

## **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, 25 September 2023**

**FROM: 3.30 – 6.00 PM**

**Andrea Vujnovich  
COUNCIL SECRETARY**



## AUCKLAND UNIVERSITY OF TECHNOLOGY COUNCIL

<b>Chancellor</b>	<b>Rob Campbell</b> Appointed by Council
<b>Pro-Chancellor</b>	<b>Sussan Turner</b> Appointed by the Minister of Education
<b>Members</b>	<b>Professor Damon Salesa</b> Vice-Chancellor of the Auckland University of Technology
	<b>Peter Treacy</b> Appointed by the Minister of Education
	<b>Janine Smith</b> Appointed by the Minister of Education
	<b>Sina Wendt</b> Appointed by the Minister of Education
	<b>Sara Youssef</b> Appointed by the Auckland University of Technology Student Association
	<b>Renata Blair</b> Appointed by Council
	<b>Leo Foliaki</b> Appointed by Council
	<b>Marama Royal</b> Appointed by Council
	<b>Welby Ings</b> Elected by the Academic Staff of the Auckland University of Technology
	<b>Lani Thomson</b> Elected by the Professional Staff of the Auckland University of Technology

# PART A

# OPEN AGENDA



COUNCIL PART A OPEN AGENDA

Council Agenda Part A (Open Agenda)

Monday 25 September at 3.30 pm to be held in the Council Room, Level 7, WA Building, AUT City Campus.

<b>Karakia</b>		
<b>Mihi - Chancellor</b>		
1. Welcome, Apologies and approval of agenda.	The Chancellor moves that apologies from S Wendt be noted, and that Council approves 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 <b>Chancellor moves</b> that the declarations if any be noted and the action taken be <b>endorsed</b> .
3. Constitutional Matters, Conferment of Degrees, and Policy.	3.1 Noting Chancellor delegation – Granting, Rescinding, Revoking and Amending Qualifications – August & September 2023.  3.2 Reappointment of Renata Blair to Council	The <b>Chancellor moves</b> that the following be <b>approved</b> : <ul style="list-style-type: none"><li>• See item 3.1.</li> <li>• See item 3.2.</li></ul>
4. Council Meetings.	4.1 Council Meeting Draft Minutes Part A, 31 July 2023.  4.2 Matters arising from the Minutes Part A of the Council Meeting, 31 July 2023 not elsewhere on the agenda.	The <b>Chancellor moves</b> that the Minutes Part A of the Council Meeting held on, 31 July 2023 be taken as <b>read</b> and <b>confirmed</b> .
5. Vice-Chancellor’s Report.	5. Vice Chancellor’s Report	The <b>Chancellor moves</b> that the Vice-Chancellor’s Report be <b>received</b> .



COUNCIL PART A OPEN AGENDA

6. Chancellor’s Report.	6. Chancellor’s Report	The <b>Chancellor moves</b> that the Chancellor’s Report be <b>received</b> .
7. Reports from Boards, Committees and Working Groups to Council.	7. Reports and Minutes from the Academic Board, 31 July, and 28 August 2023.	The <b>Chancellor moves</b> that Reports and Minutes from the Academic Board, 31 July 2023 and 28 August 2023 be <b>received</b> - see item 7.
8. Health, Safety & Wellbeing Reports.	8. Health, Safety & Wellbeing Reports for July, and August 2023.	The <b>Chancellor moves</b> that the Health, Safety and Wellbeing Reports for July and August 2023 be <b>received</b> .
9. Te Tiriti.	9. No Report	
10. Strategic Reports.	10.1 Report on the Research Plan – Rautaki Rangahau – 2023 – 2028 from Professor Mark Orams, Deputy Vice-Chancellor – Research.  10.2 Council Focus Session - Artificial Intelligence in the University Sector  10.3 Update on Imagine AUT – AUT’s New Strategic Plan.	The <b>Chancellor moves</b> that the report from Professor Mark Orams Deputy Vice Chancellor - Research on the Research Plan - Rautaki Rangahau – 2023 - 2028 be <b>received</b> .  The <b>Chancellor moves</b> that the presentation on Artificial Intelligence in the University Sector be <b>received</b> – see item 10.2.  The <b>Chancellor moves</b> that the update on Imagine AUT – AUT’s New Strategic Plan be <b>received</b> .
11. Student Success.	11. Ki Uta Ki Tai – Student Success Update	The <b>Chancellor moves</b> that the Ki Uta Ki Tai – Student Success Update from Professor Wendy Lawson, Deputy Vice Chancellor – Academic be <b>received</b> .



COUNCIL PART A OPEN AGENDA

12. Correspondence referred by the Chancellor.	12.	
13. Others matters arising for decision or noting.	13. Update from AUTSA	The <b>Chancellor moves</b> that the Update from AUTSA be <b>received</b> .
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 Minutes Part B of the meeting - 31 July 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. 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)
19. Draft Minutes of Honours Committee, 31 July 2023	s 9(2)(a), s 9(2)(g)(i)	s7(2)(a), 7(2)(f)(i)



COUNCIL PART A OPEN AGENDA

20.1 Draft Minutes of Finance & Audit Committee, 18 September 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		



<b>PART A</b> <b>OPEN AGENDA ITEM</b>	<b>3.1</b>
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## Council Agenda Paper

**Subject:** Granting, Rescinding, Revoking & Amending Qualifications – August and September 2023

**Date:** 14 September 2023

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### **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:*

#### *AUGUST:*

- 1. GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE 2023 AUGUST CERTIFICATE OF PROFICIENCY (COP) CYCLE ON 17 AUGUST;*
- 2. AMEND THE QUALIFICATON FOR THE STUDENT ON THE ATTACHED SCHEDULE.*

#### *SEPTEMBER:*

- 1. GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE 2023 SEPTEMBER MONTHLY CORPORATE CYCLE ON 14 SEPTEMBER;*
  - 2. GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE 2023 SEPTEMBER MONTHLY CERTIFICATE CYCLE ON 14 SEPTEMBER;*
  - 3. GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE 2023 SEPTEMBER CERTIFICATE OF PROFICIENCY (COP) CYCLE ON 14 SEPTEMBER;*
  - 4. REVOKE QUALIFICATIONS FOR THE STUDENTS ON THE ATTACHED SCHEDULE AHEAD OF THE SEPTEMBER MONTHLY CORPORATE CYCLE ON 14 SEPTEMBER.*
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The schedules are in Supplementary Papers.





PART A	3.2
OPEN AGENDA ITEM	

## Council Agenda Paper

**Subject:** Reappointment of Renata Blair to Council

**Date:** 1 September 2023

**From:** Nominations Committee

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### **RECOMMENDATION:**

*THAT IN ACCORDANCE WITH PARAGRAPH 2(F) OF THE CONSTITUTION AND PARAGRAPH 4(F) OF COUNCIL MEMBERS APPOINTMENT STATUTE COUNCIL REAPPOINT RENATA TUHIRANGI GEOFFREY BLAIR TO COUNCIL FOR A PERIOD OF FOUR YEARS FROM 31 JANUARY 2024 TO 30 JANUARY 2028*

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### **Background**

The Nominations Committee comprised of the Chancellor, Pro Chancellor and Vice Chancellor recommends that Council reappoint Renata Tuhirangi Geoffrey Blair for a second term in accordance with paragraph 2(f) of its Constitution and Parts 6 and 7, paragraphs 17-20 of Council Members Appointment Statute.

### **Council Constitution**

- 2 *The Council of the Auckland University of Technology shall be constituted as follows:*
- (a) *Four members appointed by the Minister by written notice to the Council;*
  - (b) *The Vice Chancellor of the Auckland University of Technology;*
  - (c) *One permanent member of the general staff of the Auckland University of Technology elected by the permanent members of that staff;*
  - (d) *One permanent member of the academic staff of the Auckland University of Technology elected by the permanent members of that staff;*
  - (e) *One member who is a student of the Auckland University of Technology appointed by the association of students recognised by the Council of the Auckland University of Technology; and*
  - (f) *Four members appointed by the Auckland University of Technology Council by resolution, in accordance with its statutes.*

**PART SIX: Co-option of a Co-opted member of Council**

17. Council Constitution states:

*“Pursuant to Section 171B of the Education Act 1989, Council shall consider the following matters when making appointments:*

- a) the ethnic and socio-economic diversity of the communities served by the Auckland University of Technology;*
- b) the fact that approximately half the population of New Zealand is male and half the population is female; and*
- c) that at least one member of the Council is Māori.”*

18. *The individual duties which a member must fulfil are those set out in section 176A of the Education Act 1989.*

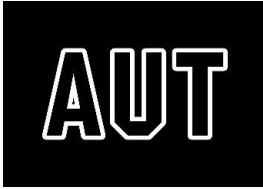
19. *Pursuant to Section 171A of the Education Act 1989 A member is ineligible for appointment if he or she:*

- a) has at any time after 01 February 2016 been removed as a member of the council of any institution of any kind;*
- b) is subject to a property order under the Protection of Personal and Property Rights Act 1988; or*
- c) is a person in respect of whom a personal order has been made under the Protection of Personal and Property Rights Act 1988 that reflects adversely on—*
  - i. his or her competence to manage his or her own affairs in relation to his or her property; or*
  - ii. his or her capacity to make or to communicate decisions relating to any particular aspect or aspects of his or her personal care and welfare; or*
- d) is a bankrupt—*
  - i. who has not obtained his or her order of discharge; or*
  - ii. whose order of discharge has been suspended for a term not yet expired or is subject to conditions not yet fulfilled.*

**PART SEVEN: Term of Office**

20. Council Constitution states:

*“Subject to section 173 of the Education Act 1989, no member other than the Vice Chancellor, shall have more than three consecutive terms or any one term of more than four years.”*



PART A	4.1
OPEN AGENDA ITEM	

## Council Agenda Paper

**Subject:** Minutes of Part A of the Council Meeting held on 31 July 2023

**Date:** 2 August 2023

**Author:** A Vujnovich

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**RECOMMENDATION:**

*THAT THE MINUTES PART A OF THE COUNCIL MEETING HELD ON 31 JULY 2023 BE CONFIRMED AS A TRUE AND CORRECT RECORD.*

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**CONFIDENTIAL**



## MINUTES

### **Council Meeting**

Meeting held 31 July 2023 at 3.30 pm  
AUT North AG127-30; AUT North Boardroom

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<b>PRESENT:</b>	R Campbell (Chair); D Salesa, J Smith; P Treacy; L Foliaki (in Teams), S Wendt, M Royal, S Youssef and W Ings.
<b>SECRETARY:</b>	A Vujnovich, Council Secretary R Nottingham, Minute Taker
<b>IN ATTENDANCE:</b>	W Lawson (Deputy Vice-Chancellor Academic), L Williams (Chief Financial Officer and AVC Finance and Infrastructure), A Burrows (Group Director Risk & Assurance).
<b>IN APOLOGY:</b>	S Turner, R Blair.

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#### **HEALTH & SAFETY BRIEFING AND TOUR OF A1 BUILDING CONSTRUCTION SITE, NORTH CAMPUS HELD FROM 2.00 – 3.30 PM**

Council Members were given a safety briefing and presentation on the health and safety protocols, systems and reporting relating to the construction site of the A1 building. The briefing was presented by the University's principal contractors and supported by the University's project team. The following points were noted:

- Health & safety standards, performance and due diligence were incorporated into both contractor and sub-contractor procurement processes;
- The principal contractor outlined comprehensive daily, weekly and monthly educational, monitoring and reporting activities to minimise health & safety incidents around the site and with sub-contractors;
- Particular attention and prevention given to high-risk activities such as hot works and crane movements as well as tracking of worker numbers onsite to identify shortages;
- A culture that encouraged reporting of incidents, on-the-spot resolution of issues identified and initiatives to support the wellbeing of construction workers;
- The independent audits and assessments of health and safety practices and the site undertaken by University representatives, including a dedicated Health & Safety resource;
- Outline of the recent near-miss event involving a temporary electricity feed, the action taken as a result to prevent a re-occurrence and that breakers would have prevented injury to workers.

Council Members were provided with appropriate PP&E before being accompanied on a short tour of the construction site to observe practices. No concerns on site were observed or reported by Members.

#### **PART A OPEN AGENDA**

M Royal opened the meeting with a karakia.

#### **1 WELCOME, APOLOGIES AND APPROVAL OF AGENDA ITEMS**

The Chancellor:

- Thanked and acknowledged members of Ngāti Whātua Ōrākei who welcomed the Vice Chancellor to the University during the Matariki celebrations;
- Welcomed Welby Ings to the Council as a new member and elected academic staff representative;
- Thanked the Group Director Risk and Assurance, Alastair Burrows, for more than 30 years' service to the University.

Resolved

1. *THAT AN APOLOGY FOR ABSENCE FROM S TURNER AND R BLAIR BE RECEIVED*
2. *THAT AN APOLOGY FOR ABSENCE FOR THE H&S TOUR OF A1 SITE FROM L FOLIAKI AND M ROYAL BE RECEIVED*
3. *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 – July 2023**

Received

Memorandum for Granting of Qualifications – July 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:*

*JULY 2023:*

1. *GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE 2023 WINTER CORPORATE GRADUATION ON 3-4 AUGUST 2023;*
2. *GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE 2023 WINTER OFFSHORE CYCLE ON 4 AUGUST 2023;*
3. *GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE JULY 2023 MONTHLY QUALIFICATION CYCLE ON 20 JULY 2023;*
4. *GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE JULY 2023 MONTHLY CERTIFICATE AND CERTIFICATE OF PROFICIENCY (COP) CYCLE ON 20 JULY 2023;*
5. *REVOKE THE QUALIFICATIONS FOR THE STUDENTS ON THE ATTACHED SCHEDULE AHEAD OF THE 2023 WINTER GRADUATION ON 3-4 AUGUST; AND*
6. *AMEND THE QUALIFICATIONS FOR THE STUDENT ON THE ATTACHED SCHEDULE.*

## **4 COUNCIL MEETINGS AND MINUTES OF PREVIOUS MEETING(S)**

### **4.1 Minutes of the previous meeting**

Received

Draft Minutes (Part A), of the Council meeting held on 29 May 2023

Resolved

*THAT THE MINUTES (PART A) OF THE COUNCIL MEETING HELD ON 29 MAY 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 29 May 2023 not elsewhere on the agenda.

##### Noted in discussion

- Council workshop on Te Aronui would be developed and scheduled;
- An update on sustainability activities would be brought back to Council.

#### **5 VICE CHANCELLOR'S REPORT**

##### Received

Vice Chancellor's Report

##### Noted in discussion

- High levels of staff engagement relating to the Matariki event and gratitude to staff involved, with plans to ensure this was an important annual event at the University;
- Senior staff changes and the focus on forthcoming graduation ceremonies;
- Initiatives to educate staff on the requirements of the Pastoral Care Code of Practice;
- Good occupancy levels for student accommodation and the role of accommodation in student recruitment and retention;
- A student accommodation plan would be developed as part of the overall draft academic and capital plan, though any opportunities or renewals arising meantime would be brought to Council.

##### Resolved

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

#### **6 CHANCELLOR'S REPORT**

##### Received

Chancellor's Report

##### Noted in discussion

- Need to be mindful of impact of volume and scale of changes across the University, as well as opportunities for staff and students through changes being made;
- Importance of Te Aronui to the University's identity and success, with Council to be kept updated with its progress;
- Opportunities for greater transparency and visibility of Council activities to staff and students;
- Role of Council in fundraising and donations and how that can support students short and longer term.

##### Action

- Management to consider how to improve transparency and visibility of Council activities to staff and students.
- Management to include updates on Te Aronui progress and metrics in the Vice-Chancellor's report.

