00 PM

**Andrea Vujnovich
COUNCIL SECRETARY**



AUCKLAND UNIVERSITY OF TECHNOLOGY COUNCIL

Chancellor

Rob Campbell
Appointed by Council

Pro-Chancellor

Marama Royal
Appointed by Council

Members

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

Peter Treacy
Appointed by the Minister

Janine Smith
Appointed by the Minister

Shaun Clarke
Appointed by the Minister

Mark Darrow
Appointed by the Minister

Alicia Lemmer
Appointed by the Auckland University of Technology Student Association

Leo Foliaki
Appointed by Council

Michelle Huang
Appointed by Council

Welby Ings
Elected by the Academic Staff of the Auckland University of Technology

Lani Thomson
Elected by the Professional Staff of the Auckland University of Technology

Karakia

Beginning and closing	
<p>Tuia ki te rangi Dedicated to the sky</p> <p>Tuia ki te whenua and to the earth below</p> <p>Tuia ki te human kind are bound</p> <p>Ira tangata and inseperable</p> <p>Ka rongo te pō From the infinite potential</p> <p>Ka rongo te ao to the realization in light</p> <p>Tūturu whakamaua Let us come together</p> <p>Kia tīna with purpose</p> <p>Haumi e Hui e united and ready</p> <p>Tāiki e to progress</p>	<p>Kia tau iho Let the strength</p> <p>Te tauwhirotanga and serenity</p> <p>O te wāhi ngaro of our ancestors</p> <p>E pai ai te nohotahi guide us as we gather</p> <p>Ā tinana, wairua hoki in body and spirit</p> <p>Whakauenuku ake Holdfast to</p> <p>Te āio mō te katoa Peace for all</p> <p>Kia whakamaua kia tīna let it be realised</p> <p>Hui e Tāiki e for us all</p>
Closing	
<p>Unuhia, unuhia Draw on, draw on</p> <p>Unuhia ki te uru tapu nui Draw on the supreme sacredness</p>	<p>Kia tau kia tātou katoa May peace, love, and safety</p> <p>Te āio, te aroha me te marutau Be upon us all</p>

<p>Kia wātea, kia māmā, te ngākau, te tinana, te wairua i te ara takatā To clear, to free the heart, the body and the spirit of mankind</p> <p>Koia rā e Rongo, whakairia ake ki runga Rongo, suspended high above us</p> <p>Kia tina! Tina! Hui e! Tāiki e! Draw together! Affirm!</p>	<p>Thei mauri ora a promise of a glorious day</p>
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PART A

OPEN AGENDA



COUNCIL PART A OPEN AGENDA

Council Agenda Part A (Open Agenda)

Monday 26 May 2025 from 3.30 pm to be held in the Council Room, Level 7, WA Building, AUT City Campus

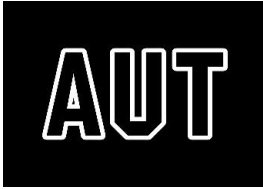
Karakia		
Mihi – Chancellor		
1. Welcome, Apologies and approval of agenda	The Chancellor moves that apologies be noted and that Council approve the assignment of agenda items to Part A and Part B of the Council agenda.	
2. Declaration/Recording of any Interests	2. The attention of Members is drawn to 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 Matters, Conferment of Degrees, and Policy	3.1 Noting Chancellor delegation – Granting, Rescinding, Revoking and Amending Qualifications – May 2025.	The Chancellor moves that the following be approved : <ul style="list-style-type: none">• See item 3.1
4. Council Meetings	4.1 Council Meeting Draft Minutes Part A, 28 April 2025. 4.2 Matters arising from the Minutes Part A of the Council Meeting, 28 April 2025 not elsewhere on the agenda.	The Chancellor moves that the Minutes Part A of the Council Meeting held on 28 April 2025 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. Reports and Minutes from the Academic Board, 28 April 2025.	The Chancellor moves that Reports and Minutes from the Academic Board , 28 April 2025 be received .

8. Health, Safety, and Wellbeing Report	8. Health, Safety & Wellbeing Report for March - May 2025	The Chancellor moves that the Health, Safety and Wellbeing Report for March – May 2025 be received .
9. Te Tiriti	9. No report	
10. Strategic Reports	10. No report	
11. Student Success	11. No report	
12. Correspondence referred by the Chancellor	12. No correspondence	
13. Other matters arising for decision or noting	<p>13.1 Update from the President of AUTSA.</p> <p>13.2 Update from the Council Member elected by the Academic Staff of the Auckland University of Technology</p> <p>13.3 Update from the Council Member elected by the Professional Staff of the Auckland University of Technology</p>	<p>The Chancellor moves that the Update from AUTSA be received.</p> <p>The Chancellor moves that the Update from the Council member Elected by the Academic Staff of the Auckland University of Technology be received.</p> <p>The Chancellor moves that the Update from the Council member Elected by the Professional Staff of the Auckland University of Technology be received.</p>
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, A Vujnovich and R Nottingham 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 Meeting Part B of the meeting held on 24 February 2025	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)
18. 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)
22. Other Business	s 9(g)(i), s 9(2)(i) and s 9(2)(k)	7(2)(h), 7(2)(i), 7(2)(j)



PART A OPEN AGENDA ITEM	4.1
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Council Agenda Paper

Subject: Minutes of Part A of the Council Meeting held on 28 April 2025

Date: 16 May 2025

Author: A Vujnovich

RECOMMENDATION:

*THAT THE MINUTES OF PART A OF THE COUNCIL MEETING HELD ON 28 APRIL 2025 BE CONFIRMED AS
A TRUE AND CORRECT RECORD OF THAT MEETING*

CONFIDENTIAL



MINUTES

Council Meeting

Meeting held 28 April 2025 at 3.30pm

Council Room, Level 7, WA Building, City Campus, Auckland

PRESENT: R Campbell (Chair); M Royal; D Salesa; J Smith; L Foliaki; A Lemmer; S Clarke (via Teams); L Thomson; M Huang; P Treacy; (via Teams); M Darrow; W Ings.

SECRETARY: A Vujnovich, Council Secretary
R Nottingham, Minute Taker

IN ATTENDANCE: L Williams (Chief Financial Officer and AVC Finance and Infrastructure); W Lawson (DVC Academic); S Davies (Group Director People & Culture) and F Henare (Director Health and Safety) - Item 8; Mike Cosman (Cosman Parkes) – Item 8.3.
Sarah Naudé and Matt Stanley Propero Consulting (Observers)

IN APOLOGY: None.

PART A OPEN AGENDA

1 WELCOME, APOLOGIES AND APPROVAL OF AGENDA ITEMS

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 and April 2025

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:

MARCH

- 1. GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE 2025 MARCH MONTHLY CORPORATE CYCLE ON 13 MARCH.*
- 2. GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE 2025 MARCH MONTHLY CERTIFICATE ON 13 MARCH.*

3. *GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE 2025 MARCH CERTIFICATE OF PROFICIENCY (COP) CYCLE ON 13 MARCH.*
4. *REVOKE QUALIFICATIONS FOR THE STUDENTS ON THE ATTACHED SCHEDULE AHEAD OF THE MARCH CORPORATE CYCLE ON 13 MARCH.*
5. *AMEND THE QUALIFICATION FOR THE STUDENTS IN THE ATTACHED SCHEDULE.*
6. *RETROSPECTIVELY GRANT A QUALIFICATION TO THE GRADUAND ON THE ATTACHED SCHEDULE BACKDATED TO 20 NOVEMBER 2020.*

APRIL

7. *GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE 2025 APRIL MONTHLY CORPORATE CYCLE ON 10 APRIL.*
8. *GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE 2025 APRIL MONTHLY CERTIFICATE ON 10 APRIL.*
9. *GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE 2025 APRIL CERTIFICATE OF PROFICIENCY (COP) CYCLE ON 10 APRIL.*
10. *GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE 2025 APRIL OFFSHORE CORPORATE CYCLE ON 10 APRIL.*
11. *REVOKE QUALIFICATIONS FOR THE STUDENTS ON THE ATTACHED SCHEDULE AHEAD OF THE APRIL CORPORATE CYCLE ON 10 APRIL.*
12. *RETROSPECTIVELY GRANT A QUALIFICATION TO THE GRADUAND ON THE ATTACHED SCHEDULE BACKDATED TO 31 JULY 2015.*

4 COUNCIL MEETINGS AND MINUTES OF PREVIOUS MEETING(S)

4.1 Minutes of the previous meeting

Received

Draft Minutes Annual General meeting of Council held on 24 February 2025

Draft Minutes (Part A), of the Council meeting held on 24 February 2025

Resolved

1. *THAT THE MINUTES OF THE COUNCIL AGM HELD ON 24 FEBRUARY 2025 BE TAKEN AS READ AND CONFIRMED AS A TRUE AND CORRECT RECORD OF THE MEETING; AND*
2. *THAT THE MINUTES OF PART A OF THE COUNCIL MEETING HELD ON 24 FEBRUARY 2025 BE TAKEN AS READ AND CONFIRMED AS A TRUE AND CORRECT RECORD OF THE MEETING*

4.2 Matters Arising

Noted in discussion

- Requested Management provide a specific date for reporting back on numeracy and literacy effects.