##### Resolved

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

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

##### **7.1 Academic Board Reports and Minutes, 29 May and 26 June 2023**

Received

Academic Board Reports and Minutes, 29 May and 26 June 2023

Noted in discussion

- Charter of Academic Freedom was led by and was primarily a matter for academics but did have broader application to the University;
- The Charter provided a clear framework and process for the University and was expected to be tested soon;
- Any issues relating to the Charter would be reverted to Academic Board for determination;
- Differences between managing behaviour and speech, and relationship to Health & Safety obligations;
- Hoped the Charter would support students' confidence to have greater candour in discussions;
- Need to whether a research integrity and influence policy position should be developed;
- How to integrate Te Ao Māori in thinking and learning was an important consideration for the University.

Resolved

1. *THAT THE ACADEMIC BOARD REPORTS AND MINUTES OF THE MEETINGS HELD ON 29 MAY AND 26 JUNE 2023 BE RECEIVED.*
2. *THAT THE CHARTER OF ACADEMIC FREEDOM BE ENDORSED*

**8 HEALTH, SAFETY AND WELLBEING REPORTS**

**8.1 Health, Safety and Wellbeing Reports, May and June 2023**

Received

Health, Safety and Wellbeing Reports, May and June 2023

Noted in discussion

- Positive report of the People & Culture Committee Chair on the Health & Safety inspection of the emergency management centre, noted in the Committee minutes;
- Challenges to presented to the area in which the University's city campus due to changes since the international students left;
- The Health & Safety Director had resigned with short term resource contracted pending longer-term review of requirements.

Resolved

*THAT THE HEALTH SAFETY AND WELLBEING REPORTS FOR MAY AND JUNE 2023 BE RECEIVED.*

**9 TE TIRITI REPORT**

No report.

**10 STRATEGIC REPORTS**

No report.

**11 STUDENT SUCCESS**

No report.

**12 CORRESPONDENCE REFERRED BY THE CHANCELLOR**

Received

Letter from the Hon. Jan Tinetti dated 29 May 2023

Noted in Discussion

- No increases in honorarium had been recommended since 2017, noting staff pay increases had continued to be paid;
- The proposed increase reflected the level of engagement and work expected from Members;
- Broad support for an increase and whether lower increase could be considered;
- Acknowledged the sensitivity in the current tertiary and University environments, including reservations regarding timing of any increase;
- Opportunities for a review of subcommittee chairs' honoraria;
- Agreed to refer the matter to the Council People & Culture committee to develop a recommendation to Council.

Action

Management to seek advice on limitations of allocation of honoraria, e.g. additional payments to sub-committee chairs.

Resolved

*THAT:*

1. *THE LETTER FROM THE HON. JAN TINETTI MINISTER OF EDUCATION SENT BY EMAIL ON 29 MAY 2023 NOTIFYING COUNCIL OF THE MINISTER'S DETERMINATION IN ACCORDANCE WITH THE EDUCATION AND TRAINING ACT 2020 (SCHEDULE 11, CLAUSE 17(1)) OF THE NEW MAXIMUM RATES OF FEES FOR COUNCIL MEMBERS TO TAKE EFFECT FROM 1 JULY 2023 BE RECEIVED.*
2. *THE DELIBERATION OF THE MATTER OF COUNCIL FEES PURSUANT TO SCHEDULE 11, CLAUSE 8 OF THE EDUCATION AND TRAINING ACT 2020 BY ALL COUNCIL MEMBERS PRESENT BE CONSENTED TO: AND*
3. *THE HONORARIUM PAID TO COUNCIL MEMBERS BE CONSIDERED.*

**13 OTHER MATTERS FOR DECISION OR NOTING**

**13.1 Update from AUTSA**

Verbal Update

- Reviewing and implementing increased representation for Māori students across student bodies, including signing a Memorandum of Understanding with Titahi Ki Tua;
- Attended student event in Wellington with student debt cancellation likely to garner media attention.

Resolved

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

**13.2 Draft meeting schedule 2024**

Received

Draft Council and Committee meeting schedule 2024

Resolved

*THAT THE COUNCIL AND COMMITTEE MEETING SCHEDULE 2024 BE RECEIVED AND APPROVED*

**13.3 Appointments to AUT Ethics Committee**

Received

Appointments to AUT Ethics Committee



Resolved

*THAT:*

1. *EMERITUS PROFESSOR MARION JONES BE APPOINTED TO THE AUCKLAND UNIVERSITY OF TECHNOLOGY ETHICS COMMITTEE (AUTEC); AND*
2. *SUBJECT TO CONFIRMATION BY THE ACADEMIC BOARD, EMERITUS PROFESSOR PETER LINEHAM MNZM BE APPOINTED AS CHAIRPERSON OF AUTEC FOR A THREE-YEAR TERM.*

**14 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, A Vujnovich, A Burrows, 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 Minutes Part B of the Council meeting held on 29 May 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)
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)
19. Draft Minutes of Honours Committee, 24 July 2023	s 9(2)(a), s 9(2)(g)(i)	s7(2)(a), 7(2)(f)(i)
20.1 Draft Minutes of Finance and Audit Committee, 17 July 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 Committee, 17 July 2023	s 9(2)(b)(ii), s 9(2)(g)(i), s 9(2)(i) and s 9(2)(k)	s7(2)(b), 7(2)(f)(i), 7(2)(h), 7(2)(i), 7(2)(j)

22. Other Business		
22.1	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)
22.2	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)

**Item 4.2 Matters Arising from the Minutes Part A**

COUNCIL AGENDA ITEM	ACTION	WHO	STATUS
<b>31 May 2021</b>	<b>3.3. Equal Opportunities Policy</b> <ul style="list-style-type: none"> <li>The Treaty of Waitangi should be referenced in the policy or alternatively, expressed in a Council Charter.</li> <li>A paper will be drafted regarding a policy on Te Tiriti and each Council policy should be reviewed at each Annual General meeting.</li> </ul>	Tumuaki / Dean Te Ara Poutama	Council Charter - Ongoing  Fourth Quarter 2021
<b>29 May 2023</b>	<b>5. Vice Chancellor's Report</b> <ul style="list-style-type: none"> <li>A new steering committee will be chaired by DVC - Research Mark Orams, to further the Sustainability Plan and give effect to our sustainability goals, including policies and programmes that promote sustainable practice. An update on the Plan will be provided to Council.</li> </ul>	DVC - Research Mark Orams	30 October 2023
	<b>8.1. Health, Safety &amp; Wellbeing Reports,</b> <ul style="list-style-type: none"> <li>It was noted that health and safety reporting is often through different divisions of the University and not necessarily, through the health and safety division. The estates and health and safety reporting platforms in particular, require integration, and an update will be provided to Council.</li> </ul>	Director Health, Safety & Wellbeing – Dave Pinchen	31 July 2023
	<b>9. Te Tiriti Report</b> <ul style="list-style-type: none"> <li>A Te Tiriti workshop will be scheduled for Council.</li> </ul>	Valance Smith - Kaihautu Tiriti	Date in Planning
<b>31 July 2023</b>	<b>6. Chancellor's Report</b> <ul style="list-style-type: none"> <li>Management to consider how to improve transparency and visibility of Council activities to staff and students.</li> </ul>	Vice Chancellor	Actioned 25 September 2023
	<b>6. Chancellor's Report</b> <ul style="list-style-type: none"> <li>Management to include updates on Te Aronui progress and metrics in the Vice-Chancellor's report.</li> </ul>	Vice Chancellor	Actioned 25 September 2023
	<b>12. Correspondence Referred by the Chancellor</b> <ul style="list-style-type: none"> <li>Management to seek advice on limitations of allocation of honoraria, e.g., additional payments to sub-committee chairs.</li> </ul>	General Counsel	Actioned 25 September 2023

**31 July 2023**  
**Matters Arising**  
**6. Chancellor's Report**

**AUT Council – Staff and Student Awareness**

Objective: *To improve transparency and visibility of Council activities to staff and students.*

Recommendations:

Audience	Channel / Approach	Notes / Timing
Students	Article on Student App with link to key info about the Council on the website	ASAP (adapted from staff article - see below).
	Council members to attend key AUTSA (student Association meetings) and/or workshop session between AUTSA Student representatives and Council.	For consideration by AUTSA President.
	Update articles, when student-impacting activities or decisions made by Council	As appropriate (keeping audience interests in mind).
	Invite Debate magazine to send a journalist to the public part of Council meetings.	Debate is AUT's student run publication
Staff	Article on intranet   Tuia Meet AUT's Council – our governing body <ul style="list-style-type: none"> <li>- What is the remit?</li> <li>- Who are the Councillors?</li> <li>- What are the current focus areas?</li> </ul> Included in Kōrero (weekly email newsletter)	ASAP (see attached draft)
	Council meetings listed on Events section of Intranet, including message that staff can attend the public part of Council meetings. Include website links to previous Agenda papers.	Immediately
	Series of articles on Tuia interviewing a Council member about <ul style="list-style-type: none"> <li>- Their background</li> <li>- Their observations about AUT</li> <li>- Why they decided to join the Council</li> </ul>	One per month. Q&A written format (ease). Councillor to provide a photograph.
	Te Pae Tata – Leadership in-person livestream event focusing on Governance	2024 – panel discussion lead by the VC and featuring 3-4 Council members
	Announce new or re-appointed Councillors	March 2024

**31 July 2023**

**Matters Arising**

**6. Chancellor's Report**

**Meet our governing body – the AUT Council**

Like all New Zealand Universities, AUT is governed by a Council. This group - similar to a board of directors in commercial and other organisations - is focused on functions and duties outlined by the [Education and Training Act](#).

**Who serves on our Council?**

The Council is headed by our Chancellor, Rob Campbell and has these members:

- Sussan Turner (Pro-Chancellor)  
Appointed by the Minister of Education
- Professor Damon Salesa  
Vice-Chancellor of AUT
- 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 AUTSA
- Welby Ings  
Elected by the Academic Staff of AUT
- Lani Thompson  
Elected by the Professional Staff of AUT
- Renata Blair  
Appointed by Council
- Leo Foliaki  
Appointed by Council
- Marama Royal  
Appointed by Council

A process for Professional Staff of AUT to elect a member is underway and will be completed [add date].

**What is Council's remit?**

Council is responsible for appointing a chief executive (Vice-Chancellor) and monitoring and evaluating this person's performance, to ensure the institution is managed in accordance with its plans and to determine policies to implement the plan.

Our Council is the guardian of and contributing to the development of the AUT's new strategy.

The duties of Council are:

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

**More information and Council meetings**

You can find out more about our Council on the AUT website: [AUT Council - Governing Body - AUT](#)

This includes the list of upcoming meetings. If you would like to attend the public session of one of these meetings, you can contact the Council Secretary [andrea.vujnovich@aut.ac.nz](mailto:andrea.vujnovich@aut.ac.nz)



PART A	5
OPEN AGENDA ITEM	

## Council Agenda Paper

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

Date: **25 September 2023**

**RECOMMENDATION:**

*THAT THE VICE CHANCELLOR'S REPORT BE RECEIVED*

Work on the development of a new strategy for AUT has begun. This is being done through a process called Imagine AUT. AUT Directions served us well for several years, but it speaks to a different, pre-COVID time. Our sector has changed markedly over the last few years; students' needs, the way we deliver learning and teaching, the needs of our research partners, and the ways we work are all different since the pandemic.

Group Director Strategy and Planning Megan Skinner is leading work on the development of our new strategy through [Imagine AUT](#). Several engagement opportunities have already taken place to collect feedback, including workshops, feedback expos, an Emeritus Professors' gathering and DIY workshops, with an all-staff survey and Broad Subject Area workshops recently being launched and hosted in September.

We will continue to engage with Tangata Whenua on the important discussion of our next strategy and provide opportunities for our students, future students, alumni, government partners, and other stakeholders to contribute to this work over the coming months.

In support of Imagine AUT and to help with our thinking, I facilitated another Te Pae Tata leadership discussion, this time around 'What is a University of Technology?'. This is a critical area of thought and discussion to help us understand our point of difference in Aotearoa, how we can better serve our local communities and how we can collaborate with other universities of technology globally. I will continue to provide regular updates on the progress and formation of our strategy over the next coming months and into 2024.

**HIGHLIGHTS**

- Recruitment of a new Dean for the Faculty of Health and Environmental Sciences continues and interviews with potential candidates have taken place.
- Rautaki Rangahau Research Plan 2023-2028 has been approved by the Executive Committee and endorsed by the Academic Board. The final version is now on [Tuia](#).
- Te Wiki Rangahau, AUT's inaugural Research Week took place from 4 – 8 September 2023 hosting a wide range of symposia and research focused events around City Campus.
- As part of Research Week, I hosted the inaugural Emeritus Professors' Lunch. This new tradition gathers the University's prestigious group of Emeritus Professors recognising their longstanding contributions to AUT and the value they continue to bring as members of our community.

- AUT LIVE took place on 26 August, which saw a 12% increase in visitors compared to last year with 4,756 people attending on the day.
- AUT has launched a [new e-portal](#) collating decades of Rainbow research – the first collection of its type in the world. The e-portal, called Ia, was unveiled on Wednesday 6 September at a special launch event including members from Rainbow Auckland and guest speaker, the Ambassador for Gender Equality (Pacific)/Tuia Tāngata, Louisa Wall.
- AUT's latest [Sustainability Report](#) highlights a year of dedication and innovation in sustainability across our staff, students and faculties. The report can be viewed on the [AUT website](#).
- Lani Thomson has been elected as the professional staff representative on the AUT Council.
- Consultation on a proposal to establish a Deputy Vice-Chancellor Māori closes on 18 September.
- ST PAUL St Gallery was renamed [Te Wai Ngutu Kākā Gallery](#) following a dawn ceremony on the 23 August. The new name, gifted by Ngāti Whātua Ōrākei, refers to the flower of the kākābeak/ngutukākā (Clanthus), which is a tohu (sign) of the turning of the seasons.
- In recognition of the decades of support, AUT has renamed one of its culinary theatres to [honour the renowned restaurateur](#) Tony Astle and his late wife, Beth. On Thursday, 27 July, AUT unveiled the new 'Tony and Beth Astle Culinary Theatre' (formerly WH415).
- Emeritus Professor Charles Crothers died on 13 August. A tribute to Charles can be found on [Tuia](#).



## **PRIORITY 1: TE TIRITI O WAITANGI**

### **1.1 Te Aronui Update**

#### **Development opportunities**

Kaihautū Tiriti, Tiriti Strategist Dr Valance Smith with People and Culture are piloting Aronui Ora - a programme designed to improve cultural capability as well as build an understanding of Te Aronui. The pilot programme consists of four cohorts of 120 people leaders who attend Tiriti training and a one-day 'Enacting Aronui' wānanga. The programme unpacks the different parts of the framework with a specific focus on its Māori principles and values. Discussions continue with People and Culture on how Aronui Ora might sustainably be led and facilitated into 2024.

[Tupukupu](#) is a six-week development course designed to build staff knowledge and confidence in speaking te reo Māori. The course commences on the 27 September and is facilitated by Valance Smith.

### **1.2 Ngāti Paoa**

AUT is working closely with Ngāti Paoa regarding the North Campus in Akoranga and the nature of an enduring relationship.

### **1.3 Proposal for a Deputy Vice-Chancellor Māori**

A proposal has gone out to AUT staff to establish a Deputy Vice-Chancellor Māori. The proposal is that a new, higher level, full-time role be established to provide the resources necessary to ensure and enable the successful implementation of Te Aronui and would replace the current part-time Pro Vice-Chancellor Māori Advancement role. If a decision is made to establish a DVC Māori, further consultation to develop the responsibilities, skills and scope of the role will take place.

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## **PRIORITY 2: EXCELLENCE AND EQUITY IN EDUCATION AND RESEARCH**

### **2.1 Learning and Teaching**

The Associate Deans Academic/Learning and Teaching meet regularly with the Deputy Vice-Chancellor Academic, Pro Vice-Chancellor Learning and Teaching and the Director of Academic Quality to discuss various matters relating to learning and teaching, delivery of programmes and the student experience. Recently, the group agreed on specific enhancements to descriptors so that students can be provided with more comprehensive information to assist them in making their enrolment decisions. In addition, working with AltLAB, the group agreed on a set of assessment principles that will form the basis for an assessment policy for the University. The principles are currently undergoing wider circulation, and a draft policy is being developed. This is part of the wider piece of work signalled earlier in the year to develop principles of good teaching practice at AUT. It is proposed that the implementation of the assessment policy will be concurrent with the introduction of the requirements for enhanced course descriptors beginning in 2024.

### **2.2 PBRF Quality Evaluation**

- Professor Ben Wooliscroft will be seconded to the position of Academic Lead PBRF beginning 21 August.
- TEC has indicated the draft PBRF Quality Evaluation Guidelines will be released for consultation on 11 August.

### **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)	\$12,109,881M (est. as at 30/06/2023)

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

2022 ERI TEC Submission		
	2022 ERI (Unweighted)	2022 ERI (Weighted)
NZ Government Contestable	\$16,396,163	\$16,396,163
NZ Non-Government	\$967,166	\$3,868,644
NZ Public Sector	\$2,811,533	\$2,811,533
Overseas	\$1,026,338	\$3,592,185
<b>Total</b>	<b>\$21,201,200</b>	<b>\$26,668,544</b>

#### External funding activity

<b>MBIE</b>	<p><b>Submissions</b></p> <ul style="list-style-type: none"> <li>3 Registrations for Unlocking Curious Minds have been submitted to MBIE. The deadline for full application was 16 August 2023.</li> </ul>
<b>HRC</b>	<p><b>Submissions</b></p> <ul style="list-style-type: none"> <li>2024 Project EOI: Submitted 10 AUT-led applications.</li> <li>2024 Career Development Awards: Submitted 2 Clinical Research Training Fellowships.</li> <li>2024 Pacific Health Career Development Awards: Submitted a record 9 proposals (3 Masters Scholarships/2 PhD Scholarships/3 Knowledge translation grants/1 Postdoc Fellowship).</li> <li>2024 Māori Health Career Development Awards: Submitted 1 PhD Scholarship/1 Clinical Training Fellowship/1 Rangahau Hauora Training Grant.</li> <li>2023 Health Delivery Project Full Proposal: 5 applications in development for 3 August deadline.</li> <li>2023 Climate Change and Health and Wellbeing Initiative: Worked with interested applications to complete new Expressions of Capability format for 4 August deadline.</li> <li>2023 Health Delivery Research Activation Grant 2: 7 applications in development for 3 August registration deadline and 31 August submission deadline.</li> <li>2023 Health Delivery Research Career Development Award 2: 1 application in development for 3 August registration deadline and 31 August submission deadline</li> </ul> <p><b>Results:</b></p> <ul style="list-style-type: none"> <li>2023 Health Delivery Research Activation Grant Round 1: AUT was successful with 1 of its 2 applications in this round.</li> </ul>
<b>Government</b>	<p><b>Submissions:</b></p> <ul style="list-style-type: none"> <li>EQC University Research Programmes – submitted 1 EOI proposal.</li> </ul> <p><b>Results:</b></p> <ul style="list-style-type: none"> <li>TUR NZFS Science and Research Panel agreement has been signed</li> </ul>
<b>Royal Society of New Zealand</b>	<ul style="list-style-type: none"> <li>5 applications submitted to the RSNZ Catalyst scheme 20 July.</li> <li>Currently 3 applications in progress to RSNZ Rutherford Foundation postdoctoral research round</li> </ul>

<b>National Collaborations</b>	<p><b>Submissions</b></p> <p><b>Results:</b></p> <ul style="list-style-type: none"> <li>• AUT recently received a contract from SFTI for \$400K with PI Prof Sarat Singamneni on his project EWIP project. The contract is still under review.</li> <li>• 1 Ngā Pae o te Māramatanga, Centre of Research Excellence contract has been signed.</li> <li>• 1 HVN NSC subcontract has been received.</li> <li>• 1 CMDT RAP3 subcontract is being negotiated.</li> <li>• 2 Dodd Walls Center CoRE SoWs were signed.</li> </ul>
<b>International</b>	<p><b>Submissions</b></p> <ul style="list-style-type: none"> <li>• An application was submitted to 2023 Ireland-NZ Joint Research Call</li> <li>• 1 application: 2024 Playermaker PhD Scholarships was submitted.</li> </ul> <p><b>Results:</b></p> <ul style="list-style-type: none"> <li>• Currently reviewing the signing of the Wellcome Leap head research agreement that will facilitate opportunities for AUT staff to receive research funding if an application is successful.</li> </ul>
<b>Industry</b>	<p><b>Results:</b></p> <ul style="list-style-type: none"> <li>• AUT recently received a contract from University of Auckland for \$210K with PI Prof Sarat Singamneni on his product accelerator partnership project. The contract is still under review.</li> </ul>

**Update on Horizon Europe**

- Te Kāhui Poipoi Rangahau (TKPR) has finalised the gap analysis between EC requirements and AUT policies, guidelines.
- Work on setting up a cross-university working group for Horizon Europe is underway.
- TKPR has also been in contact with the Research Manager of the University of Auckland to investigate the possibility of a joint training series.
- TKPR has compiled a list of universities/research organisations from European Union member countries that AUT researchers have worked with over the last 3 years.
- Work with the International Office and Communications and Marketing to leverage their knowledge and find a proactive way to support researchers in partner search.
- Collation of marketing materials which can be used for approaching European research organisations.

**2.4 Graduate Research School**

- There was a 51% increase in PhD applications compared to the same time last year (source Uni Assist).
- 168 New PhD admissions. Admissions increased slightly compared to 2022 (year to date).
- AUT's inaugural Research Week took place from 4-8 September 2023, organised by the Graduate Research School RED team. The theme of the event is 'Celebrating Research'.
- The Postgraduate Research Symposium was held on the last day of Research Week. Ten poster presentations, one creative exhibition, and 31 oral presentations had been confirmed for the symposium.
- The discovery phase for the Graduate Education Manager (GEM) is underway. GEM enables a 360-degree view of the entire postgraduate research journey. AUT is the fourth university in New Zealand to adopt GEM.
- There are currently:
  - 859 Active doctoral students
  - 45 Doctoral students in examination
  - 62 Active MPhil students
  - 45 Deferred PhD students

**PRIORITY 3: ENVIRONMENTAL AND FINANCIAL SUSTAINABILITY**

**3.1 Financial Performance (detail in Appendix 2)**

Overall, the year-to-date (YTD) net surplus variance to budget of \$6.9M reflects the impact of higher international enrolments offsetting the impact of lower revenue from domestic enrolments, higher other income, and lower salaries and operating costs than budget.

The full-year forecast projects \$6.9M operational net surplus, which is \$0.7M ahead of budget. The forecast position reflects the impact of unbudgeted salaries and higher operating costs, offset by a net improvement in student-derived income due to international fees and other income.

**3.2 Student enrolment update (detail in Appendix 1)**

- **Overall, AUT has achieved 99% of its total (domestic and international) 2023 budget**, compared to 95% of the 2022 budget this time last year.
  - This improvement in progress towards the total EFTS budget is due to a lower domestic target and improved international intake.
- **Domestic EFTS** are down on the same time last year due to a drop in both new and returning EFTS.
  - In early 2023 reports, year-to-date new EFTS appeared up on the same time last year because of a change in pattern to the enrolments of clinical health science students compared to 2022. The previous and current updates provide a more accurate picture of the year-on-year change in new domestic EFTS, since the difference had resolved by this time last year.
  - This year, new to programme domestic EFTS are down because of a decrease in intake of clinical health degrees down to a more sustainable level, as well as a decrease in the Bachelor of Arts (caused by fewer majors), Bachelor of Education (Specialty) Teaching, Bachelor of Science, Bachelor of Laws, and Bachelor of International Tourism Management.
- **International EFTS** have already exceeded the 2023 budget target, because of a large increase in new to programme International full fee EFTS compared to this time last year
  - China remains AUT's largest source of new to programme International full fee EFTS, followed by India, Canada, Vietnam, and South Korea.

Since the previous update (in mid-July), TEC has advised AUT of a downwards revision in the 2023 domestic tuition subsidies (of \$1.0M for domestic funded enrolments in pre-degree qualifications and \$3.4M for domestic funded enrolments in undergraduate and postgraduate qualifications), based on our lower domestic enrolments in 2023.

	Domestic SAC		International		Total	
	2023	2022	2023	2022	2023	2022
YTD EFTS	15,485	16,562	2,395	1,739	17,880	18,301
% of target	94%	94%	144%	108%	99%	95%

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

- Total: down -6% (-1,076 EFTS)
- New to Programme: down -5% (-292 EFTS)
- Returning: down -8% (-784 EFTS)

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

Total: up 38% (+655 EFTS)  
New to Programme: up 127% (+755 EFTS)  
Returning: down -9% (-99 EFTS)

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

Total: down -10% (-179 EFTS)  
New to Programme: down -12% (-97 EFTS)  
Returning: down -8% (-81 EFTS)

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

Total: down -11% (-325 EFTS)  
New to Programme: down -12% (-153 EFTS)  
Returning: down -11% (-172 EFTS)

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

Total: up 3% (+32 EFTS)  
New to Programme: up 13% (+94 EFTS)  
Returning: down -27% (-62 EFTS)

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

Total: down -6% (-930 EFTS)  
New to Programme: down -3% (-141 EFTS)  
Returning: down -8% (-789 EFTS)

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

Total: up 12% (+397 EFTS)  
New to Programme: up 35% (+452 EFTS)  
Returning: down -3% (-55 EFTS)

### **3.3 University key performance indicators (detail in Appendix 3)**

### **3.4 Marketing and Recruitment**

AUT LIVE has been a huge focus for the Brand and Marketing Services with over 4,500 prospective students visiting AUT LIVE on 26 August.

Across all Marketing and Recruitment engagement activity, we have seen an increase compared to 2022. Web enquiry forms have seen a 15% increase with inbound queries, with July being the busiest. Course counselling services continue to see increases year on year, with a 25% increase in appointments compared to 2022.

There is significant engagement in the secondary school sector with 107 engagement activities (ranging from career evenings, expos, and presentations) with a massive 14,333 participations (brand awareness) through the events.

Marketing campaigns both domestic and international continue to perform well, with the bulk of the activity in market. Across the Semester 2 enrolment session marketing and recruitment activity generated a good level of engagement to drive applications.

International marketing efforts have been focused on India and the launch of the Peer-to-Peer Marketing and Study Portals project.

#### **Parents Campaign:**

- With the rise of parental influence on the university decision making process, a video advertising campaign will be run that targets parents and answers two questions: Why University? And why AUT?
- The campaign will initially feature 5 x AUT academics: Damon Salesa, Ella Henry, Welby Ings, Jacoba Matapo and Mahsa Mohaghegh.

Campaign Timings: 16 October - year end

### **3.5 Places and Spaces**

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

- Preparation for the implementation of the new Integrated Workplace Management System (IWMS).
- 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.
- Planning for upcoming lease terminations.
- Considering approaches to accelerate project progress.
- Preparation and execution of AUT LIVE operations.

#### **Major Capital Works**

##### **A1 Project**

- A1 construction proper was tracking 46 days behind programme but on budget.
- Construction progress is satisfactory and progressing on all work faces.
- Practical completion is forecast for 17<sup>th</sup> April 2024
- The 6-week AUT implementation programme for FFE install and go live dates is currently being worked through.
- Loose FF&E will be ordered 20<sup>th</sup> Sept 2023.

**AX Exit Project**

- Good progress on the 4x work construction packages on North and South campus.
- Completion dates will be firmed up in the coming weeks.

**WD Refurbishment Project**

- Enabling works and overall programme currently being reviewed.

**WQ Retail Fitout Project**

- Project on hold until overall property strategy is reviewed.

**Minor Capital Works**

- Relocation of WD Machinery into W118 progressing.
- Review of AL library seismic upgrade works now under review with forecast start date mid-2024.
- WE lecture theatres (230 & 240) are planned to be converted into engineering associated spaces. Some asbestos removal is required to be removed prior and will commence soon.

**Planned Maintenance**

- WB HVAC project was ongoing in phases – level 1 works now underway.
- PM 23 programme ongoing.

**Security**

- There were 57 occurrences reported in Jul 23 and 65 occurrences reported in August 23, the categories of note being:
  - 41 incidents of intoxication or behavioural concern (mostly in student residences).
  - 25 incidents of theft on campus (including a significant number of e-scooters which are often inadequately secured).
  - 8 incidents of suspicious persons on campus being moved off-site by security; 2 of the occasions in which security intervened resulted in a stolen motorcycle and a stolen e-scooter being abandoned respectively.
  - 16 incidents of vandalism (mostly graffiti).
  - Security continues working with the police and this has resulted in a known perpetrator responsible for 7 e-scooter thefts being arrested after he was identified on CCTV surveillance.

**Emergency Management (EM)**

- The AUT Wi-Fi system was out for 7.5 hours on 8 August 2023 across all 3 campuses causing considerable disruption. The EM team was not notified or activated as ICT kept this issue in-house. There was a further, shorter outage on 21 August 2023.
- The main water supply to North Campus was disrupted for several hours on 21 August 2023 due to an offsite break. The EM team was activated but a low pressure was implemented shortly thereafter.
- FENZ issued two alerts for gas leaks via their text messaging system. Neither event was near AUT sites, and the alerts generated significant concern which required reassurance work to minimise disruption.

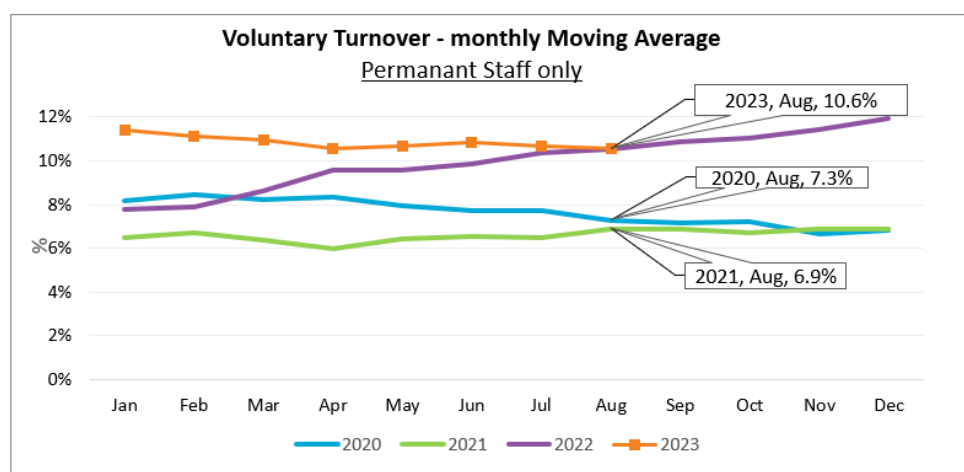
**3.6 Staff diversity statistics (August 2023)**

Staff count				Occupation	
1,890.7 FTE (100%)				Academic 875.9 (46.2%)	Professional 1,014.8 (53.8%)
Gender				Monthly Turnover Rate	
Female	60.6%	Gender diverse	0.4%	7.7%	13.3%
Male	38.0%	Not disclosed	0.9%		
Ethnicity (excluding hourly paid)					

Academic (46.2%)				Professional (53.8%)			
NZ Māori	7.7%	African	1.6%	NZ Māori	6.3%	African	0.8%
Pacific	4.3%	Other	4.2%	Pacific	8.1%	Other	5.2%
Asian	17.8%	European	9.4%	Asian	28.8%	European	4.4%
Middle Eastern	2.3%	NZ European/Pākehā	45.4%	Middle Eastern	1.6%	NZ European/Pākehā	38.1%
Latin American	1.5%	No declaration/Blank	5.9%	Latin American	1.0%	No declaration/Blank	5.8%

53.0% of Senior staff roles are held by men, and 46.9% are held by women. 14 Senior staff roles are held by Māori and Pacific women, and 11 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 marginal drop in 2023 with a turnover rate of 10.6% in August, in line with the corresponding period of the previous year.
- Predominantly Allied staff (10) versus Academic staff (3) for August 2023

### 3.8 Admissions

The confirmation of 2024 international fees triggered the reissuing of 2023 offers for 1319 applicants. This has seen a resultant upswing in enquiries during this month.