5 VICE CHANCELLOR'S REPORT

Received

Vice Chancellor's Report

Noted in discussion

- Proposed Education Bill No 2 addressed academic freedom, noting AUT approach broadly in alignment with Bill proposals;

- Te Toi Aronui, Professor Meihana Durie, will report to Council at the next meeting and agree a reporting regime;
- Opportunities should be created to highlight good results from recent university rankings;
- Staff diversity data should be linked to measures as far as possible, with narrative describing actions being taken to address deficits;
- Student enrolment increases likely due to combination of factors such as economic environment update and numeracy and literacy changes;
- Management would be actively managing enrolment numbers which were beyond the funding envelope, particularly in pre-degree programmes;
- Revised format of the Vice Chancellor report to align with Te Kete for the next meeting.

Resolved

THAT THE VICE-CHANCELLOR'S REPORT BE RECEIVED.

6 CHANCELLOR'S REPORT

Received

Submission from AUT Students for Justice in Palestine Coalition dated November 2024

Noted in discussion

- Submission was tabled with a draft statement from the University outlining the University's position on political matters;
- Advice had been received on socially responsible investing for the AUT Foundation;
- Draft AUT statement was consistent with legislation governing AUT and AUT's Charter of Academic Freedom.

The motion to approve the University's statement was put to a vote. There were 11 votes in favour, and 1 abstention from the President of AUTSA. Therefore, the motion was carried.

Resolved

THAT COUNCIL:

1. *RECEIVE THE CHANCELLOR'S REPORT; AND*
2. *ENDORSES THE STATEMENT, "AUT DOES NOT TAKE A POSITION ON ISSUES THAT DO NOT DIRECTLY RELATE TO AUT'S CORE ROLE OR FUNCTIONS. WHERE AN ISSUE IS NOT DIRECTLY RELATED TO AUT'S CORE ROLE OR FUNCTIONS, AUT DOES NOT ASSUME THE RIGHT TO EXPRESS AN OPINION, OR TO COMMENT ON BEHALF OF ITS ENTIRE COMMUNITY. INSTEAD AUT RECOGNISES AND RESPECTS THAT A VARIETY OF VIEWS WILL BE HELD. THIS POSITION UPHOLDS THE UNIVERSITY'S CHARTER OF ACADEMIC FREEDOM. THE CHARTER ACKNOWLEDGES THE RIGHTS OF INDIVIDUAL MEMBERS OF THE AUT COMMUNITY TO ACADEMIC FREEDOM AND FREEDOM OF EXPRESSION TO ENSURE THAT A DIVERSITY OF VIEWS CAN BE FREELY EXPRESSED AND HEARD, WITHOUT FEAR OR FAVOUR. THE UNIVERSITY MAY DECIDE TO COMMENT ON MATTERS RELATED TO ITS CORE ROLE AND FUNCTIONS, INCLUDING THOSE RELATED TO TERTIARY EDUCATION, RESEARCH AND ITS OTHER ROLES."*

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

7.1 Academic Board Report and Minutes, 17 February 2025 and 31 March 2025

Received

Academic Board Report and Minutes, 17 February 2025 and 31 March 2025

Noted in discussion:

- Academic Board are revising the current policy on the recording of lectures and seminars for students through the usual consultative process with a focus on ensuring staff ability to edit before publishing;
- Students were already recording sessions but there was a prohibition on publishing in an existing policy.

Resolved

THAT THE ACADEMIC BOARD REPORTS AND MINUTES OF THE MEETINGS HELD ON 17 FEBRUARY 2025 AND 31 MARCH 2025 BE RECEIVED.

8 HEALTH, SAFETY AND WELLBEING REPORT

8.1 Health, Safety and Wellbeing Reports

Received

Health, Safety & Wellbeing Report for November 2024 to February 2025; and
Health & Safety Assurance Programme 2024/2025

Noted in discussion

- The report and programme had been reviewed and discussed at the People& Culture Committee with no significant issues raised.

Resolved

THAT THE HEALTH, SAFETY & WELLBEING REPORT FOR NOVEMBER 2024 TO FEBRUARY 2025 AND HEALTH & SAFETY ASSURANCE PROGRAMME 2024/2025 BE RECEIVED.

8.2 Health Safety and Wellbeing Presentation

Received

Presentation on learnings from Ports of Auckland (PoA) case from Mike Cosman (Cosman Parkes)

Noted in discussion

- Health and safety(H&S) included harm from occupational disease and sickness which were more frequent than events;
- Applying H&S duties to physical injury was easier than mental or psychosocial harm;
- Standard of care was what would a reasonable person in that role would do in those circumstances;
- No charges brought against PoA board members and the case had not clarified the H&S role of board members;
- Challenges are how to give sufficient time and focus to H&S, given activities and risk profile, reflect priorities in Terms of Reference;
- AUT was complex and large, so setting clear priorities, ensuring appropriate resources and holding Management to account;
- Governor focus should be on critical H&S risk understanding e.g. identification of gaps, plans to address gaps and ensuring controls were auditable, for AUT this could include hazardous substances;
- Delegations to management should be monitored against desired outcomes, with governors ensuring appropriate system, resources and metrics to assess status;
- Importance of good record keeping including monitoring and enquiring on delivery of a H&S strategy and recommendations and rationale if not;
- Latest Institute of Directors Worksafe guidance was a good source of information and approach;
- HSWA reform bill end 2025 likely to take effect in 2026 with stated intentions to reduce red tape, increase certainty and reduce cost and clarify governance roles to strategic issues;

Action: Management to circulate the H&S presentation from Mike Cosman (Cosman Parkes).

Resolved

THAT THE PRESENTATION ON LEARNINGS FROM PORTS OF AUCKLAND CASE FOR BE RECEIVED.

9 TE TIRITI REPORT

No report

10 STRATEGIC REPORTS

No report

11 STUDENT SUCCESS

No report

12 CORRESPONDENCE REFERRED BY THE CHANCELLOR

No correspondence

13 OTHER MATTERS FOR DECISION OR NOTING

13.1 Update from AUTSA

Verbal Update

- Progress made to provide financial assistance to students on placement outside of Auckland;
- Ongoing focus and opportunity to reduce transport costs for students, working with Vice Chancellor's Office.

Noted in discussion

- Due to successful partnership, some scholarships to support costs of nursing students were put in place, with hope this may inspire other organisations to do similarly.

Resolved

THAT THE UPDATE FROM THE PRESIDENT OF AUTSA BE RECEIVED

13.2 Update from Council Member elected by the Academic Staff of AUT

Verbal Update

- Academic concern of Large Language Models (LLMs) accessing and non-attributing content, including books and journal articles;
- NZ Society of Authors seeking to put advocacy case together about data sovereignty;
- No control where knowledge is used due to factors including LLM but need to evolve policy and procedures that remain current.

Noted in discussion

- This was an emerging and fast-moving topic, AUT was moving towards open source to make knowledge available, but AI was accelerating this;
- Lack of case law on the topic, noting a US action being brought by New York Times;

- AUT needed to be aware, keep up-to-date and take diligent steps to derisk some issues, though some copyright matters were outside AUT control;
- Basic training was being rolled out for students and staff;
- AUT needed to ensure it did not use pirate sites, noting this was built into policies;
- AUT should consider worst case scenarios and work out actionable steps.

Resolved

THAT THE UPDATE FROM THE COUNCIL MEMBER ELECTED BY THE ACADEMIC STAFF OF THE AUCKLAND UNIVERSITY OF TECHNOLOGY BE RECEIVED

13.3 Update from the Council Member elected by the Professional Staff of AUT

Verbal Update

- 25 year anniversary celebration created sense of community for staff;
- Some concerns from staff whether a “return to the office” mandate could be issued.