Applicant volumes are significantly up for both Domestic and International when compared with last year, with Domestic being 9% ahead and International 15%. Even more encouraging is the comparison with 2020, which can be regarded as the pre-Covid benchmark year, with Domestic at 18% ahead and International 31% ahead. This of course is putting a strain on available staff resources. The situation is being monitored closely.

### 3.9 Student Accommodation

In August, the 2024 intake cycle commenced with the portal opening for applications by the second week and in time for AUT Live open day.



Rental rates for all three villages have been reviewed and approved, with all updates reflected on the website. University of Auckland (UoA) and comparative university facilities have increased similarly or higher in Auckland CBD. Offers will commence at the start of October which will progress to indicative tentative status as potential occupancy. All required documentation updates are now being worked on covering 2024 residential agreement; handbook; house rules; terms and conditions – all for completion before offers are sent to students.

**Rate increase from 2023 to 2024**

<b>ASA</b>	\$316 to \$326 per week
<b>WSA</b>	Std - \$319 to \$338 per week Large - \$337 - \$357 per week Small - \$295 to \$313 per week
<b>WQ</b>	\$423 to \$453 per week

**3.10 AUT Foundation**

- For the period (year-to-date) ending 31 August. AUT has received a total of \$958,091.80 from 339 donors.
- For the period 1 July to 31 July 2023, AUT has received \$19,968.06 from 31 donors.
- For the period 1 August to 31 August 2023, AUT has received \$25,931.56 from 69 donors.

A staff campaign to raise money for the Student Support Fund was launched.

A full-time and part-time fundraiser have been employed to focus on fundraising for the Rainbow Initiative, Health and Equity Projects from High-Net-worth Individuals, Trusts, and Foundations.

**PRIORITY 4: STUDENT SUCCESS**

**4.1 UniPrep 2024**

Planning is well underway for UniPrep 2024 with the confirmed dates of 22 January – 23 February at South Campus in Manukau for up to 250 students. 96 expressions of interest were garnered at AUT LIVE, and school visits as well as a digital campaign are planned for the coming weeks. UniPrep 2024 will pilot AUT's new Uni101 academic preparedness course, which includes more tailored skills development (such as critical thinking, constructing arguments, knowing yourself as a learner, and time management), and the engagement programme will also include opportunities to mark the tenth anniversary of UniPrep.

**4.2 Village Meets Leadership and Mentor Programme**

The mid-year Village Meets Leadership and Mentor Programme, supported by the McCall MacBain Foundation, took place during the semester break for members of the Oceanian Leadership Network. The programme included various opportunities for students to connect with indigenous understandings of leadership.

**4.3 AUTSA Elections 2024**

Student Services are supporting the AUT Student Association (AUTSA) with their elections campaign for 2024. A voting system on Qualtrics with personal links will be sent to approximately twenty thousand, four hundred and fifty-seven (20,457) students, to vote for their Student Representative on Council. Voting begins on 4 September 2024 and closes at 5pm, 6 October 2024.

**PRIORITY 5: MATURING UNIVERSITY SYSTEMS AND PROCESSES**

**5.1 Independent Review progress update (details in Appendix 4)**

**5.2 Financial Assistance Review**

A working group has been meeting regularly to progress a new online financial assistance form; the online form being a key recommendation that came from the review endorsed by the Director Student Hub and Group Director Student Services & Administration.

The form is in the process of being built and aims to improve both the access and the experience of students seeking financial support during their study journey with AUT. Refining the business rules that help to inform the student advisors' decision-making process along with changes to the financial assistance web page have also been progressed.

### **5.3 Ngā Whakamānawa o Matariki Awards**

Consultation on the proposed new staff awards closed on 15 September. The feedback will be reviewed by the group that proposed the new awards, and a final decision on the awards and the process will be announced shortly and communicated to staff. This group includes the Head of the Vice-Chancellor's Office Amy Malcolm, Acting Pro Vice-Chancellor Learning and Teaching, Felicity Reid, Director of the University Research Office, Catherine Redmond, Diversity and Inclusion Manager, Lian-Hong Brebner and Assistant Pro Vice-Chancellor Māori Advancement and Kaihautū Tiriti, Valance Smith.

## 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 10 Sep 2023

Student Achievement Component	Total	BEL	CSOC	DECT	HEAL	TEAP
<b>EFTS</b>						
Pending	74	37	4	13	18	1
Actual	15,412	2,540	2,043	4,622	6,093	88
<b>Total Pending and Actual</b>	<b>15,485</b>	<b>2,577</b>	<b>2,047</b>	<b>4,635</b>	<b>6,111</b>	<b>89</b>

<b>2023 Target</b>	<b>16,460</b>	2,755	2,403	4,621	6,540	104
Progress to Target (%)	<b>94%</b>	94%	85%	100%	93%	85%
EFTS needed to reach 100%	<b>974</b>	177	356	-14	429	15
Ahead or behind on this time last year:	Behind by	Behind by	Behind by	Ahead by	Behind by	Behind by
	<b>1,076</b>	<b>312</b>	<b>449</b>	<b>113</b>	<b>380</b>	<b>36</b>
Progress to Target, this time last year (%)	<b>94%</b>	90%	90%	96%	96%	64%
EFTS needed to reach Target this time last year	<b>1,130</b>	315	268	201	240	69
Achieved from this time last year to year end	<b>80</b>	25	7	18	19	11

International Full-Fee EFTS	Total	BEL	CSOC	DECT	HEAL	TEAP
Pending	14	7	1	1	2	0
Actual	2,381	735	477	876	285	7
<b>Total Pending and Actual</b>	<b>2,395</b>	<b>741</b>	<b>479</b>	<b>878</b>	<b>287</b>	<b>7</b>

<b>2023 Target</b>	<b>1,663</b>	615	283	565	200	
Progress to Target (%)	<b>144%</b>	121%	169%	155%	143%	Infinity
EFTS needed to reach 100%	<b>-732</b>	-126	-195	-313	-87	-7
Ahead or behind on this time last year:	Ahead by	Ahead by	Ahead by	Ahead by	Ahead by	Ahead by
	<b>655</b>	<b>105</b>	<b>138</b>	<b>338</b>	<b>75</b>	<b>5</b>
Progress to Target, this time last year (%)	<b>108%</b>	88%	140%	116%	140%	174%
EFTS needed to reach Target this time last year	<b>-122</b>	91	-98	-73	-61	-1
Achieved from this time last year to year end	<b>45</b>	37	2	3	1	0

AUT South Campus	Total	BEL	CSOC	DECT	HEAL	TEAP
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Pending	4	0	0	0	4	0
Actual	1,805	225	204	43	1,306	2
<b>Total Pending and Actual</b>	<b>1,809</b>	225	204	43	1,310	2
<b>2023 Target</b>	<b>1,665</b>	4	241	44	1,331	8
Progress to Target (%)	<b>109%</b>	5387%	85%	96%	98%	31%
EFTS needed to reach 100%	<b>-143</b>	-221	36	2	22	5
Ahead or behind on this time last year:	Behind by	Behind by	Behind by	Behind by	Ahead by	Behind by
	<b>124</b>	<b>48</b>	<b>59</b>	<b>15</b>	<b>5</b>	<b>6</b>
Progress to Target, this time last year (%)	<b>78%</b>	62%	94%	60%	83%	44%
EFTS needed to reach Target this time last year	<b>548</b>	164	16	39	271	10
Achieved from this time last year to year end	<b>-2</b>	-2	0	0	1	0

<b>Pre-Degree Total EFTS</b>	<b>Total</b>
Pending	9
Actual	952
<b>Total Pending and Actual</b>	<b>961</b>
Ahead or behind on this time last year: Ahead by 32	

<b>Undergraduate Total EFTS</b>	<b>Total</b>
Pending	54
Actual	13,624
<b>Total Pending and Actual</b>	<b>13,678</b>
Ahead or behind on this time last year: Behind by 930	

<b>Postgraduate Total EFTS</b>	<b>Total</b>
Pending	45
Actual	3,648
<b>Total Pending and Actual</b>	<b>3,693</b>
Ahead or behind on this time last year: Ahead by 397	

<b>Doctoral</b>	<b>734</b>
-----------------	------------

<b>Māori Domestic SAC EFTS</b>	<b>Total</b>
Pending	8
Actual	1,688
<b>Total Pending and Actual</b>	<b>1,696</b>
Ahead or behind on this time last year: Behind by 179	

<b>Pacific Domestic SAC EFTS</b>	<b>Total</b>
Pending	11
Actual	2,518
<b>Total Pending and Actual</b>	<b>2,529</b>
Ahead or behind on this time last year: Behind by 325	

**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 25 August 2023 (refer item 5.1)

	Year to Date (\$000s)			Full Year (\$000s)		
	Actual	Budget	Variance	Forecast	Budget	Variance
<b>\$000s</b>						
Income	296,437	293,010	3,427	432,399	418,925	13,474
Expense	259,097	261,640	2,543	423,547	409,585	(13,962)
<b>Surplus before interest</b>	<b>37,340</b>	<b>31,370</b>	<b>5,970</b>	<b>8,852</b>	<b>9,340</b>	<b>(488)</b>
Interest	805	1,702	897	1,970	3,152	1,182
<b>Net surplus/(deficit)</b>	<b>36,535</b>	<b>29,668</b>	<b>6,867</b>	<b>6,882</b>	<b>6,188</b>	<b>694</b>

#### Comment

Overall, the YTD net surplus variance to budget of \$6.9M reflects the impact of higher international enrolments offsetting the impact of lower revenue from domestic enrolments, higher other income, and lower salaries and operating costs than budget.

The full year forecast projects \$6.9M operational net surplus, which is \$0.7M ahead of budget. The forecast position reflects the impact of unbudgeted salaries and higher operating costs, offset by a net improvement in student derived income due to international fees and other income.

	2023 Year-end Forecast		
	FY Forecast	Bank Target	Outcome
<b>Banking Covenants</b>			
Max Net Debt / Net Debt + Equity Ratio	8%	35%	On target
Min Interest Cover Ratio (EBITDA / Interest Expense)	2,677%	150%	On target
Min Guaranteeing Group Cover	97%	90%	On target
<b>TEC Financial Covenants</b>			
Max commercial debt borrowings \$000s	\$64,628	\$220,000	On target
Max aggregate financing \$000s	\$74,845	\$243,000	On target
Max Debt / Debt + Equity Ratio	8%	30%	On target
Max Debt / Net Cash Flow Ratio	1.41	3.00	On target
Max Debt / Total Revenue Ratio	17%	55%	On target
Min Net Surplus Ratio	1.6%	>0.0%	On target
Min Cash Flow from Operation Ratio	114%	113%	On target
Min Interest Cover Ratio (EBIT / Interest Expense)	4.49	Suspended until 2026	
Min Liquidity Ratio	41%	2%	On target

#### Comment

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

**Financial Performance 2023 YTD Compared to 2022 YTD**

\$000s	Year to Date (\$000s)		
	2023	2022	Variance
Income	296,437	296,424	13
Expense	259,902	267,526	7,624
<b>Net surplus</b>	<b>36,535</b>	<b>28,898</b>	<b>7,637</b>

**Year-to-date income** is equivalent to the same period last year driven with lower domestic enrolments and the consequential reduced SAC funding has been offset by higher international enrolments.

Lower **year-to-date expenses** compared to the same period last year reflects the impact of the Financial Recovery Plan on staffing levels.

Overall, the **year-to-date net surplus** is \$7.6M higher than same time last year reflecting the impact of lower staffing in 2023.



## Appendix 3: University key performance indicators – Progress report

### University key performance indicators: Progress report

6 September 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%	90%	91%	91%	On target
5. Course completion rate for students from areas with high deprivation scores	1,3	78%	75%	71%	70%	Below target
6. Number of quality-assured research outputs	2	Annual increase	1,076	1,091	2,130	Below last year
7. Proportion of research-active academic staff	2	Annual increase	47%	47%	62%	Equal to last year
8. Value of new research contracts signed	2,4	Annual increase	\$9.9M	\$11.4M	\$27.6M	Below last year
9. Proportion of outputs with an international co-author	2,3	Annual increase	59%	59%	58%	On target
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 2.84, above the sub-sector average of 2.75
11. Number of media articles using AUT staff as expert voices or highlighting AUT research	2,4	>1,000	1,082	863	1,244	Achieved
12. Number of Māori graduates from bachelors degrees	1,3	Annual increase	111	102	308	On target
13. Number of Māori students in research programmes	2,3	Annual increase	128	136	144	Below last year
14. Number of Pacific graduates from bachelors degrees	2,3	Annual increase	179	184	432	Below last year
15. Number of Pacific students in research programmes	2, 3	Annual increase	73	84	92	Below last year
16. Number of EFTS at South Campus	3, 5	Annual increase	1,854	1,970	1,985	Below last year

**Results still to come**

<b>KPI</b>	<b>Theme(s)</b>	<b>Actual 2022</b>	<b>Source</b>	<b>Available</b>
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)

## Appendix 4: Independent Review – Progress report

### Independent Review implementation progress update

#### September 2023

Most of the recommendations from the Independent Review project have now been implemented. The remaining items and activity are noted below.

#### Work to date and upcoming actions

In 2023 we continue to be focused on adding value by further addressing the QC Recommendations noted below, which are sorted by theme.

Theme	Recommendation	Work to date	Upcoming actions	Current Status of Activity
Improve reporting	8. Ensure leave is properly recorded and taken	P&C tracks leave balances and managers are responsible for ensuring leave is taken.		Guidance required from University management on how to address issues in this area
	30. Track HR data, identify and act on trends	P&C tracks and acts on data in key areas of concern. The scope of this work was widened to identify and act on trends across AUT.		Trends are reported monthly to the Vice Chancellor
	31. P&C to follow up with all complainants and report to Group Director P&C	A process was devised for following up on complaints. The 24 complaints made from 1 October to 31 January 2023 have been analysed and recommendations implemented.		Recommendations implemented. No separate follow up or reporting is required
	32. Invest in Chnnl, P&C to investigate issues raised	Tools now implemented		This is now business as usual (BAU) activity
Code of Conduct/ Culture change	4. Redraft Code of Conduct and Sexual Harassment (SH) Policy	Original SH policy published on TUIA.	Second revision is currently out for consultation.	Code of conduct has been deferred to Q3 2024 following the implementation of the Te Aronui Framework
	21. Extend Values pin to recognise excellent behaviour	A review, led by OMA, began on AUT's Values in Action. A toolkit was developed for leaders and staff and webinars on how to integrate values-led behaviour into the e-MAP conversation, and training was provided for New Leaders@AUT.		A new set of awards for staff called the Matariki awards has been implemented

Theme	Recommendation	Work to date	Upcoming actions	Current Status of Activity
		Vice Chancellors Office are initiating a review of the University Excellence Awards and associated activity		
	24. CCTG to lead culture change and address harassment	CCTG began work on key areas including Accountability, Action planning, Policy review, Surveys and Data, and Values. It created a Journey Map for culture change.		CCTG activities concluded in Q2 2023
	36. Hui with Māori and Pasifika staff and embed Te Tiriti at AUT	Office of Māori Advancement led work to determine how we build cultural capability and improve training around living our values and Te Tiriti. A funding proposal has gone to SLT, to train all staff in AUT values, values-behaviours, and Te Tiriti.		This work has been superseded by the Te Aronui Framework
Management, Leadership and Training	20. Leadership & Management Training; set up Leadership & Excellence programme	P&C continued to deliver Leadership and Management training including Catalyst, Leadership Excellence, and People Leaders Essentials training.	A new programme for HoS is under development, with the aim to roll out in Q1 2024	Training sessions, workshops and consultation are underway for the new HoS programme
	28. All managers to take Managing@AUT training	All leadership and management development includes modules on people management and having difficult conversations. AUT's senior leadership team led the way by participating in training on bullying and harassment.		Managing@AUT training will be reinstated in Q2 2024



PART A	6
OPEN AGENDA ITEM	

## Council Agenda Paper

**Subject:** Chancellor's Report

**Date:** 25 September 2023

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**RECOMMENDATION:**

*THAT COUNCIL RECEIVE THE CHANCELLOR'S VERBAL REPORT*

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<b>PART A</b> <b>OPEN AGENDA ITEM</b>	<b>7</b>
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**Council Agenda Paper**

**Subject: Report from Academic Board**

**Date: 15 September 2023**

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**RECOMMENDATION:**

*THAT COUNCIL RECEIVE THE ACADEMIC BOARD REPORTS AND MINUTES OF THE MEETINGS HELD ON 31 JULY AND 28 AUGUST 2023*

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The Minutes are in Supplementary Papers.

## Academic Board Report to Council

Meeting held 31 July 2023

### Strategic Matters and Policy Developments

- **Towards a Disability Action Plan**

Work being undertaken by the Disability Action Plan Development Group in response to the requirement from the TEC to submit a Disability Action Plan to the TEC by the end of 2023 was outlined. Whilst the primary focus of such plans is students' inclusivity, the University has opted to include elements of relevant staff matters as well.

It was pointed out that AUT is already very well-respected as a provider of tertiary education for the disabled and deaf student community, and that our students with disabilities succeed at similar rates as students without disabilities.

The plan will underpin enhanced staff confidence in responding to disabled and deaf communities, ensure a coordinated and consistent approach, provide opportunities to share success, and contribute to an enhanced student experience.

When the plan is finalised, oversight will sit with the Ki Uta Ki Tai Steering Group.

### Committees of Academic Board

- Academic Board **recommends to AUT Council** that Emeritus Professor Peter Lineham MNZM be appointed as Chairperson of AUTECH (3 year term).
- Academic Board approved eleven proposals and reports for submission to CUAP Round 2 2023: six significant changes to programme structure which include the introduction of new majors and minors, name changes and the introduction of a related diploma; two changes to entry requirements, the introduction of two diplomas where there are existing degrees; two changes to admission regulations; and, one name change of a degree and related diploma.
- Academic Board approved the closure to new enrolments into nine minors within the Bachelor of Business from Semester One 2024.

### Other

- Academic Board **endorsed** that the Postgraduate Supervision Working Group's recommendations be provided to the University Executive for consideration of action.

## Academic Board Report to Council

Meeting held 28 August 2023

### Strategic Matters and Policy Developments

- **Confirmation of final draft of Rautaki Rangahau (AUT's Research Plan)**  
Members were thanked for providing feedback and facilitating opportunities for others to engage with the refresh of the Research Plan. A summary of submissions and major points from the consultation process are available along with other resources via TUIA.

Academic Board confirmed the final draft of Rautaki Rangahau (AUT's Research Plan), noting that formal approval of core plans resides with the Vice Chancellor's executive.

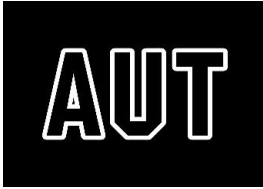
### Committees of Academic Board

- Academic Board approved changes to the names of English language pathway courses from GIE and IELTS Full-time Preparation Course to *AUT English Pathway Programme* which comprises two streams i) AUT Academic English and ii) IELTS Preparation Course.

### Other

- Academic Board approved re-establishment of a part-time doctoral enrolment category from 1 February 2024 (with specific conditions).





<b>PART A</b> <b>OPEN AGENDA ITEM</b>	<b>8</b>
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## Council Agenda Paper

**Subject:** Health, Safety & Wellbeing Reports

**Date:** 15 September 2023

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**RECOMMENDATION:**

*THAT COUNCIL RECEIVE THE HEALTH, SAFETY AND WELLBEING REPORTS FOR JULY AND AUGUST 2023*

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## Monthly Health, Safety & Wellbeing Report - July 2023

### Executive Summary

This month saw a significant milestone achieved with the publication of the Psychological Safety information hub on Tuia. [Visit the page](#) to see the program's framework, definition, goals, and benefits to staff.

July has been a transition month with both Dave Pinchen, Director and Shona Wilkinson, HSW Trainer leaving AUT at the end of the month. The HSW Team has reallocated Dave and Shona's areas of responsibilities. August will see a reset of priorities for the remainder of the year with a focus on the HSW Team proactively engaging with the Leadership Teams across the Faculty/Directorate.

### Highlights

#### THRiVE – Conundrum Challenge

Following the success of Trivia-verse where 125 staff participated, we are excited to bring you our next team challenge [Conundrum – a puzzle quest for the bold](#).

Over two weeks starting from **Monday, 28<sup>th</sup> August**, your team will encounter two different types of puzzles to solve each day. Solve the first, and your team will be awarded points to help you on your quest. The second will grant you a clue to solve the final and ultimate Conundrum.

Click [here](#) to find out more about this challenge, the prizes and how to create a team.

#### Accessibility Toolkit and Resources

Our new [Accessibility pages in Tuia](#) provide you with resources to help you [understand access needs](#) and how you can accommodate them in your work spaces effectively. You'll find tools and tips to enhance the accessibility of your [physical](#) and [digital](#) work environment, your email [communications](#), presentations and meetings.

Please familiarise yourself with these pages, particularly the [People Leader resources](#) page which includes a new . Don't forget to share with your team and do let us know if you have any questions. [AUT People Leaders Toolkit Reasonable Accommodations.pdf](#)

#### Psychological Safety Program

A Tuia page has been published, which is intended as an information hub for staff. [Visit the page](#) to see the program's framework, definition, goals, and benefits to staff. Resources include information on research that has guided this work and links to supportive services.

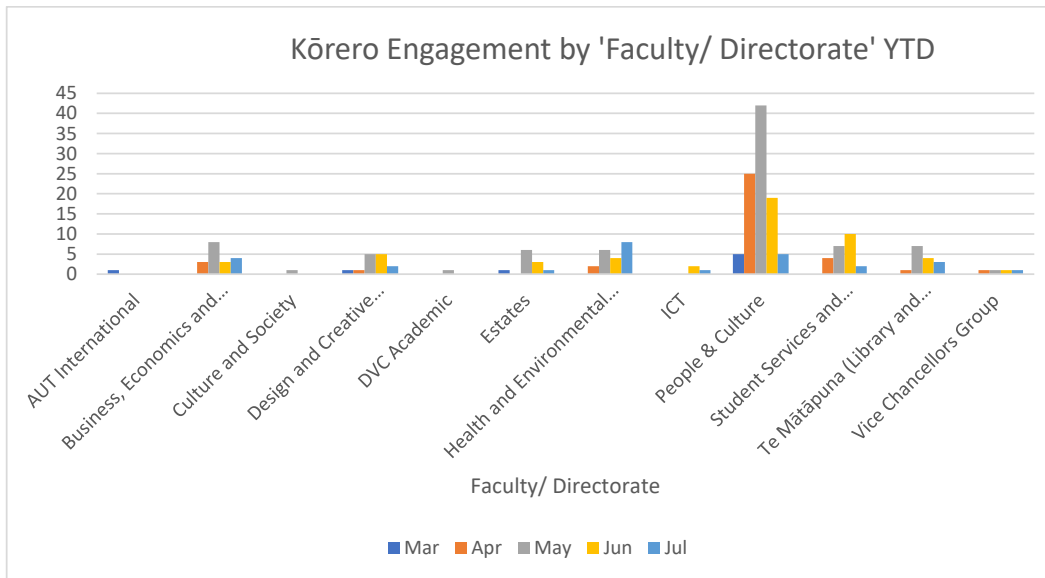
Collaborations are occurring across P&C to look for opportunities to incorporate psychological safety concepts within processes and procedures. The Steering Group will be led by Barry Bignell, Interim HSW Director, for the next few months until a long-term lead is determined.

### Leadership

#### Kōrero Engagement

A review of the reporting of Kōrero Engagement found error in the numbers being recorded. These have been adjusted for the 2023 Year(below). The reported number now reflects what has been entered into Noggin. The result is a decrease in the number reported but now better reflects the activity being undertaken. Feedback received has highlighted that there were gaps in the roll out of this programme which has impacted its effectiveness.

## Monthly Health, Safety & Wellbeing Report - July 2023



### Action:

The HSW Team will engage with the Leadership Teams to

- review the purpose of Kōrero
- re-confirm targets for each Faculty/Directorate
- review the types of questions to ask
- demonstrate how to use the App to record Kōrero

### Exceptions Report

Key Issues	Action	Council Agreed/ Owner	Agreed date for completion	Comments
Significant Event - Dangerous Good Store area	Develop a campaign to promote the proactive and timely notification of unsafe acts and conditions	Director of HSW	25/11/2022	Plan to be developed by 31 August 2023 and completed by 31 October 2023

### Action:

The HSW Team will develop an engagement programme in August and roll out the programme through September and October. The programme will include the HSW Team meeting with Leaders in their respective meetings to explain and demonstrate their responsibilities in managing incidents and Undesired Circumstances in Noggin (Shield) as well as a range of communications to all Staff and Students. The plan will be included in the August Report and progress will be reported in subsequent monthly reports.

----- End of Report -----

## Monthly Health, Safety & Wellbeing Report - August 2023

### Executive Summary

The HSW Team have identified four key priorities for the remainder of the 2023 year:

- Proactively engaging with the Leadership Teams across the Faculty/Directorate to improve Kōrero engagement
- Rebuilding the Risk module in Noggin to allow for the recording of risk assessments across AUT and develop an accurate HSW risk profile
- Running a campaign to promote the proactive and timely notification of unsafe acts and conditions
- Develop an incident investigation process to ensure lessons are learnt

#### Serious Incident

A serious assault of a Student of Midwifery with the School of Clinical Sciences occurred on the 14th August as the Student was leaving Middlemore Hospital at the conclusion of her shift. The incident occurred outside hospital grounds at the Train Station. It was reported to police and it is understood an arrest has been made. The Student contacted her one-on-one support person and post incident care was put in place. An investigation is ongoing by both Te Whatu Ora and AUT.

### Highlights

#### THRIVE – Conundrum Challenge

The Conundrum Challenge started on **Monday, 28 August**, where 139 staff members across 29 teams work together to solve daily puzzles over two weeks.

We want to congratulate the Quizzards of Oz (Shilpa Arcot Sumanth, Rikki-Lee Botica, Pule Poutasi and Shirley Yuen), who won a shared drop box for Best Team Name.

### Leadership

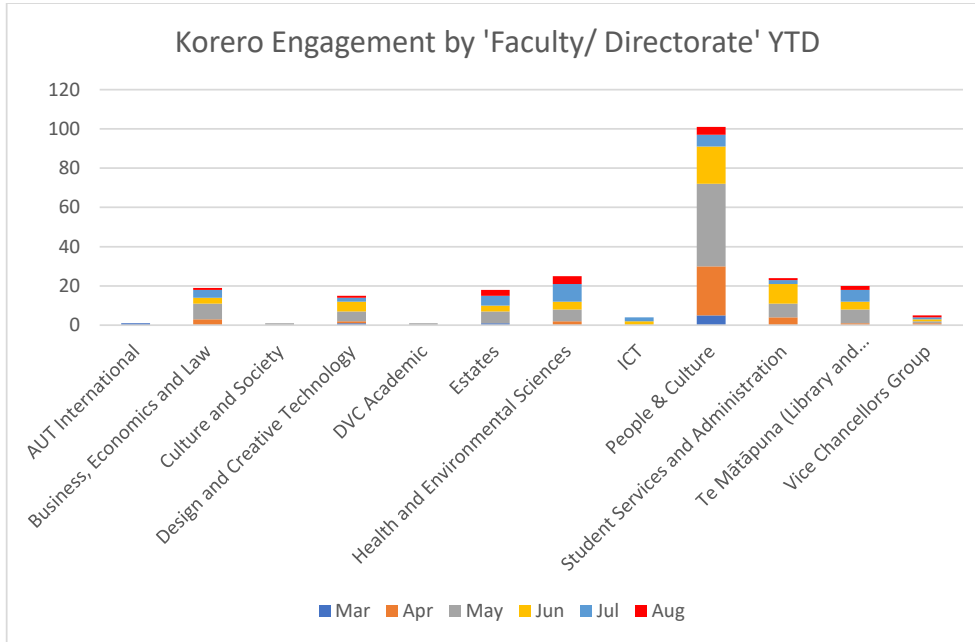
#### Kōrero Engagement

##### Recording HSW Kōrero simplified

To make it easier for you to record your monthly HSW Kōrero, on [SHIELD](#), we've added a 'New Kōrero' button to your 'My Monthly Kōrero' dashboard.

To make it easier, you can now also log your Monthly Kōrero straight to your mobile device. Download the Noggin – Safety Security App from the [Apple App Store](#) or [Google Play Store](#) and login using 'AUT' as the domain name, and your email in the format of firstname.surname@aut.ac.nz. If you need any support downloading the app please reach out to HSW Team.

## Monthly Health, Safety & Wellbeing Report - August 2023



**Action:**

The HSW Team will engage with the Leadership Teams to

- review the purpose of Kōrero
- re-confirm targets for each Faculty/Directorate
- review the types of questions to ask
- demonstrate how to use the App to record Kōrero

### Exceptions Report

Key Issues	Action	Council Agreed/ Owner	Agreed date for completion	Comments
Significant Event - Dangerous Good Store area	Develop a campaign to promote the proactive and timely notification of unsafe acts and conditions	Director of HSW	25/11/2022	Plan to be developed by 31 August 2023 and completed by 31 October 2023

**Action:**

The HSW Team have worked together and have developed a plan to help drive engagement on managing incidents and Undesired Circumstances.



## Monthly Health, Safety & Wellbeing Report - August 2023

This includes:

Action	Due Date	Completion Date
The HSW Team have started meeting with Leaders in their respective meetings to explain and demonstrate their responsibilities in managing incidents and Undesired Circumstances in Noggin (Shield). This will continue throughout the September.	28 September	
Promote the reporting of event and responsibilities managing incidents in the People Leader Update.	28 September	
Run a TUIA announcement or story to provide more information on HSW Event reporting process.	28 September	
Designing wallet card which contain the Event Notification Form QR code, which when scanned using a mobile device takes the user through the form (budget permitting).	31 October	
Working with AUT Brand and Marketing and communications team to design a lift poster to let staff know the importance of reporting HSW Events.	31 October	
Redesigning the "Report it, don't ignore it" posters and working with the faculties, departments, and directorates to ensure that these are present in relevant locations such as kitchens, classrooms and labs.	31 October	

## Health, Safety & Wellbeing Lead Activities

### Monthly Focussed Inspections

#### August Inspection Findings

In August, our focus was on [Risk Management](#). Twelve inspections were completed across six Faculty/Departments.