Resolved

THAT THE UPDATE FROM THE COUNCIL MEMBER ELECTED BY THE PROFESSIONAL STAFF OF THE AUCKLAND UNIVERSITY OF TECHNOLOGY BE RECEIVED

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

None

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, A Vujnovich and R Nottingham 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) LGOMA for the passing of this resolution
15. Council Meeting Part B of the meeting held on 24 February 2025	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), 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), s 9(2)(k)	s7(2)(b), 7(2)(h), 7(2)(i), 7(2)(j)

18. 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 14 April 2025	s 9(2)(b)(ii), s 9(2)(i), s 9(2)(k)	s7(2)(b), 7(2)(h), 7(2)(i), 7(2)(j)
20.2 Draft Minutes of the People and Culture Committee held on 14 April 2025	s 9(2)(b)(ii), s 9(2)(i), s 9(2)(k)	s7(2)(b), 7(2)(h), 7(2)(i), 7(2)(j)
22. Other Business	s 9(2)(a), s 9(2)(g)(i), s 9(2)(g)(ii),	7(2)(a), 7(2)(f)(i), 7(2)(f)(ii)

DRAFT

COUNCIL MEETING RAISED	ACTION	WHO	STATUS/ TARGET DATE
24 February 2025	13.3 Update from the Council Member elected by the Professional Staff of AUT <ul style="list-style-type: none"> Management to provide a briefing to Council on the likely effects of the new literacy and numeracy requirements on AUT at an appropriate time. <u>Update May 2025:</u> NCEA website notes the transition to new requirements has been deferred to 2028.	Group Director Strategy & Planning	Open/Deferred to late 2026
28 April 2025	8.1 HSW Report <ul style="list-style-type: none"> Management to circulate the H&S presentation from Mike Cosman (Cosman Parkes). 	AVC Corporate	Actioned



PART A	5
OPEN AGENDA ITEM	

Council Agenda Paper

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

Date: **26 May 2025**

RECOMMENDATION:

THAT THE VICE CHANCELLOR'S REPORT BE RECEIVED

SECTION 1. AUT'S CURRENT POSITION

1.1 Vice-Chancellor's Introduction

As a university of technology, AUT is dedicated to engaging with and contributing to the advancement of emerging technologies. This commitment involves ensuring their ethical, practical, safe, efficient, and optimal use within our activities, thereby advancing the University's mission and its positive impact on the world for all our communities and stakeholders.

Recently, I had the pleasure of launching the report of the AI Taskforce. This report, crafted by a group of our internal experts, outlines a cohesive AI plan for AUT. The Taskforce has thoroughly assessed our current state and defined our aspirations and priority opportunities to apply AI in ways that are authentic, ethical, and transformative. The [AI report](#) is available on Tuia.

This year marks a significant milestone as we celebrate our 25th anniversary as a university and Auckland Council's 15th anniversary as a super city. I recently joined key leaders at the "Auckland at 15" event, where we emphasised our commitment to Auckland's future success. Our city is home to a diverse youth population, and we are dedicated to providing robust education, infrastructure, and employment opportunities.

AUT is committed to partnerships that amplify our impact. This month, the AUT Foundation launched a collaboration with the Auckland Foundation to enhance philanthropic opportunities, introducing four new funds for giving.

These initiatives underscore our dedication to Auckland's growth and prosperity. As Auckland University of Technology, we are proud to be New Zealand's only university of technology, serving and belonging to Auckland. Through Te Kete, AUT's strategy, we continue to deliver on our vision to enrich lives for a better world through technology, learning, and discovery.

The report provides more details on these initiatives, developments, and more. Ngā mihi.

HIGHLIGHTS

- Globally recognised software engineer and Samoan leader, Namulau'ulu Nu'ulali'i Eteroa Lafaele, has been awarded the 2025 Kiwibank Young New Zealander of the Year. [Read more](#)
- Launch of the AI taskforce report. [Read more](#)
- Tukutuku was named as one of the winners at the 2025 [NZ Institute of Architects Auckland Awards](#). [Read more](#)
- AUT's Journalism, Media and Democracy (JMD) research centre has published its sixth annual [Trust in News in Aotearoa New Zealand report](#), authored by Dr Merja Myllylahti and Dr Greg Treadwell. [Read more](#)
- AUT will host the 2025 International Society of Behavioral Nutrition and Physical Activity Conference, (ISBNPA), next month. [Read more](#)
- AUT recently joined The Committee for Auckland, The Helen Clark Foundation and Deloitte to host an event focused on the first 15 years of the Super City - and what's important for the next 15 years. [Read more](#)
- AUT recently launched its inaugural Schools Partnership Programme, Iti Kōpara, to provide pathways to higher education for priority Māori and Pasifika learners at seven Auckland secondary schools. [Read more](#)
- March saw hundreds of AUT students connect with industry at career expos and employer events across our campuses — with a record 104 employers participating, the highest number of on-campus employer visits to date. [Read more](#)
- Assistant Pro-Vice-Chancellor Pacific, Dagmar Dyck, was honoured with The Aotearoa New Zealand Association of Art Educators (ANZAAE)—Te Rūnanga Hautū Mātauranga Toi O Aotearoa Premier Award.
- AUT launched its Technology in Society public lecture series with Futurist and strategic technologist Ben Reid, who discussed AI and Aotearoa with Vice-Chancellor Damon Salesa. [Read more](#)
- Laura Ellis, the BBC's Head of Technology Forecasting, was the latest guest speaker of AUT's Technology in Society Series, delivering a masterclass & public discussion with the Vice-Chancellor on AI and the information landscape. [Read more](#)
- The Lindsay Foundation Gait Lab at AUT North Campus has reopened after major upgrades to better support children across New Zealand. [Read more](#)

1.2 AUT's Current Position

Enrolments (As at 7 May 2025)	Progress	YTD ¹ EFTS	Forecast EFTS	PYTD ² EFTS
Domestic-funded		15,656	16,157	14,767
International full-fee		2,622	3,121	2,273
Total AUT		18,278	19,675	17,040

¹ Year-to-date (YTD)

² Previous Year-to-date (PYTD)

Forecast SAC consumption	Progress	Forecast value of delivery	TEC Funding Allocation	SAC Delivery %
		\$196.94M	\$182.77M	107.8.0%

Research (March 2025)	Progress	YTD	YTD Budget	PYTD
External Research Income (ERI)	92%	\$5.97M	\$6.45M	\$5.8M

YTD Finances (\$000s) as at 24 April	Actual	Budget	Variance	Variance %
Income	140,104	136,538	3,566	3%
Expense	140,375	143,410	3,035	2%
Surplus/(Deficit) before interest	(271)	(6,872)	6,601	(96%)
Interest	88	189	101	54%
Net surplus/(deficit)	(359)	(7,061)	6,702	(95%)

Full-year Finances (\$000s) as at 24 April	Forecast	Budget	Variance	Variance %
Income	508,579	494,087	14,492	3%
Expenses	490,081	483,669	(6,412)	(1%)
Surplus/(Deficit) before interest	18,498	10,418	8,080	78%
Interest	214	548	334	61%
Net surplus	18,284	9,870	8,414	85%

KPI progress to target ³ (as at 7 May 2025)	Progress	YTD	Target	PYTD	
KPI 3 Proportion of bachelors graduates who completed WIL while studying			78%	≥85%	80%
KPI 5 Course completion rate for students from areas with high deprivation scores ⁴			81%	80%	87%
KPI 6 Number of Māori graduates from qualifications at degree-level and above ⁵			50	514	57

³ Results for KPIs 1, 2 and 4 will be available early in the following year.

⁴ Results are for Summer School only; numbers are still relatively small at this point. Target is +1 percentage point from the previous year. The 2024 course completion rate for this cohort was 79%

⁵ Target is based on a 4% increase from the previous year's result

KPI 7 Number of Pacific graduates from qualifications at degree level and above ⁶		71	643	78
KPI 8 Number of active research contracts ⁷		196	346	n/a
KPI 9 Number of quality-assured research outputs ⁸		413	2,147	413
KPI 10 Proportion of academic staff who are research active		62%	57%	75%
KPI 11 Number of academic staff involved in research supervision		550	560	-
KPI 12 Number of media articles using AUT staff as expert voices or highlighting AUT research		443	412	1,404
KPI 13 Proportion of research outputs that contribute to a UNSDG		33%	34%	-
KPI 14 Number of staff who have undertaken professional development in mātauranga Māori or te reo ⁹		102	215	-
KPI 15 Number of subjects ranked in the top 350 of the QS World University Subject Rankings ¹⁰		4	9	8
KPI 16 Revenue from donations, grants, and gifts-in-kind		\$0.6M	\$2M	n/a

⁶ Target is based on a 3% increase from the previous year's result

⁷ Target is based on a 2% increase from the previous year's result

⁸ Target is based on a 2% increase from the previous year's result

⁹ Target is for an additional 100 staff to complete the three core modules of Te Aronui each year

¹⁰ Target is based on one additional subject over the previous year's result

SECTION 2. TE KETE | GRADUATES THE WORLD NEEDS

University highlights, activities and updates on our initiatives to enhance student success under Te Kete.