Results of the Risk Management Focussed Inspections completed:

Risk Management Questions	% Effective
Has your area shared all their Risk Assessments with the HSW team that need to be uploaded to SHIELD?	83%
Does your area have an Office Risk Assessment?	92%
Have all known hazards in your area been recorded on your risk assessment?	100%
Are adequate control measures in place that eliminate or reduce the risks associated with the hazards in your area?	92%

## Monthly Health, Safety & Wellbeing Report - August 2023

Have all users of the area being inspected, been made aware of the Risk Assessment and Identified Control Measures?	75%
Are all Risk Assessments in your area reviewed periodically?	92%
After an Accident, Incident or Near Miss is your Risk Assessment reviewed to ensure the current controls are adequate or need adding to	83%

Feedback from those completing the inspections has identified that there are areas of the Faculty that have a lack of understanding of the risk management process. This aligns with an issue identified by the Interim Director HSW that the Noggin/Shield risk management module has not been set-up correctly. A key action for the HSW Team is to rebuild this module by 30 November. Once done, the Team will then retrain key contacts within each Faculty.

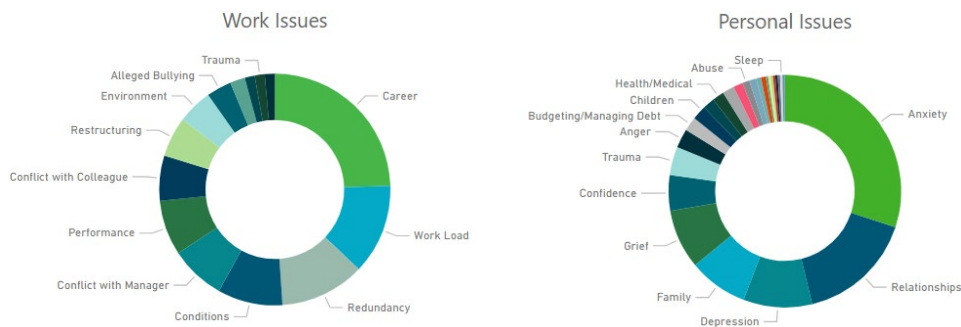
In the interim, if any team are needing assisting with creating, reviewing or updating their manual Risk Assessments please [reach out to the HSW Team](#) who can offer support and guidance.

## Health, Safety & Wellbeing Lag Indicators

### Wellbeing

#### EAP Usage

In August 37 staff accessed EAP Services for support, an increase of 6 compared to July. Currently 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.

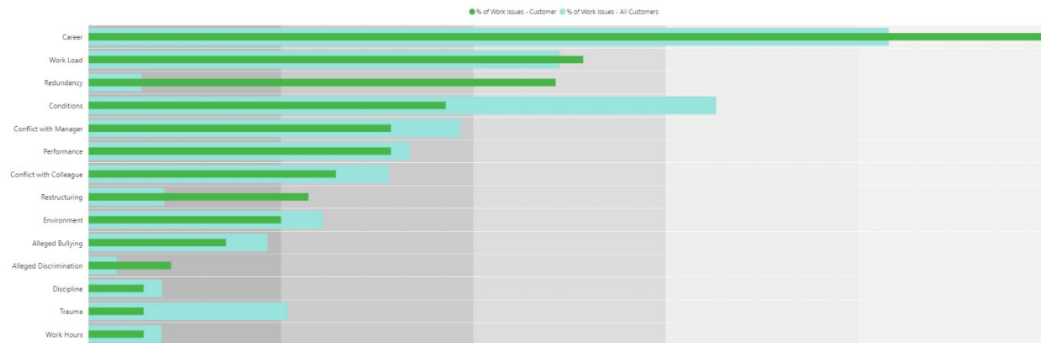


The below graphs compare AUT's (in green) prime presenting reasons against all other EAP Services Customers (in blue). The top three work-related reasons for accessing support are career, workload,

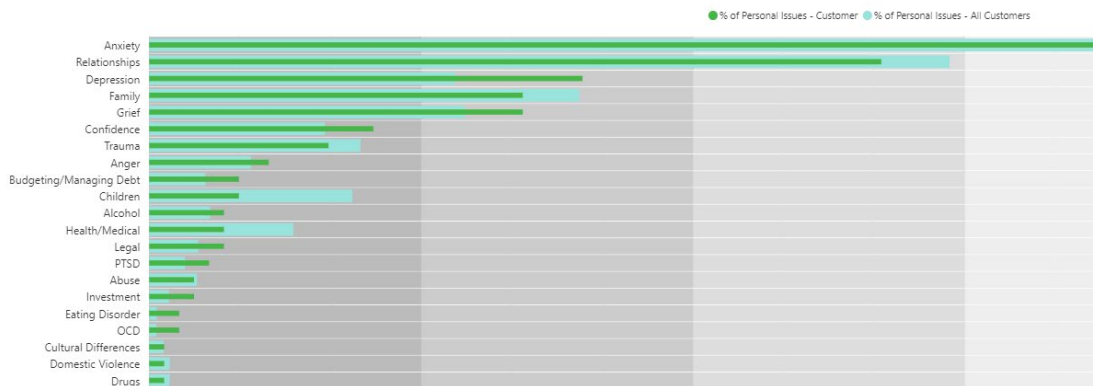


## Monthly Health, Safety & Wellbeing Report - August 2023

and redundancy.



The top three personal reasons are also broadly in line with what other EAP Services customers are experiencing.



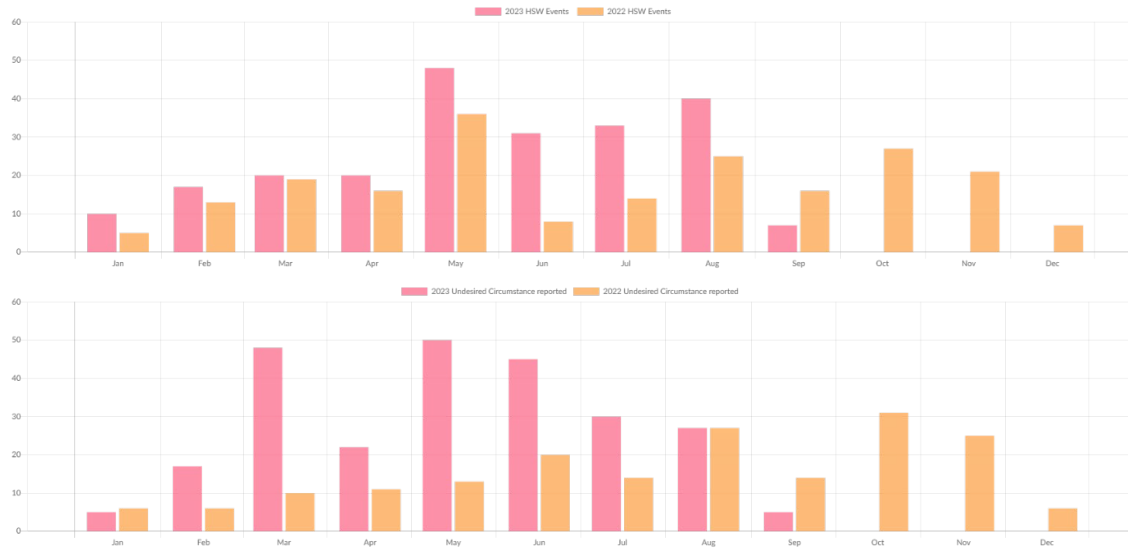
We recommend People Leaders inform their people about [EAP Services](#), who are available to provide independent, confidential counselling services as well as career, financial and personal legal advice – all of which may be of value to our people during this challenging period. Where appropriate, and with their team members' consent, People Leaders can call EAP Services to arrange for a professional to contact the staff member directly to arrange support. EAP Services are independent and confidential and can be reached at 0800 327 669.

### Health & Safety

#### Event Comparison



## Monthly Health, Safety & Wellbeing Report - August 2023



Sixty-seven events were recorded overall for August, an increase of four from July. Sixteen of these events are categorised as accidents (an event that resulted in injury/ill health), a decrease of two from last month.

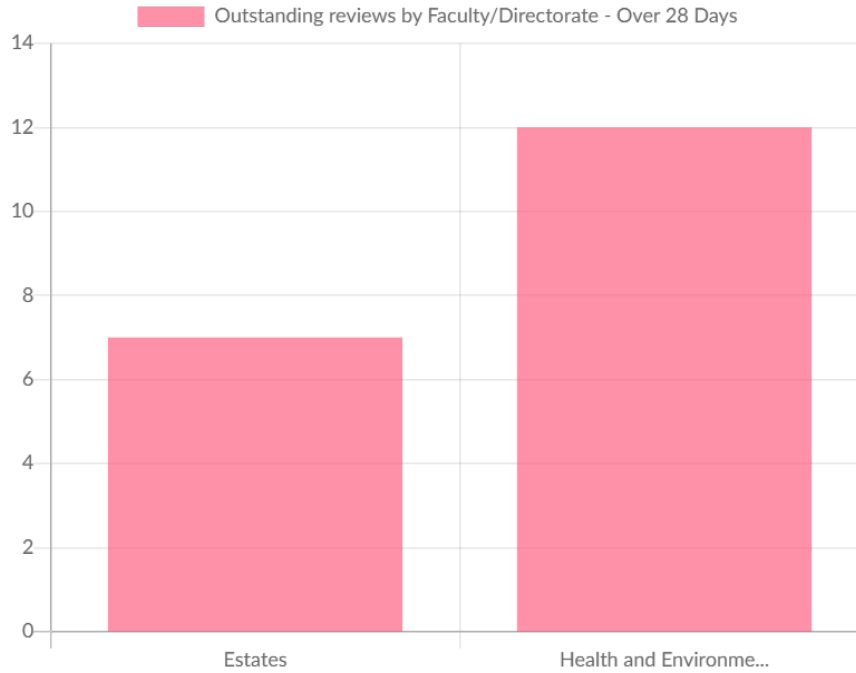
### Undesired circumstances

Twenty-seven undesired circumstances were recorded, a decrease of three from July 2023. The main categories of unsafe conditions reported were building and air conditioning (8), equipment (3), and slip, trip or fall from the same level (3).

### Event Management

There has been a focus across AUT to close out reviews that have been outstanding over 28 days. There are currently **19** reviews outstanding >28days, down from **32** last month. This continues to remain a focus for the HSW Team.

## Monthly Health, Safety & Wellbeing Report - August 2023



Event-specific information is available in the People Leaders and the HSW Champions dashboards on [SHIELD](#). For more details on this dashboard and to arrange access to the HSW Champions dashboard, contact your [dedicated HSW Team Member](#).

**Action:**

The HSW team will engage with the appropriate People Leaders to resolve and close out these actions by 31 October 2023.

----- End of Report -----



<b>PART A</b>	
<b>OPEN AGENDA ITEM</b>	

	<b>10.1</b>
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## **Council Agenda Paper**

**Subject:** Research Plan - Rautaki Rangahau – 2023 - 2028

**Date:** 15 September 2023

**Author:** Professor Mark Orams Deputy Vice Chancellor - Research

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**RECOMMENDATION:**

*THAT COUNCIL RECEIVE THE RESEARCH PLAN - RAUTAKI RANGAHAU – 2023 - 2028 FROM PROFESSOR MARK ORAMS DEPUTY VICE CHANCELLOR - RESEARCH*

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## Memorandum

**To:** AUT Council

**From:** Professor Mark Orams, Deputy Vice Chancellor Research

**Cc:** Dr Andrea Vujnovich, Secretary AUT Council

**Subject:** Rautaki Rangahau – AUT’s Research Plan

**Date:** 15 September 2023

### **Background**

The refinement of the AUT Research Road Map (approved in 2021) commenced in March 2023.

The refinement of the research plan is the first “Core Plan” we have developed since the approval of [Te Aronui](#) (our Te Tiriti o Waitangi framework). As a consequence, the refinement of the research plan has needed to respond to Te Aronui and to weave the intent and enactments of Te Aronui throughout the plan (which was also a major theme arising from the consultation process).

The end result is Rautaki Rangahau (AUT’s Research Plan) ([click here to view the plan](#)).

Rautaki Rangahau explicitly adopts the three enactments of Whakaawe, Whakamana and Whakanui identified within [Te Aronui](#) and translates these into three objectives relevant to our research ambitions. The fourth enactment from Te Aronui; Whakaea, is presented differently to acknowledge that Whakaea refers to Māori shaping their own aspirations in research and ensuring that Māori are leading the decision-making with regard to their research ambitions and activities.

### **Summary of key tactics/actions/investments indicated in Rautaki Rangahau**

- The establishment of Te Kura Hāpai Rangahau (the Researcher Education and Development Unit) to support the professional development of researchers.
- The establishment of five pan-university Pou Herenga Waka Research Teams to advance key research priority areas.
  - One of these will be the establishment of a pan-university research network/whanau to support Māori researchers and research (te reo Māori name tbc).
  - One will be the establishment of the Moanaroa Pacific Research Network.
  - Three additional Pou Herenga Waka Research Teams will be established via an application and selection process towards the end of 2023.
  - Each will receive central funding support for three years to advance agreed research objectives.
- A clarification of our research entity structure and a commitment to develop a research entities framework (with criteria) by the end of 2023 and to review existing research entities against this framework before the end of 2024.
- Establishment of dedicated scholarships to support Māori taura (students) to undertake masters and doctoral level research.

- Establishment of a dedicated doctoral scholarship attached to Eke Tangaroa kaihoe (staff) to support them to recruit and supervise at doctoral level.
- Support for our Early Career Academics/Researchers' Network.
- Establishment of an External Research Income Support Grant scheme.
- Investment in an online system to improve processes supporting postgraduate research.
- Investment in an online system to improve processes supporting research ethics education, approvals and reporting.
- Establishment and support for an annual AUT Research Week to showcase our researchers and our research.

\*\* See Rautaki Rangahau for more details on additional activities/tactics and initiatives to support researchers and research.

**For discussion**

The Deputy Vice Chancellor Research will attend for this agenda item to take questions with regard to Rautaki Rangahau.

(\* Note that Rautaki Rangahau has been formally approved by the Vice Chancellor's Executive)

[Please click here for a link to Rautaki Rangahau](#)

Ngā mihi

*Mark Orams*



**AUT**

TE WĀNANGA ARONUI  
O TĀMAKI MAKĀU RAU

# RAUTAKI RANGAHAU

AUT'S RESEARCH PLAN  
2023-2028

# RAUTAKI RANGAHAU

AUT'S RESEARCH PLAN 2023-2028

## OUR AUT RESEARCH CONTEXT

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 – 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 celebrates the pursuit of knowledge and embraces new realisations that reflect our world, which is meaningful, impactful, and transformative for collective wellbeing and growth.

We are a young university, however, we are an institution with a long history as a provider of educational opportunities which have supported people to achieve their aspirations. This heritage has been proudly based on an applied, real-world learning approach which remains strong within our culture.

Our research has emerged strongly over the past two decades and it contributes greatly to our educational offerings, to scholarly, professional and other important communities. The quality and influence of our research and researchers has been an important part of our journey to become a respected and highly credible university in the Aotearoa and international contexts.

Our research is diverse. In some areas it is internationally recognised and whilst in other areas it is emergent and still developing. This is also true of our researchers. We have world class researchers and research teams underpinned by infrastructure which are significant nationally and globally. We also have new researchers who are seeking opportunities to grow and develop. Our research plan seeks to support and nourish all researchers because our belief is that great research is undertaken by great researchers and great research teams.