2.1 Academic transformation

April saw strong and sustained progress across AUT Online as the initiative continues to transition from early-stage implementation into full delivery. Programme selections for the 2026 pipeline have now been confirmed and approved by the Academic Programme Steering Group (APSG). This next phase of growth will see programmes expand into five new areas of study, each aligned with emerging market demand and AUT's strategic priorities. Another significant initiative underway is the refresh of the University-level graduate profile. AUT's graduate profile sets out the key attributes graduates will possess upon completion of their programmes. The profile, last updated in 2019, is being revised to reflect Te Kete, Te Aronui, and to align with the Long-Term Academic and Capital Plan (LTACP).

2.2 Student Success

April saw significant progress in the Ki Uta Ki Tai Student Success Plan, with the allocation of TEC Tūwhitia funding for Project Navigator following the successful submission of the latest milestone progress report. A meeting with TEC to discuss progress is scheduled for June 2025. Service design planning and a data requirements working group are currently underway to support this initiative.

The second prioritisation forum for the AUT App/Continuous Improvement workstream was completed with a new prioritisation matrix, allowing for the backlog of initiatives to be prioritised across 2025. The Pathways project is also well underway, with a community of practice established and regular support and capability uplift provided to the team of teaching assistants and peer mentors.

Delivery continues across initiatives in the Disability Action Plan. In April, this included the commencement of an accessible technology audit covering the public website, MyAUT, and AUT Library. The final engagement phase for non-school leavers has been completed, and a recommendation on the next steps is currently with the Academic Transformation Governance group.

2.3 Innovative and Technology-Enabled Teaching and Learning

Work is continuing on implementing our new Assessment Principles and Policy. After receiving feedback from academic leaders in our schools, the rollout has been refocused, and the timeline amended to spend the first half of the year on socialising AUT's approach to generative artificial intelligence in assessment. This initiative began with two workshops and will be followed by more targeted work with programme staff. LTED has prepared a suite of comprehensive resources to support this work and guide academic staff in this key and challenging area.

In artificial intelligence, the pilot of Cogniti – an AI tool that supplements teaching by providing personalised tutoring structured by the course lecturer – has expanded to over 30 courses for Semester One, with participation from all faculties.

2.4 Pacific

The University is actively advancing Pacific scholarship and student outcomes through various initiatives. Planning is underway for the launch of the Aronui Ako Programme in Semester Two. This Ki Uta Ki Tai collaborative initiative between the Office of Māori Advancement and the Office of Pacific Advancement aims to create culturally enriching communities of learning and practice for undergraduate Māori and Pacific ākonga. The programme is designed to inspire participation and engagement with academic programmes and support services, enabling ākonga to achieve their academic aspirations.

SECTION 3. TE KETE | KNOWLEDGE DISCOVERY AND APPLICATION WITH PURPOSE

University highlights, activities and updates on our progress in fostering impactful and innovative research, learning, teaching and technology as guided by Te Kete.

3.1 Building Research Activity

Our University is committed to fostering the growth and development of early-career researchers. This year, we have seen a significant 25% increase in PhD applications compared to the same time last year, with PhD admissions in 2025 up by 26% from 2024. Currently, we have 896 active doctoral students and 53 active MPhil students.

To support our researchers, the Researcher Education and Development (RED) team, or Te Kura Hāpai Rangahau, offers a variety of capability-building opportunities. Highlights include:

- Tiriti-Led Research Workshops: Scheduled for July and August, these workshops aim to integrate indigenous perspectives into research practices.
- Semester-Long Programmes: Starting in Semester 2, we will introduce 'Doctoral Futures' for doctoral students and '12 Weeks to Research Active' for staff, designed to enhance research skills and career readiness.
- Action Research Masterclass: On 7 May, this masterclass will feature esteemed professors and is expected to attract 100 participants, both in-person and online.
- AI Futures Taskforce: The RED team is actively contributing to discussions on managing the risks and opportunities of generative AI in research.
- Research Week 2025: Scheduled for 8-12 September, this event will feature 22 confirmed events, with more workshops to be finalised.
- Additionally, the RED team continues to support 12 Research Students' Peer Groups and provides a range of self-paced research training resources via Canvas and other platforms. We also manage communications through monthly newsletters and event notices to keep our postgraduate community informed and engaged.

3.2 Research Impact and Success

The University has demonstrated a strong commitment to impactful research, reflected in various activities and achievements. This includes securing external research revenue, winning external contracts, and participating in significant research entities and networks.

In terms of external funding, the university is actively preparing submissions for the Ministry of Business, Innovation and Employment's (MBIE) Catalyst Strategic: New Zealand China Strategic Research Alliance (SRA) 2025 funding round. The Health Research Council (HRC) submissions include 8 AUT-led applications for the AI in Healthcare Request for Proposals (RFP) and collaborations on three additional proposals. Successes have been noted in the Emerging Researcher First Grants and Programme applications.

Government submissions feature Expressions of Interest (EOI) for the Teaching & Learning Research Initiative (TLRI) and Ako Aotearoa, along with a response to the Ministry of Health's RFP for Healthcare for tāngata whaikaha Māori māmā and pēpi. Additionally, the university has successfully expanded the Te Uru Rākau - Ministry for Primary Industries (MPI) Forestry Panel application.

The Royal Society of New Zealand submissions include 9 Catalyst seeding/leaders applications. National collaborations have resulted in successful appointments with Coastal People Southern Skies (CPSS) and the MacDiarmid Institute (MI). Internationally, the university has submitted applications to the Wellcome Trust, Spencer Foundation, Advanced Research + Invention Agency (ARIA), Swedish Research Council, and the Accounting and Finance Association of Australia and New Zealand.

Community and industry submissions include 3 Neurological Foundation project grants, resulting in 3 Maurice Phyllis Paykel Trust grants and a Kate Edger Foundation Post-Doctoral Research Award. Internally, 20 applications have been received for the Research Engagement & Translation Fund. The university is also engaging with new Horizon Europe Work programmes and participating in MBIE-organised sessions and training.

SECTION 4. TE KETE | PARTNERSHIPS THAT ACCELERATE IMPACT

University highlights, activities and updates on our partnerships and engagements as outlined in Te Kete.

4.1 Commitment to Te Tiriti o Waitangi

The University's commitment to Te Tiriti o Waitangi is realised through Te Aronui, with particular focus on the engagement and empowerment of Māori communities, including kaimahi Māori (Māori staff) and tauira Māori (Māori students).

The graduation of the Tēnei Au Māori (staff) Leadership Programme took place on 23 May, with senior leaders and Executive members in attendance. Feedback from the programme's participants has been overwhelmingly positive, reflecting the programme's impact in nurturing strong, confident Māori leadership across the university—a direct response to Te Aronui Tiriti Enactments, Whakaawe, and Whakaea. Additionally, the Kaihautū Tiriti is collaborating with Employability and Recreation to align the AUT Edge Award with Te Aronui.

4.2 Civic Engagement

The university continues to prioritise civic engagement, contributing to Auckland's growth and prosperity. At the beginning of May, the Vice-Chancellor met with the Mayor of Auckland, Wayne Brown, Minister for Auckland, Hon Simeon Brown, and former Prime Ministers Rt Hon Sir John Key and Rt Hon Helen Clark, along with business leaders, emerging young leaders, iwi, academics, and experts at the "Auckland at 15" event. This event, hosted by AUT, the Helen Clark Foundation, Deloitte, and the Committee for Auckland, highlighted our commitment to the city's future.

AUT has been working with Auckland Council, Eke Panuku, and the City Centre Advisory Panel to produce a report on Auckland as a student city. In line with this commitment, the AUT Foundation launched a collaboration with the Auckland Foundation to enhance philanthropic opportunities for Auckland.

4.3 Partnerships & Philanthropic Opportunities

The AUT Foundation has been actively fostering philanthropic partnerships to support transformative education and research initiatives at AUT. Recently, the Foundation launched four new funds—Pathway to Education, Next Generation, Innovation, and Migrant & Refugee Pathways—in collaboration with the Auckland Foundation. These funds aim to enhance educational opportunities and support diverse communities within Auckland.

Additionally, the AUT Foundation celebrated the reopening of the Lindsay Foundation Gait Lab. The recent upgrades include the installation of an extra-long pressure platform to provide accurate, reliable information for analysing foot function and diagnosing foot pathologies.

In terms of financial support, the Foundation has received several donations year-to-date and for the reporting period, reflecting the generosity and commitment of our donors. The donations received are as follows:

- **Year-to-date donations:** From 1 January to 30 April, the AUT Foundation received \$658,251.40.
- **Donations for the reporting period:** In April 2025, the AUT Foundation received \$72,208.09

4.4 Community Engagement and Impact

AUT recently launched its inaugural Schools Partnership Programme, Iti Kōpara, to provide pathways to higher education for priority Māori and Pasifika learners at seven Auckland secondary schools. This initiative is one of the key deliverables of the Ki Uta Ki Tai Student Success Plan. Focused on 10 Year 11 students from each school, the three-year pilot has been co-created with teachers and principals, with whom AUT staff will continue to work closely throughout the programme. The participating schools include Auckland Girls Grammar, De La Salle College, James Cook High School, Kelston Girls High School, Ormiston College, Otahuhu College, and Sir Edmund Hillary Collegiate.

4.5 University-Industry Collaboration

The University continues to serve as a hub for university-industry-community collaboration and lifelong learning through various initiatives and partnerships. In April, several engagement opportunities were facilitated for students to connect with industry leaders. Danone, hosted an event attended by 25 students, showcasing their work environment and upcoming intern and graduate recruitment opportunities. The Cordis Hotel offered a site visit to 18 AUT students. Students also had the chance to explore advancements in automation technology with SICK, a leading provider of sensor-based applications.

The Volunteering Expo in April saw over 150 attendees and participation from 18 volunteer organisations, fostering relationships that will be crucial for future collaborations and volunteer opportunities for AUT students. A memorandum of understanding with Auckland Football Club has created mutually beneficial opportunities, with over 100 AUT volunteers supporting the team and representing the AUT brand at a recent game.

4.6 Alumni Engagement and Impact

AUT's alumni continue to play a vital role in supporting and enhancing the University's mission through their ongoing engagement and contributions. With over 150,000 alumni worldwide, the University has been actively engaging this community through quarterly email updates, LinkedIn, and the Alumni Connect service. Faculties have hosted various events where alumni have been invited to deliver guest lectures, sharing their expertise and experiences with current students.

An alumni version of the MyAUT app is also in early development, following feedback from a focus group discussion earlier in the year aimed at furthering alumni engagement. Additionally, bespoke email campaigns have been created to invite alumni to events such as AUT's Tech in Society series and to celebrate their birthdays.

4.7 International

The University is actively enriching students' global perspectives and providing international experiences through a variety of initiatives and partnerships. In May, the AUT International hosted a Manaaki Scholars Cultural Lunch, fostering cultural exchange and understanding.

International research partnerships are also a key focus. The University has expanded its international partnerships with a new university-wide exchange agreement signed with Strathclyde University.

SECTION 5. TE KETE | OUR OFFER AND APPROACH

University highlights and updates on activities related to our positioning in the market as a university of technology and opportunity

5.1 Adapting to Emerging Technologies

The University is actively advancing the integration of emerging technologies to enhance education and research. Recent advances in Artificial Intelligence (AI), particularly generative AI, necessitate a cohesive position for AUT, including an established approach and clear goals. As a university of technology, AUT is committed to engaging with and contributing to emerging technologies, supporting their ethical, practical, safe, efficient, and optimal utilisation within our activities. This commitment also aims to advance the university's mission and its positive impact on the world for all our communities and stakeholders.

To this end, AUT established an AI Taskforce to understand the university's aspirations, potential contributions, and areas of focus. The AI Taskforce has identified key areas for AI adoption and integration, exploring seven critical aspects of university operations: Learning & Teaching, Student Support and Service Delivery, Research and Discovery, Community Impact and Industry Collaborations, University Operations, Privacy, Compliance, Security, Oversight and Enabling. The university recently released its report, "Our AI Future," which is now available on Tuia.

Additionally, the Kaihautū Tiriti has collaborated closely with Te Kāhui Poipoi Rangahau to establish robust protocols for handling Māori data at Auckland University of Technology (AUT). This initiative aims to provide meaningful opportunities for whānau Māori, especially researchers, to contribute in ways grounded in and responsive to Māori Data Sovereignty principles.

5.2 Domestic Brand Position and Marketing Activities

AUT's domestic marketing and brand activities have shown strong performance and growth. As of April 2025, Semester 2 domestic applicants have increased by 17.2% compared to the same point last year, reflecting the effectiveness of our marketing strategies and the high unemployment rates encouraging people into tertiary education. The launch of our flagship Always-On campaigns, including the Postgraduate campaign in April and the Undergraduate campaign in May, has been a key driver of this growth.

Our advertising efforts have also seen significant improvements, with video views up 53%, clicks up 14%, and advert reach up 51% compared to April last year. Enquiry volumes have remained consistent, with notable increases in live chat and phone call enquiries, indicating strong engagement with prospective students. Secondary school recruitment has wrapped up a successful quarter, with increased presentations and attendance, and a greater demand for customised experiences.

Our social media channels have seen strong engagement, particularly with video content and posts celebrating alumni achievements and promoting diversity.

5.3 Global Brand Position and Marketing Activities

AUT's international brand and marketing activities showcase its innovative approach and strong global reputation. The China campaign, running from 13th March to 30th May, aims to drive traffic to social media accounts and the China micro-site. Utilising channels such as Baidu for always-on search, Rednote for awareness, WeChat for lead generation, Douyin for both awareness and lead generation, and Article Syndication for PR, the campaign has significantly boosted engagement. Notably, Baidu's always-on search has increased micro-site traffic from an average of 40 visits per day to over 500, while Rednote, launched in mid-January, now boasts 1,159 followers. WeChat and Douyin, launched in late March, have generated 356 and 157 leads respectively.

The India Always-On Search campaign, running via Google, has also shown impressive results, generating 95,715 impressions and 8,828 clicks in April. These campaigns are part of AUT's broader international recruitment strategy, which has seen steady growth in Semester Two 2025 international student numbers, with 8,484 applicants and 4,691 offers. In April alone, there were 3,069 direct engagements and participation in 27 events across Asia and New Zealand. Additionally, Study Abroad enrolments for Semester Two 2025 have increased by 50% compared to the previous year.

AUT International's efforts are further highlighted by the successful hosting of the graduation ceremony for the AUT Certificate in Foundation Studies Term 1-2025 cohort in April.

5.4 Aronui Ora

At the end of April, 102 Permanent and Fixed-Term Staff had completed the core Aronui Ora Modules, marking significant engagement with the programme. The Learning Designer and Learning Technologist have been actively collaborating with Subject Matter Experts (SMEs) around Te Tiriti to ensure the content being developed is both accurate and contextualised for AUT and Auckland. They have been diligently working to develop and build a brand story for Aronui Ora, incorporating insights gained from spending time at the marae and learning about the stories behind the carvings. This rich cultural context is being integrated into their work. They are currently awaiting the go-ahead for the Learning Management System (LMS) platform that AUT will be using.

Additionally, the Kaihautū Tiriti continues to work closely with People and Culture to further enhance Aronui Ora. Recent discussions have focused on identifying key pain points, areas for improvement, and additional support needed to strengthen the programme. This feedback, along with insights into the Online Platform, will inform the continued development of Aronui Ora, ensuring it remains responsive to the needs of our staff.

SECTION 6. TE KETE | OUR PLACE, OUR PEOPLE AND OUR CULTURE

Highlights and updates on activities related to the University's operations.

6.1 Sustainability

The University is actively engaged in sustainability initiatives and community impact efforts, with a strong commitment to supporting kaitiaki (guardianship) efforts and aspiring to become a net-zero carbon university. In April, the Executive Leadership team discussed the introduction of carbon budgets for air travel at AUT, and sustainability information was submitted for the annual Tertiary Education Facilities Management Association survey. The University also collaborated with the Library to deliver "Fresh Fits," a used clothing giveaway for students, and worked with Strategy & Planning to submit data for the annual QS Sustainability ranking. Additionally, AUT partnered with Professor Julie Trafford to deliver sessions in the inaugural Planetary Health Forum.

6.2 Admissions and Enrolments

Admissions have been actively processing Semester Two domestic applications for approved programmes, released in two phases, Tranche 1 and Tranche 2, with Tranche 3 pending the release of a confirmed list of programmes. The AUT Online applications for the L2 intake on 21 July have seen a steady increase, with 56 applications received, up from 31 in March.

Enrolments summary (See Appendix 1 for full details)

- Overall, AUT has achieved 95% of its total 2025 budget (domestic and international), compared to 94% of the 2024 budget at this time last year.
- **Domestic Funded EFTS** are up by 6% (+872 EFTS) compared to the same time last year, driven by growth in both new and returning EFTS. The YoY growth in 2025 is unprecedented in AUT's history.
- **International Full Fee EFTS** are up by 16% (+352 EFTS) compared to the same time last year, demonstrating three consecutive years of YoY growth since the post-COVID low point in 2022. China and India remain our top two source countries for international students.