Our commitment to Te Tiriti o Waitangi is important to us. We believe this commitment should manifest itself in all aspects of our thinking, planning and actions – including research. We see this as a unique and special privilege and opportunity to grow and develop in partnership with our Māori colleagues and communities and we seek to reflect and enact this through this Rautaki Rangahau – Research Plan.

# RAUTAKI RANGAHAU

AUT'S RESEARCH PLAN 2023-2028

## TE ARONU AND RAUTAKI RANGAHAU

Te Aronui is the Tiriti o Waitangi framework for Te Wānanga Aronui o Tāmaki Makau Rau which seeks to give life to Tiriti honouring actions.

Rautaki Rangahau weaves the aho (strands) of intent from Te Aronui by adopting and translating the Tiers of the Te Aronui Framework to propose Activities, Initiatives, Investments or Actions which follow the Tiriti Enactments outlined in Tier 5 of Te Aronui.

These enactments are: Whakaawe, Whakaea, Whakamana and Whakanui. In this plan, three enactments are presented as Objectives (with associated Activities, Initiatives, and Investments or Actions). However, the enactment of Whakaea from Te Aronui is presented differently.

Whakaea refers to Māori shaping their own aspirations in research and ensuring that Māori are influencing the decision-making and active in the leadership of research. As a consequence, Whakaea is left open in this plan with the intent that aspirations for Māori for their research and in supporting and developing Māori researchers will be developed by Māori.

The development of a Māori Research Network is prioritised in this plan and is an approach that will be supported to develop aspirations and actions to support Māori researchers and research. This will be undertaken in partnership with AUT's Office of Māori Advancement.



# RAUTAKI RANGAHAU

AUT'S RESEARCH PLAN 2023-2028

## OUR PURPOSE

Rautaki Rangahau adopts a rangahau oranga (research for well-being) approach. We seek to create and support a thriving research community that undertakes high-quality research that creates beneficial impacts for our communities, our city, and our nation.

Our intent is to do this in our AUT context:

- As a Tiriti partner: Enacting Te Tiriti o Waitangi through Te Aronui.
- As a university of technology: Focussed on the extension and application of knowledge for practical beneficial outcomes.
- As a university for Tamaki Makaurau/Auckland: Seeking sustainable development and improved wellbeing for the environment and peoples of our city, and our nation.
- As a young university: Building capabilities and support for all researchers to achieve their potential.

## OUR PRINCIPLES

- We enact Te Tiriti o Waitangi through our values of tika, pono, and aroha as outlined in Te Aronui to all of our ways of thinking, planning, and acting.
- Our research will be characterised by its integrity and high ethical standards, from the planning stages through to sharing of the final outcomes.
- We will approach and undertake our research collaboratively, seeking opportunities to build capability in others.
- Our research will be of the highest quality, respecting established scholarly disciplines and fields of practice.
- Our research will inform our educational offerings, including the delivery of teaching and learning.
- All those involved in the process (including researchers, students, partners, and participants) will feel supported, engaged, and enriched by the experience.

## OUR OBJECTIVES

We are ambitious for our research and our researchers. Creating and supporting a thriving research community will require a commitment to an mana-enhancing research culture. As such, Rautaki Rangahau is built on a framework derived from Te Aronui and designed to nurture support all researchers, from those at the beginning of their careers to those who are already flourishing.

Each objective is accompanied by a suite of activities and initiatives that guide our approach to achieving that objective. Specific actions and investments that we will undertake over the next four years are presented in Appendix 1.



**OBJECTIVE 1:**  
**WHAKAMANA**  
ENCOURAGE AND ENABLE

**Whakamana enhances the pride and agency of a person or people.**

We will support our researchers to lift the quality and depth of our research by addressing inequities, generating new insights, amplifying Māori voices, and creating a more inclusive and comprehensive understanding of the world.

Activities/Tactics	Initiative
<b>Support people</b>	Provide resources and support for ongoing professional development for our researchers by creating a Researcher Education and Development Unit: Te Kura Hāpai Rangahau (see highlight box below)
	Evolve our research entities structure to support the building of high performing research teams and key research themes (see highlight box below)
	Recognising and supporting PGR students as important members of our research community and building capabilities for postgraduate research supervision
	Expand support for our Early Career Academics
	Establish a Māori Research Network
	Establish a Pacific Research Network
<b>Improve systems and processes</b>	Simplify and improve the research support environment, including ethics processes, postgraduate research support, research funding management and research consultancy and commercialisation processes
<b>Create opportunities</b>	Support Māori and Pacific students to undertake postgraduate research studies
	Support researchers applying for external research funding opportunities
	Acknowledge and value practice-led research
	Provide access to appropriate research facilities and infrastructure

## OBJECTIVE 1: WHAKAMANA/ENCOURAGE AND ENABLE (continued)

### Highlight: Honouring and enacting Te Tiriti o Waitangi

We will expand support for Māori researchers and research through investing in specific initiatives. These include:

- Postgraduate research scholarships to provide support for Māori taurira to undertake masters and doctoral level research<sup>1</sup>.
- A dedicated doctoral scholarship attached to Eke Tangaroa Kaihoe so they can develop their PGR supervision experience through recruiting and supporting doctoral students<sup>2</sup>.
- Financial support for a Māori Research Network to encourage regular hui, sharing and whakawhanaungatanga<sup>3</sup>.
- Supporting educational workshops and resources for growing understanding of Te Tiriti o Waitangi and how it applies to the research context (in partnership with Te Kura Hāpai Rangahau – see Highlight Box below)<sup>4</sup>.
- Appointment of a dedicated Māori Research Engagement Manager within Te Kāhui Poipoi Rangahau (University Research Office)<sup>5</sup>.\*
- Support for an annual Māori Research Symposium as part of AUT Research Week (see Highlight Box below)<sup>6</sup>.\*

### Highlight: Establish Te Kura Hāpai Rangahau (Researcher Education and Development Unit)

Creating and supporting a thriving research community requires an investment in building the capabilities of our researchers. We will do this by establishing a dedicated Researcher Education and Development Unit (**Te Kura Hāpai Rangahau**). Building upon and expanding the work of our Postgraduate Researcher Development team within our Graduate Research School, Te Kura Hāpai Rangahau will develop and provide a comprehensive range of opportunities to support our researchers' (including postgraduate researchers) professional development.

These resources will be provided both online and in-person and will address key priorities in supporting researcher development.

1. Suggested by whanau within Te Ara Poutama  
 2. Suggested by Eke Tangaroa Kaihoe  
 3. Suggested by Te Ipukarea whanau

\* Indicates this initiative is already underway

4. Suggested by many Tangata Tiriti (and proposed within Te Aronui)  
 5. Requested by Te Kāhui Poipoi Rangahau  
 6. Suggested by Te Ipukarea whanau

## OBJECTIVE 1: WHAKAMANA/ENCOURAGE AND ENABLE (continued)

### Highlight: Clarifying our research entity structure

The success of our research is affected by the strengths of our research teams. AUT needs a research structure that is flexible enough to respond quickly to emerging opportunities and supports the formation of teams to pursue topics of common interest, projects with value, and with potential beneficial outcomes. It also needs to advance opportunities to build transdisciplinary research teams to address important contemporary research priorities and secure significant external funding.

To enact Rautaki Rangahau, we are clarifying the University's research entity structure to allow staff at all levels to engage, develop, form teams, and contribute. Commencing at the school level, then faculty, and eventually by establishing university-wide Pou Herenga Waka research teams, our research entity structure will facilitate the development of our key research themes from the "bottom-up".

The structure, from local/school level to the pan-university level, will be as follows:

1. **Research Groups:** Teams of researchers formed within schools to encourage collaboration and develop momentum in important research areas where there is common interest, opportunity and skills.
2. **Research Centres:** Focussed on a key research area or opportunity. These may be within a school, or across several schools within a faculty; each Research Centre has a host school.
3. **Research Institutes:** A more significant, larger entity which produces substantive and important research advances that are likely to be nationally leading and internationally significant. These will be hosted within a faculty.
4. **Pou Herenga Waka<sup>1</sup> - Research Teams:** Five new cross-faculty multi/transdisciplinary teams of researchers will be selected to address an important contemporary research issue, challenge or opportunity. These will represent our key priority research themes/contributions as a university. Two of these will be our Māori Research Network and our Pacific Research Network. The other three will be selected through a formal application process. All five Pou Herenga Waka will receive central funding for an initial three-year period. Applications for selection to form a Pou Herenga Waka will be considered via the Research Committee of Academic Board chaired by the Deputy Vice Chancellor Research.

The detailed research entities framework (with associated criteria) will be developed before the end of 2023. Applications and selection for the Pou Herenga Waka will be undertaken in early 2024. Existing research entities will be reviewed against the framework before the end of 2024.

1. Pou Herenga Waka refers to the place where different waka (vessels containing people who are united in their voyage) come together to moor themselves to a strong pole or support pillar. This pillar provides a common foundation that supports a united cause. Our city and region, Tamaki Makaurau is also referred to as Tamaki Herenga Waka to reflect that our place is an important location for people to come together. We will combine our research expertise across our university to pursue important research themes with the intent to make a difference on key issues challenging our people and our environment.

**OBJECTIVE 2:**

**WHAKAAWE**

**EXTEND OUR IMPACTS AND INFLUENCE**

**Whakaawe is derived from the verb “awe” (strength and influence). Whakaawe is the act of causing influence and change.**

We will help our researchers extend the impact and influence of their work with communities (including scholarly communities) commercialisation, and contribute to wider goals including Te Tiriti o Waitangi and the UNSDGs. We will ensure our research reflects diverse perspectives, and priorities, ensuring that research outcomes are relevant, meaningful, and accessible to all communities.

Activities	Initiative
Foster community relationships	Provide guidance and support for staff engaging with tangata whenua/mana whenua
Foster translation and application of research	Support, recognise and reward research impact, including translation of research into policy, advocacy (“critic and conscience of society”), and practice
Increase our influence in Aotearoa/NZ research communities	Expand our involvement in important national research advisory and decision-making bodies
Contribute to the international academic community	Engage with scholarly communities/societies
Support creativity, innovation and entrepreneurship	Promote opportunities for creativity and innovation
Engage local communities in our research	Promote and support the inclusion of local communities in our research

**OBJECTIVE 3:**

**WHAKANUI**  
CELEBRATE AND PROFILE OUR SUCCESSES

**Whakanui is derived from the verb “nui” (great, large, important). Whakanui in this context seeks to eliminate discrimination and racism and celebrates the ethnicity and diversity of all people.**

Our researchers and research are doing amazing things with important research outcomes. We will celebrate and profile these to build pride, reputation and opportunities. We will recognise the importance of Indigenous protocols, cultural safety, diverse ways of knowing, and community engagement in our research processes. We will build trust, strengthen relationships, and ensure that research is conducted in a mutually mana-uplifting way.

Activities	Initiative
Extend our profile and build our reputation	Hold and/or participate in special events focused on research (e.g. AUT Research Week; see highlight box below)
	Publish regular updates on AUT’s researchers and research
	Support media profile of research and relevant “critic and conscience of society” opportunities relevant to our expertise
Recognise and celebrate our researchers	Hold awards and events to celebrate our researchers
	Nominate our researchers for relevant awards and prizes

**Highlight: Annual AUT Research Week**

Showcasing and celebrating our diverse and amazing range of research and researchers will help grow collaboration opportunities, enthusiasm and pride in our research. Each year we will hold a special AUT Research Week and engage our research community in sharing and celebrating our research.

# WHAKAEA

## REACHING OUR ASPIRATIONS

**Whakaea refers to enabling Māori to shape their own aspirations in research and ensuring that Māori are leaders and influential in decision-making. As a consequence, Whakaea is left open in this plan with the intent that aspirations of Māori for their research and in supporting and developing Māori researchers should be led by Māori. This is one of the key intentions for the Māori Research Network.**

### Enacting Rautaki Rangahau

The Purpose, Principles, Objectives, Activities/Tactics and Initiatives indicated above are intended to guide the University's research and innovation activities. The specific actions and investments indicated above are intended to support the University's intent. In Appendix 1 below more specific Investments/Actions are outlined.

### Measuring our progress

In order to understand whether we are reaching our aspirations we need to monitor and measure our performance. We will develop key performance indicators based on the objectives outlined in the Rautaki Rangahau. Outcomes-based measures will be reported through AUT Metrics, the University's central repository for performance information. Other measures will be monitored through the annual business plans of the relevant divisions, including those of Te Kāhui Poipoi Rangahau, the Graduate Research School, AUT Ventures, the faculties and schools, Brand and Marketing (Communications), Estates, and our research entities. At least one senior leader will be accountable for performance of each measure. All relevant entities (including faculty research committees, RCAB, UPRB, Academic Board, and AUT Ventures) will either receive or be expected to provide regular reports on progress towards the KPIs and actions described in Rautaki Rangahau.

### Responding to changes/opportunities

Rautaki Rangahau is designed to be flexible. The purpose and principles underpinning our work and the objectives to which we aspire will not change; the specific activities/tactics, initiatives and actions/investments that we undertake, and the measures by which we monitor our progress may be required to do so.

# APPENDIX 1 Specific Actions/Investments

## OBJECTIVE 1: Whakamana/Encourage and Enable

Assist research teams to develop strategies and implement actions to attract external research funding

Activities/Tactics	Initiative	Investment/Action
Support people	Evolve our research entities structure to support the building of high performing research teams and key research themes	<ul style="list-style-type: none"> <li>Develop framework with criteria for research groups, centres, institutes, networks and Pou Herenga Waka</li> <li>Select and fund for three years from 2024 pan-university research themes - Pou Herenga Waka</li> <li>Review all research entities against framework/criteria before the end of 2024</li> </ul>
	Provide resources and support for ongoing professional development for our researchers and research support staff	<ul style="list-style-type: none"> <li>Implement a dedicated Researcher Education and Development Unit: Te Kura Hāpai Rangahau to provide a comprehensive range of opportunities to support researchers' professional development*</li> <li>All academic staff with research expectations should have research objectives as part of their EMAP</li> <li>Develop an Individual Research Plan (IRP) template to guide conversations with staff on developing research capabilities</li> <li>Introduce IRP development with all relevant staff who are not research active, with the goal of achieving research activity within three years</li> <li>Provide appropriate training opportunities for research support staff</li> </ul>
	Recognising and supporting postgraduate research students as important members of our research community	<ul style="list-style-type: none"> <li>Increase doctoral scholarship stipends and index annual increase to CPI*</li> <li>Invite doctoral students to establish an academic profile on Research Elements after confirmation of candidature stage*</li> <li>Publish a postgraduate research journal, providing publication and review opportunities with a supportive kaupapa*</li> <li>Provide funding for PGR Peer Support Groups (e.g. MAI ki Aronui)*</li> <li>Create educational opportunities through Te Kura Hāpai Rangahau*</li> <li>Host an annual PGR Symposium and regular PGR Mix&amp;Mingle Events*</li> </ul>