6.3 Student Experience

The University is dedicated to fostering student wellbeing and inclusivity, as well as enhancing employability. In April, despite the mid-semester break, there was a notable increase in demand for assessment support, highlighting the effectiveness of recent organisational changes. The Student Hub's restructured approach, with advisors spread across triage, email, appointments, and floors, has ensured timely and responsive support for students. Enhanced data collection on disabled, Deaf, and neurodivergent students has enabled more comprehensive support, particularly through the Disability Support Service, which has been proactive in reaching out to students needing academic accommodations.

Counselling and medical support services have maintained consistent demand, with the Student Counselling team completing 341 appointments in April, marking a 5% increase from the previous month. The Medical support services also saw high engagement, with GPs and nurses providing a range of consultations. Wait times were kept manageable, ensuring students received timely care. Community engagement activities, including support for Rainbow, new, international, and disabled and Deaf students, have been a focus, culminating in events like the Worldwide Event in May.

The employability lab has continued to be in high demand, with 434 students attending workshops and 191 participating in one-on-one coaching sessions in April. Thanks to the support and guidance, the employability team has received positive feedback from students who have successfully secured jobs.

6.4 Library and Learning Support

Te Mātāpuna Library & Learning Services continues to support students, including postgraduates, through various initiatives. In April, Te Mātāpuna published its first two Open Educational Resource (OER) textbooks: "6 Ps of Creativity" by Rouxelle de Villiers and "Physiotherapy Otherwise Workbook" by David Nicholls, enhancing educational accessibility. Additionally, the Tuwhera Open Research repository has seen significant growth, with 423 open-access outputs processed this year. The Trouble in Paradise - Climate Change in the Pacific art exhibition is now on display in the city campus library. The exhibition is the result of a partnership between AUT, the British Council New Zealand and the Pacific, and the British High Commission in Wellington.

6.5 Staff profile (full details in Appendix 3)

This report provides a high-level summary of AUT's staff profile as of 1 May 2025. It highlights key aspects of the staff's ethnic diversity, gender distribution, and employment categories.

As of 1 May 2025, Auckland University of Technology (AUT) has a diverse staff profile with a total headcount of 2288.

- The **ethnic composition** includes 8.2% Māori, 7.2% Pacific, 24.7% Asian, 4.5% MELAA, 5.8% Other, 45.6% European, and 4.0% with no declaration.
- The **gender distribution** among permanent and fixed-term staff shows 62.4% female, 36.8% male, 0.7% gender diverse, and 0.1% not disclosed.
- The staff is also categorised into 46.2% **academic** and 53.8% **professional** roles.
- The average **permanent headcount** for April was 2073, marking a 3.8% increase from the previous year.
- **Fixed-term roles** have seen a slight month-on-month increase but a 10% year-on-year decrease.
- Additionally, there are an average of 1781 **hourly-paid** staff on payroll.

6.6 Leadership and Development

The last month has seen significant progress in AUT's staff development activities, with the launch of two new initiatives: The Ethnic Women's Leadership programme and Neurodivergent Team Support for People Leaders. Both programmes have received positive feedback, reflecting their impact and relevance. Additionally, the first AI course was fully subscribed and garnered excellent feedback, prompting consideration for offering more sessions throughout the year.

In addition to regular activities, People and Culture conducted bespoke training on cultural competence for the Residential Advisor (RA) teams at both the Akoranga and City campuses. However, there continue to be challenges in securing registrations for people leader programmes. In the coming month, AUT plans to rethink communication strategies to better engage people leaders and the entire staff team.

6.7 Culture and People

Organisational Development at AUT

Following the initial results of the 2024 'Your Voice' Staff Engagement Survey and the recent Executive Leadership and People & Culture Council meetings, People and Culture will move forward with initiatives under the AUT Priorities. Based on this feedback, an update was shared via AUT Kōrero (staff newsletter), which included a general progress update as we approach one year since the survey. The update outlined work happening at both the organisational and team levels. Here's an update on the organisational-level actions:

Priority 1: Addressing Workplace Culture and Behaviour. Building on the updated 'Values in Action' document and feedback from the ER team, AUT is working to strike the right balance between creating an aspirational behavioural guide and a more policy-focused document. To ensure this balance is achieved, timelines have been extended, and two versions of the document are being developed—one with the values included and one without. Both versions are currently being prepared, with the intention of presenting them to ELT as part of a paper on 17 June.

Priority 2: Supporting Innovation. Sponsors initially focused on communications, gathering examples of innovation across faculties and divisions. These examples are being showcased through a repository of articles on TUIA, structured around the three vertical strands of Te Kete. Efforts are also underway to build awareness of how systems and process improvements, such as seed funding, transparent decision-making criteria, and support for delivery, contribute to fostering a culture of innovation.

Priority 3: Balancing Workload and Wellbeing Planning for the rollout of the wellbeing assessment has been active, including work on communications, IT requirements, and incorporation of Te Reo Māori. A soft launch was made at the University's Fono to build awareness among the key university leaders.

APPENDICES

APPENDIX 1: ENROLMENTS

2025 EFTS Progress to Target Monitoring Report*Year to Date Compared to Target and Equivalent Date Last Year**Programme EFTS as at 30 Apr 2025*

Domestic Funded EFTS	Total	BEL	CSOC	DECT	HEAL	TEAP
Pending	1,905	270	190	598	841	4
Actual	13,693	2,042	1,528	4,753	5,318	25
Total Pending and Actual	15,599	2,312	1,718	5,351	6,159	30

2025 Target	16,157	2,698	1,824	5,546	5,988	69
Progress to Target (%)	97%	86%	94%	96%	103%	43%
EFTS needed to reach 100%	558	386	106	195	-171	40
Ahead or behind on this time last year:	Ahead by	Ahead by	Behind by	Ahead by	Ahead by	Behind by
	872	180	104	446	365	23
Progress to Target, this time last year (%)	95%	80%	96%	98%	99%	44%
EFTS needed to reach Target this time last year	838	522	74	86	76	67
Achieved from this time last year to year end	1,168	547	-1	248	356	20

International Full-Fee EFTS	Total	BEL	CSOC	DECT	HEAL
Pending	140	35	18	55	32
Actual	2,476	625	484	934	416
Total Pending and Actual	2,616	659	502	989	448

2025 Target	3,069	874	685	1,083	417
Progress to Target (%)	85%	75%	73%	91%	107%
EFTS needed to reach 100%	453	215	182	94	-31
Ahead or behind on this time last year:	Ahead by	Ahead by	Ahead by	Ahead by	Ahead by
	352	50	27	142	126
Progress to Target, this time last year (%)	87%	74%	102%	86%	106%
EFTS needed to reach Target this time last year	328	218	-11	135	-19

Achieved from this time last year to year end **552** 171 47 237 76

AUT South Campus	Total	BEL	CSOC	DECT	HEAL
Pending	230	31	13	7	180
Actual	1,548	166	144	26	1,186
Total Pending and Actual	1,779	197	156	33	1,365

2025 Target	1,644	214	159	48	1,191
Progress to Target (%)	108%	92%	98%	70%	115%
EFTS needed to reach 100%	-134	17	3	15	-175
Ahead or behind on this time last year:	Ahead by	Ahead by	Behind by	Behind by	Ahead by
	111	21	39	6	131
Progress to Target, this time last year (%)	96%	63%	98%	103%	103%
EFTS needed to reach Target this time last year	79	102	5	-1	-40
Achieved from this time last year to year end	96	14	-7	4	88

Pre-Degree Total EFTS	Total
Pending	214
Actual	968
Total Pending and Actual	1,181
Ahead or behind on this time last year:	Ahead by 238

Undergraduate Total EFTS	Total
Pending	1,600
Actual	11,767
Total Pending and Actual	13,367
Ahead or behind on this time last year:	Ahead by 425

Postgraduate Total EFTS	Total
Pending	330
Actual	3,633
Total Pending and Actual	3,963
Ahead or behind on this time last year:	Ahead by 547
Doctoral	567

Māori Domestic Funded (Mainstream) EFTS	Total
Pending	197
Actual	1,627
Total Pending and Actual	1,824
Ahead or behind on this time last year:	Ahead by 107

Pacific Domestic Funded (Mainstream) EFTS	Total
Pending	312
Actual	2,324
Total Pending and Actual	2,636
Ahead or behind on this time last year:	Ahead by 202

Please Note:

- In 2025, 31 SDR Domestic Funded Budget EFTS were not assigned to an academic faculty. As a result, the total budget is 31 greater than the sum of the faculty totals for tables presenting Domestic Funded, South (Domestic Funded) and University totals.
- In 2025, 30 SDR Domestic Funded EFTS are not assigned to an academic faculty. As a result, the total EFTS is 30 greater than the sum of the faculty totals for tables presenting Domestic Funded, South (Domestic Funded) and University totals.
- In 2024, 34 SDR Domestic Funded Budget EFTS were not assigned to an academic faculty. As a result, the total budget is 34 greater than the sum of the faculty totals for tables presenting Domestic Funded, South (Domestic Funded) 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**Financial Performance – Current Year
As at 24 April 2025 (refer item 5.1)**

YTD Finances (\$000s)	Actual	Budget	Variance	Variance %
Income	140,104	136,538	3,566	3%
Expense	140,375	143,410	3,035	2%
Surplus/(Deficit) before interest	(271)	(6,872)	6,601	(96%)
Interest	88	189	101	54%
Net surplus/(deficit)	(359)	(7,061)	6,702	(95%)

Comment

The YTD net surplus variance to budget of \$6.7M reflects the favourable enrolments and YTD savings in salaries.

Full-year Finances (\$000s)	Forecast	Budget	Variance	Variance %
Income	508,579	494,087	14,492	3%
Expense	490,081	483,669	(6,412)	(1%)
Surplus/(Deficit) before interest	18,498	10,418	8,080	78%
Interest	214	548	334	61%
Net surplus/(deficit)	18,284	9,870	8,414	85%

Comment

The full year forecast projects a \$18.3M net operating surplus. The forecasted \$8.4M net surplus variance to budget reflects the impact of higher EFTS forecast and salary savings offset by higher costs to support higher projected student numbers.

Banking covenants and TEC financial covenants

	2025 Year-end Forecast		
	FY Forecast	Bank	Outcome
Banking Covenants			
Max Net Debt / Net Debt + Equity Ratio	(1.7%)	35%	On target
Min Interest Cover Ratio (EBITDA / Interest Expense)	30,942%	150%	On target
Min Guaranteeing Group Cover	97%	90%	On target
TEC Financial Covenants			
	FY Forecast	TEC	Outcome
Max commercial debt borrowings \$000s	\$0	\$220,000	On target
Max aggregate financing \$000s	\$7,942	\$243,000	On target
Max Debt / Debt + Equity Ratio	1%	30%	On target
Max Debt / Net Cash Flow Ratio	0.11	3.00	On target
Max Debt / Total Revenue Ratio	2%	55%	On target
Min Net Surplus Ratio	3.6%	>0.0%	On target
Min Cash Flow from Operation Ratio	116%	114%	On target
Min Interest Cover Ratio (EBIT / Interest Expense)	86.41	Suspended until 2026	
Min Liquidity Ratio	23%	2%	On target

Comment

All Banking covenants and TEC financial covenants are projected to be met in 2025.

Financial Performance 2025 YTD Compared to 2024 YTD

\$000s	Year to Date (\$000s)		
	2025	2024	Variance
Income	140,104	144,119	(4,015)
Expense	140,463	131,156	(9,307)
Net surplus/(deficit)	(359)	12,963	(13,322)

Comment

Lower **year-to-date income** compared to the same period last year is primarily due to student derived income reflecting only two months of earnings, as semester one commenced on March 3rd.

Higher **year-to-date expenses** compared to the same period last year are driven by the higher operating costs to support increased student numbers.

Overall, the **year-to-date net surplus/(deficit)** is \$13.2M lower than same time last year reflects the net impact of semester one commenced on March 3rd and the higher operating costs in 2025 to support increased student numbers.

APPENDIX 3: STAFF DEMOGRAPHICS**Overall headcount**

Employee type	Current month headcount	Month on Month change	Month on Month % change	Year-on-Year change	Year on Year % change
Permanent	2073	-4	-0.2%	76	3.8%
Fixed Term	215	3	1.4%	-24	-10.0%
Total (Perm & FT)	2288	-1	0.0%	52	2.3%
Hourly Paid	1781	-37	-2.0%	-182	-9.3%
Overall total (Perm/FT/HP)	4069	-38	-0.9%	-130	-3.1%

Trends are based on the average headcount per month. The Overall total will differ slightly from the added totals of Academic and Professional staff due to some staff having both Academic and Professional roles.

- **Permanent Staff:** The overall average permanent headcount for April was 2073. Between April 2024 and April 2025, we saw a 3.8% increase in permanent headcount.
- **Fixed-Term Staff:** The number of Fixed-Term roles has increased by 3 month-on-month but is down by 10% year-on-year.
- **Hourly Paid Staff:** While an average of 1781 hourly paid staff are on payroll, only a proportion of these will be working at any one time.

Staff by Occupation

Staff diversity is based on AUT's permanent/fixed-term workforce on the final day of the reporting month (excludes hourly paid and temps on-campus staff).

As at	Academic	%	Professional	%
1st May 2025	1056	46.2%	1232	53.8%

Staff by Ethnicity

Sequential prioritisation is used here as defined by Census NZ – Stats.govt.nz

1. Māori
2. Pacific
3. Asian
4. Middle Eastern / Latin American / African (MELAA)
5. Other
6. European
7. NZ European / Pākehā
8. No Declaration / Blank

All permanent and fixed term staff by Prioritised Ethnicity

Ethnicity	Total	Current % of staff	This time last year % of staff
Māori	188	8.2%	7.8%
Pacific	165	7.2%	6.6%
Asian	564	24.7%	23.8%
MELAA	102	4.5%	4.5%
Other	133	5.8%	5.3%
European	1044	45.6%	47.4%

Ethnicity	Total	Current % of staff	This time last year % of staff
No Declaration	92	4.0%	4.5%
Total	2288	100.0%	100.0%

Staff by Gender**All permanent and fixed-term staff**

Gender	Total	Current % of staff	This time last year % of staff
Female	1427	62.4%	62.3%
Male	843	36.8%	36.9%
Gender Diverse	16	0.7%	0.6%
Not Disclosed	2	0.1%	0.2%
Total	2288	100%	100%

Senior Leaders

The current definition of Senior Leadership is anybody in the VC's Fono (including the Executive Leadership and Te Hautū members).

Senior Leaders by Gender

Senior Leaders - by Gender	Total	Distribution
Female	66	54.5%
Male	54	44.6%
Gender Diverse	0	0.0%
Not Disclosed	1	0.8%
Total	121	100.0%

Senior Māori & Pacific Leaders by Gender

Senior Leaders - by Gender	Total	% of total
Senior Women – Māori	11	9.1%
Senior Women – Pacific	2	1.7%
Senior Men – Māori	6	5.0%
Senior Men – Pacific	2	1.7%
Māori and Pacific senior leaders vs total senior leaders	21	17.4%



PART A	6
OPEN AGENDA ITEM	

Council Agenda Paper

Subject: Chancellor’s Report

Date: 26 May 2025

RECOMMENDATION:

THAT COUNCIL RECEIVE THE CHANCELLOR’S VERBAL REPORT



PART A OPEN AGENDA ITEM	7.1
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Council Agenda Paper

Subject: Report from Academic Board

Date: 28 April 2025

RECOMMENDATION:

THAT COUNCIL RECEIVE THE ACADEMIC BOARD REPORT AND MINUTES OF THE MEETING HELD ON 28 APRIL 2025.

The minutes are in supplementary papers.

Academic Board Report to Council

Meeting held 28 April 2025

Strategic Matters and Policy Developments

- **Academic Audit Response update**

A high level Implementation Plan to guide the University's response to the 2024 Academic Audit outcomes was shared with the Board. Many of the recommendations and enhancement initiatives relate to University projects currently under way.

Work is currently being undertaken on a new national audit framework and governance structure to replace the academic audit functions of the Academic Quality Agency.

- **Research Ethics Transformation Project**

An overview of the Research Ethics Transformation Project was provided and the drivers for change outlined. These include the evolving context for research ethics in terms of AI, data security and sovereignty, as well as limitations of the 'one size fits all' approach of the current system and processes.

- **Towards Academic Portfolio Management**

The development of an approach to Academic Portfolio Management which will ensure integrated pan-AUT decision making around the University's qualification offerings was outlined. There are five tranches of work involved: acquisition of a curriculum management system to manage programmes and courses; development of an integrated academic quality framework; development of academic decision making to support and enable a portfolio approach, ensuring that decisions that cannot be implemented are not made; enabling identification of costs incurred in delivering a course/programme; and, refreshment of the AUT Graduate profile.

Committees of Academic Board – nil

Other

Academic Board noted changes to the General Academic Regulations for inclusion in the 2025 AUT Calendar – General Academic Regulations Schedule 2: Admission to Bachelor's Degrees, Diplomas and Certificates. The changes were a technical update based on the latest advice from NZQA and an update to a footnote re the Covid period.



PART A	
OPEN AGENDA ITEM	8

Council Agenda Paper

Subject: Health, Safety and Wellbeing Report: March – May 2025

Date: 16 May 2025

From: Fred Henare, Director Health Safety and Wellbeing

RECOMMENDATION:

THAT THE COUNCIL RECEIVE THE HEALTH, SAFETY AND WELLBEING REPORT

Introduction

Following approval of the Health, Safety and Wellbeing Instruction from Council to the Vice Chancellor (VC) at the last Council meeting the focus for the University is the establishment of revised roles and responsibilities for the Executive members and the subsequent HSW expectations set by the Vice Chancellor for the University. Further information on progressing this will be included in future reports.

This report continues the theme of aligning the report content with Officers duties in support of Council members meeting their due diligence obligations under the Health and Safety at Work Act 2015 (Act). The development of appropriate and relevant data sources for future reporting is currently being reviewed. For Council the intent is to seek sources of comparative data against which the university could assess AUT's progress on various aspects of its safety programme. Designing an HSW risk management programme that focusses on strategic rather than operational or tactical risks is a further area for development. The recent instruction to the VC allocates management responsibility for those levels to the executive but requires further consideration on the nature of strategic HSW risks and how that might be addressed at the Council level.

Health and Safety Knowledge and Guidance

The current government's direction for health and safety due in the next six months was discussed in the previous report to Council along with the proposed training programme for Council for the 2025 year. Discussions are currently in progress with Mr Mike Cosman to deliver the potential programme (in line with IoD Guidance) for Council and possibly the Executive to ensure clarity between the governance and management functions of the university.

As a first step in that programme the following section is provided as revision on some foundation guidance and principles discussed in earlier papers and that can be found in the IoD Guidance already distributed to members.

Introduction to Health and Safety Governance for University Council Members

As Council members of the University, you are considered "Officers" under the Health and Safety at Work Act 2015 (HSWA) and therefore have specific legal duties and responsibilities to ensure the health and safety of staff, students, and others affected by University activities. The Institute of Directors in New Zealand (IoD), in partnership with WorkSafe, has developed comprehensive guidance to support directors and officers in fulfilling these obligations.

Understanding Your Role as an Officer

- Under the HSWA, the University is classified as a Person Conducting a Business or Undertaking (PCBU). The primary responsibility for health and safety lies with the PCBU, but as Officers, Council members have a personal duty to exercise due diligence to ensure the University meets its legal obligations.
- Officers are defined as individuals who hold positions that enable them to significantly influence the management of the organisation. This includes Council members, the Vice-Chancellor, and other senior leaders.
- This duty is individual and cannot be delegated or shared. Each Officer must actively engage with health and safety matters and cannot rely solely on management assurances or collective board actions.

Key Due Diligence Responsibilities

The law outlines six core areas of due diligence for Officers:

1. **Acquire and update knowledge** of health and safety matters relevant to the University's operations.
2. **Understand the University's operations and associated risks**, including the activities conducted and the hazards involved.
3. **Ensure the University has appropriate resources and processes** to eliminate or minimise health and safety risks.
4. **Ensure there are processes for receiving and considering information** about incidents, hazards, and risks, and that this information is acted upon promptly.
5. **Ensure the University complies with its health and safety obligations** and that these processes are implemented effectively.
6. **Verify that resources and processes are in place and effective**, through regular monitoring and review.

Practical Guidance and Next Steps

- **Be proactive and inquisitive:** Officers must not simply accept reports at face value but should ask probing questions, seek clarification, and request evidence that health and safety systems are effective.
- **Engage with experts:** Where necessary, seek advice from internal or external health and safety specialists. However, reliance on advice must be reasonable, and Officers should have enough knowledge to critically assess the information provided.
- **Establish clear governance structures:** The Council should maintain a health and safety charter, define roles and responsibilities, and, where appropriate, appoint a health and safety lead or establish a dedicated committee.
- **Set and monitor targets:** Approve and regularly review health and safety performance targets, ensuring both leading (preventative) and lagging (outcome) indicators are used.

- **Promote a positive safety culture:** Demonstrate commitment to health and safety through visible leadership, regular engagement with staff and students, and by fostering an environment where health and safety is valued.

Recommended Short-Medium (2025-26) Term Actions for Council Members

- Review and familiarise yourself with the University's current health and safety policies, risk registers, and incident reporting processes.
- Attend health and safety training sessions or briefings relevant to your governance role.
- Ensure that health and safety is a standing agenda item at Council meetings, with regular updates and opportunities for discussion.
- Request evidence of how health and safety risks are identified, managed, and reviewed at all levels of the University.

By actively fulfilling your due diligence duties, you will help ensure that the University not only complies with the law but also demonstrates best practice in protecting the health and safety of its people and community.

PCBU Risk Reporting

The previous report to Council indicated a significant body of work that had been done over the last fourteen months with regard to compliance and assurance that was now being brought together under a subgroup of ELT for oversight and management. A project manager is due to be appointed within the week and a verbal update on action plan progress should be available by the meeting date.

From a strategic viewpoint, the Executive Subgroup discussions raised opportunities to improve through this programme of work, the connection between strategic level policies and faculty protocols and procedures developed to meet them. Potential examples of these organisational opportunities include consistent cross-faculty arrangements for signage for laboratories (in DCT and School of Science); and common training (Estates, Science, Clinical Health, Engineering and Creative Technologies) in the procurement, use, storage and disposal of hazardous substances.

Updates will be provided during the progress of this project.

HSW Systems – Noggin Updates

The previous report flagged the work being undertaken to simplify the risk recording process in Noggin. It is expected that the VC will require Executive members to develop and implement a programme of work to identify and assess HSW risks for their relevant part(s) of AUT through a determined programme of work. The risk management module in Noggin has been prepared in advance to accept and record that process. Further investment is being made this year to also improve the escalation process for serious events and reporting to provide visibility for Executive of the timely and effective close out of reported events and incidents.

A further investment has been made to affect more nuanced changes to the systems usability through contracting of local resources to make system updates and provide advice and training initiatives if necessary to support more effective use by faculties and divisions.

Compliance and Assurance

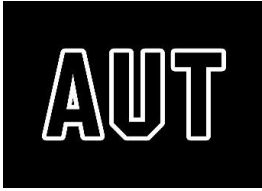
Following the various audits and reviews undertaken last year to address compliance and assurance the intent going forward is to implement in concert with the broader University programme a range of annual compliance and assurance activities. While there are already regulatory driven activities

across the University e.g. MPI audits of Biocontainment, Certifier Licensing of the Hazardous Substances Store, Building Warrant of Fitness audits, Food Safety audits, the intent is that a programme be developed across other HSW related areas. That could include management of field trips, driving, diving, radiation, use of lasers, student safety on work placements etc.

A more detailed programme is expected to be presented to Council in June. Coordination will be required across the organisation to reduce opportunities to over audit or place unreasonable expectations on the parts of the organisation being reviewed. While this year's programme isn't expected to be significant considering the other activities underway the intent is to establish a regular programme of assurance activities to support Councils and the Executives responsibilities.

Summary

This report is slightly shorter than previous examples in recognition of the work currently being undertaken to address the combined compliance findings and recommendations from the last years reviews. Significant work has occurred to assess and categorise issues for management, develop strategies and management tools, consider resourcing needs and assess the impact on business as usual. This has occurred while a number of tasks are already complete action is in progress on over 150 tasks. While it is expected that this programme of work will continue for at least the next six months significant progress should be possible by the next meeting in June.



PART A
OPEN AGENDA ITEM

13.1

Council Agenda Paper

Subject: Update from the President of AUTSA – Alicia Lemmer

Date: 26 May 2025

RECOMMENDATION:

THAT COUNCIL RECEIVE THE VERBAL UPDATE FROM THE PRESIDENT OF AUTSA



PART A OPEN AGENDA ITEM	13.2
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Council Agenda Paper

Subject: Update from the Council Member Elected by Academic Staff – Welby Ings

Date: 26 May 2025

RECOMMENDATION:

THAT COUNCIL RECEIVE THE VERBAL UPDATE FROM THE COUNCIL MEMBER ELECTED BY THE ACADEMIC STAFF OF THE AUCKLAND UNIVERSITY OF TECHNOLOGY



PART A

OPEN AGENDA ITEM

13.3

Council Agenda Paper

Subject: Update from the Council Member Elected by Professional Staff – Lani Thomson

Date: 26 May 2025

RECOMMENDATION:

THAT COUNCIL RECEIVE THE VERBAL UPDATE FROM THE COUNCIL MEMBER ELECTED BY THE PROFESSIONAL STAFF OF THE AUCKLAND UNIVERSITY OF TECHNOLOGY