\* These activities/investments are either already underway or committed to



## APPENDIX 1 (objective 1 – continued)

Activities/Tactics	Initiative	Investment/Action
	Build capabilities for postgraduate research supervision	<ul style="list-style-type: none"> <li>Expand Te Kura Hāpai Rangahau opportunities to support PGR supervision practice*</li> <li>Support our Eke Tangaroa Kaihoe by providing a dedicated PGR scholarship</li> <li>Use eMAP process to set expectations for professional development for supervisions</li> </ul>
	Expand support for our Early Career Researchers' Network	<ul style="list-style-type: none"> <li>Provide funding to support regular hui, an online presence and dedicated Te Kura Hāpai Rangahau courses/resources</li> </ul>
	Establish Māori Research Network	<ul style="list-style-type: none"> <li>Provide funding to support regular hui and opportunities for Māori researchers (including PGR) to wānanga, share and develop support initiatives (e.g. annual Māori Research Symposium)</li> </ul>
	Establish Pacific Research Network*	<ul style="list-style-type: none"> <li>Provide funding to support regular talanoa and opportunities for Pacific researchers (including PGR) to share and develop support initiatives (e.g. annual Pacific Research Symposium)</li> </ul>
<b>Improve systems and processes</b>	Simplify and improve the research ethics processes	<ul style="list-style-type: none"> <li>Introduce an online research ethics system*</li> <li>Provide additional resources and support through research ethics education and advisory services and Te Kura Hāpai Rangahau courses/resources*</li> <li>Develop and introduce a research ethics induction course for all AUTEK applicants</li> </ul>
	Improve our postgraduate research support processes	<ul style="list-style-type: none"> <li>Introduce an online PGR support system*</li> <li>Develop protocols to support kaupapa Māori approaches to PGR supervision, collaborative projects and examinations' processes</li> </ul>
	Improve research funding management	<ul style="list-style-type: none"> <li>Introduce a more effective online research funding support system*</li> </ul>
	Grow research consultancy and commercialisation opportunities	<ul style="list-style-type: none"> <li>Promote opportunities for research commercialisation and consultancy</li> <li>Create a simpler system for disclosures, consultancy approvals and activities (including policies and procedures that guide these)</li> <li>Ensure consultancy revenue which can be counted as External Research Income is recorded for PBRF purposes*</li> </ul>

\* These activities/investments are either already underway or committed to

## APPENDIX 1 (objective 1 – continued)

Activities/Tactics	Initiative	Investment/Action
Create opportunities	Support Māori and Pacific students to undertake postgraduate research studies	<ul style="list-style-type: none"> <li>• Introduce dedicated postgraduate research scholarships for Māori and Pacific students (masters through to doctorates)</li> <li>• Provide dedicated PGR scholarships for Eke Tangaroa Kaihoe</li> </ul>
	Grow external research funding success	<ul style="list-style-type: none"> <li>• Develop external research funding courses and resources via Te Kura Hāpai Rangahau</li> <li>• Implement an external research grant support fund*</li> <li>• Provide specialist support for researchers applying for external research (domestic and international) funding</li> <li>• Support engagement with overseas research organisations to increase participation and success with international funding opportunities (e.g. Horizons Europe)</li> <li>• Ensure AUT’s research policies and procedures meet international standards so that our researchers are eligible to apply for international funding opportunities (e.g. WelcomeLeap)</li> <li>• Facilitate access to specialist advise/reviewers/coaches for key national funding entities (e.g. MBIE/HRC/Marsden/CoRE)*</li> <li>• Encourage schools to hold regular writing retreats to dedicate focused time for research productivity</li> </ul>
	Facilitate research funding support	<ul style="list-style-type: none"> <li>• Ensure all research-active staff have the opportunity to have a Research Programme Account (RPA) to provide support for research</li> <li>• Ensure transparent allocation of PBRF revenue</li> </ul>
	Acknowledge and value practice-led research	<ul style="list-style-type: none"> <li>• Promote the practice-led pathway opportunity within PGR degrees</li> <li>• Train PGR supervisors in practice-led research project supervision</li> <li>• Promote practice-led and practice-based research outcomes</li> <li>• Ensure practice-led and practice-based research is recognised and valued in promotions processes*</li> </ul>
	Build opportunities for access to appropriate research facilities and infrastructure	<ul style="list-style-type: none"> <li>• Ensure capital equipment/investment rounds explicitly include research priorities*</li> <li>• Establish partnerships to share important research facilities/equipment</li> </ul>

\* These activities/investments are either already underway or committed to

## OBJECTIVE 2: Whakaawe/Extend our impact and influence

Activities/Tactics	Initiative	Investment/Action
<b>Foster community relationships</b>	Provide guidance and support for staff engaging with tangata whenua/mana whenua	<ul style="list-style-type: none"> <li>Appoint a Māori Engagement Support Manager role within Te Kāhui Poipoi Rangahau (the University Research Office)*</li> <li>Provide support for Vision Matauranga advice via Te Ipukarea*</li> </ul>
	Support co-design, co-creation and research that gives back	<ul style="list-style-type: none"> <li>Provide funding support for engagement with community groups, government and industry and recognise these activities as legitimate research expenses</li> </ul>
<b>Foster translation and application of research</b>	Support, recognise, and reward the translation of research into policy, advocacy and practice	<ul style="list-style-type: none"> <li>Provide resources and opportunities via Te Kura Hāpai Rangahau</li> <li>Monitor and report on measures of research impact (including policy contributions) and explicitly recognise these activities as evidence of impact in eMAP and promotions processes</li> </ul>
	Encourage and enable commercialisation of our discoveries	<ul style="list-style-type: none"> <li>Review commercialisation policy to incentivise staff/student commercialisation of research</li> <li>Lift the profile of AUT Ventures Ltd and their support for commercialisation of research opportunities</li> </ul>
<b>Increase our influence in Aotearoa/NZ research communities</b>	Expand our involvement in important national research advisory and decision-making bodies	<ul style="list-style-type: none"> <li>Nominate staff for appointments to PBRF Panels*</li> <li>Nominate staff for appointments to research funding decision-making entities</li> <li>Nominate staff for appointments to relevant advisory boards, leading scholarly organisations and industry bodies</li> </ul>
<b>Contribute to the international academic community</b>	Engage with scholarly communities/societies	<ul style="list-style-type: none"> <li>In alignment with AUT Travel Policy, support conference/symposium/seminar participation</li> <li>Encourage and recognise contributions such as reviewing/refereeing, editing and leadership roles in scholarly societies and organisations</li> </ul>
<b>Support creativity, innovation and entrepreneurship</b>	Promote opportunities for creativity and innovation	<ul style="list-style-type: none"> <li>Review IP policy to incentivise staff/student IP creation*</li> <li>Add creativity and innovation to Research &amp; Study leave supported opportunities</li> <li>Te Kura Hāpai Rangahau to develop workshops and other opportunities to promote creativity and innovation in research</li> </ul>

\* These activities/investments are either already underway or committed to

### OBJECTIVE 3: Whakanui/Celebrate and profile our successes

Activities/Tactics	Initiative	Investment/Action
<b>Extend our profile and build our reputation</b>	Hold and/or participate in special events focused on research	<ul style="list-style-type: none"> <li>• Hold an annual AUT Research Week*</li> <li>• Publish Research Matters e-magazine three times per year*</li> </ul>
	Publish regular updates on AUT's researchers and research	<ul style="list-style-type: none"> <li>• Ensure research news is included in regular AUT wide VC Updates*</li> </ul>
	Support media profiles of research and "critic and conscience of society" opportunities relevant to our research expertise	<ul style="list-style-type: none"> <li>• Work with Brand and Marketing Services and Te Kura Hāpai Rangahau to provide media training (radio and television, and in developing articles for outlets such as The Conversation)*</li> </ul>
<b>Recognise and celebrate our researchers</b>	Awards and events to celebrate our researchers	<ul style="list-style-type: none"> <li>• Include annual research awards as part of the AUT Awards*</li> <li>• Nominate our researchers and research teams for relevant national and international awards</li> <li>• Create "Dean's Honours Awards" for high-performing PGR students in each faculty</li> <li>• Hold AUT PGR Scholarships Awards ceremonies*</li> <li>• Create a celebration tradition for doctoral students submitting their thesis for examination and for successful completion</li> </ul>

\* These activities/investments are either already underway or committed to

# ADDITIONAL APPENDICES

(to be completed and will be provided via a link to the relevant document/policy/information)

2. Research entity structure and process for establishing Pou Herenga Waka Research Teams and reviewing existing research entities
3. Business plans and financial investments
4. PBRF plan and investment of PBRF revenue
5. Research Programme Accounts (RPAs) Policy and Procedures
6. External Research Income (ERI) Policy and Procedures
7. Research consultancy Policy and Procedures
8. Intellectual property Policy and Procedures
9. Postgraduate research scholarships
10. Measuring, reporting and accountabilities
11. Connections with other plans:  
[TE ARONUJ - AUT Te Tiriti Framework](#)



<b>PART A</b>	
<b>OPEN AGENDA ITEM</b>	

	<b>10.2</b>
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## **Council Agenda Paper**

**Subject:** Council Focus Session - Artificial Intelligence in the University Sector

**Date:** 15 September 2023

**Authors:** Felicity Reid Acting Pro Vice-Chancellor Learning and Teaching  
Roopak Sinha Deputy Head Of School Engineering, Computer & Mathematical Sciences  
Abby Dowd Deputy Chief Technology Officer

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**RECOMMENDATION:**

*THAT COUNCIL RECEIVE THE PRESENTATION ON ARTIFICIAL INTELLIGENCE IN THE UNIVERSITY SECTOR IN TEACHING LEARNING AND RESEARCH*

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The Staff Guidance on Artificial Intelligence Technologies is in the Supplementary Papers.



<b>PART A</b>	<b>10.3</b>
<b>OPEN AGENDA ITEM</b>	

## Council Agenda Paper

**Subject:** Update on Imagine AUT

**Date:** 15 September 2023

**Author:** Megan Skinner on behalf of the Vice Chancellor

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### **RECOMMENDATION:**

*THAT THE COUNCIL RECEIVE THE UPDATE ON IMAGINE AUT, OUR PROCESS FOR DEVELOPING OUR NEW STRATEGY*

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This short paper provides an update on Imagine AUT, our process for developing a new strategy. It outlines the key activities to date, upcoming work, and notes several challenges and risks.

### **Key activities to date**

Imagine AUT was launched in late July. The first phase of the process (from August-October) has been focussed internally on staff and students. The substantive engagement points have been world café forums exploring AUT's mission and outcomes, and Broad Subject Area forums (underway currently, more detail below). The latter will also feed into the development of our Long Term Academic and Capital Plan next year.

In addition to these sessions, we have provided Do It Yourself resources for staff to explore these questions within their own teams.

Other engagement points have been:

- Exhibition posters on all three campuses asking about our vision, strengths, and what we could do more of, less of, or differently (note: these were mainly engaged with by students);
- Student focus groups asking about what attracted them to AUT and what AUT needs to do in future to ensure it remains relevant;
- Engagement with prospective students and their parents at AUT Live;
- Engagement with postgraduate students and academic staff during Research Week;
- Engagement with Pacific staff through a series of Talanoa delivered by the PVC Pacific Advancement; and
- Engagement with emeritus professors about our vision, and what AUT could do to set itself apart from other institutions in terms of striving to achieve our outcomes, and other ideas for AUT's future.

In addition to these engagement points, several thought leadership sessions have occurred including a Te Pae Tate session on what it means to be a university of technology, and a panel discussion facilitated by Prof Kate Kearins (Dean of Business, Economics and Law) titled 'Cross disciplinary – or not?', which also involved our Chancellor.

### **Currently underway or forthcoming**

#### *Broad subject area sessions*

These sessions which run from 12 Sep to 3 Oct explore the external factors and influences shaping the landscape of work and how we operate, as well as the new or emerging opportunities, for eight Broad Subject Areas, namely:

- Arts and Humanities
- Business and Economics
- Clinical and Health
- Computer Science
- Engineering
- Law
- Life and Physical Sciences
- Social Sciences

#### *Māori staff wananga*

This is a three-hour session to be held on the marae in early October with Māori staff, facilitated by the VC and PVC Māori Advancement.

#### *All-staff survey*

An all-staff survey exploring our point of difference as New Zealand's only university of technology. It asks for staff views of the current state and future importance of various common aspects of being a university of technology in five domains:

- Employment-ready graduates
- Leveraging technology for enhanced learning
- Creativity, innovation, and entrepreneurship
- Industry and employer connections
- Local impact and global significance

#### *Facilitated sessions with the Student Representative Council and with alumni*

A meeting with the Student Representative Council is scheduled for 12 October. An event with alumni will also happen in mid-October (date tbc).

### **Next steps**

Most of the initial staff consultation should be complete by mid-October. Planning work over the remainder of September will establish the mechanisms by which we engage with external stakeholders. Where possible, we will use existing meetings and channels.

### **Risks and challenges**

- The most significant risk is low staff and student engagement in the consultation process. We did anticipate this risk – there has been an unusually high level of consultation in the past year and a degree of ambivalence from some staff following the Financial Recovery Programme late last



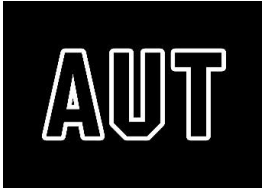
year. Despite using a range of corporate communication channels, some staff still have low awareness of the work underway. Deans and Heads of School are actively supporting the Broad Subject Area sessions which is creating higher staff engagement. Although participation has been less than hoped for, the quality of the feedback from those attending has been high.

- The timeline has slipped (by 2-3 weeks) due to delays starting the Broad Subject Areas sessions due to clashes of the original dates with scheduled academic staff leave and Research Week. The project team are also considering the overall workload over Oct-Dec, with significant analysis of feedback and survey responses alongside the consultation for Phase II with external stakeholders.

**Next point of Council engagement**

We are proposing a written and verbal update to Council for its October meeting outlining the planned approach to Phase II (consultation with external stakeholders). A high-level, initial overview of themes emerging from staff and student feedback will also be provided.

We hope this can be followed by a workshop session run as part of the December Council meeting (agenda allowing), to brief members on the themes from consultation and seek members' views and input into aspects of the strategy in more depth.



<b>PART A</b> <b>OPEN AGENDA ITEM</b>	<b>11</b>
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## **Council Agenda Paper**

**Subject:** Ki Uta Ki Tai - Student Success Update

**Date:** 14 September 2023

**Author:** Professor Wendy Lawson, Deputy Vice Chancellor - Academic

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**RECOMMENDATION:**

*THAT COUNCIL RECEIVE THE KI UTA KI TAI – STUDENT SUCCESS UPDATE*

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## Ki Uta Ki Tai – Student Success Update

### Background

1. In mid-2022, Council approved the Ki Uta Ki Tai Plan (KUKT Plan). It was formally submitted to TEC in early July.
2. The KUKT Plan included six areas of focus, and 23 proposed first initiatives. These areas of focus are:
  - Executive leadership
  - Responding to Te Tiriti
  - Building cultural capability
  - Transition to university
  - Whole of university service model
  - Integrated targeted academic support
 The first three of these have organisational impact that extends beyond student success: the second three are specifically focused on student success.
3. An 'AUT Version' of the plan was developed after Council approval, which was shared with the AUT community for feedback during Q3 2022. A significant amount of feedback was captured in this consultation process: this feedback is continuing to support implementation activities.
4. The organisational change process that was planned and launched in the second half of 2022 diverted leadership capability and delayed the implementation of the KUKT Plan.

### Current status: areas of focus

5. **Executive leadership** In March 2023, the Vice-Chancellor's Executive approved a framework to oversee implementation of the student success aspects of the plan. The framework involved the creation of a Ki Uta Ki Tai Student Success Steering Group (KUKT SG), reporting to the Executive, to be overseen and chaired by the DVCA with the support of a Steering Group. In addition, a KUKT Student Reference Group has been established, which will work alongside the KUKT SG. Further updates on the Programme's achievements to date is provided below.
6. **Responding to Te Tiriti** In May 2022 the Vice-Chancellor launched the *Tērā Te Haeta* initiative to explore the development of a strategic foundation for AUT to normalise awareness and understanding of *Te Tiriti o Waitangi* and to enable staff to enact *Te Tiriti* in their core work to create a culture at AUT where everyone can grow and prosper. This initiative has resulted in the adoption of *Te Aronui* - AUT's Te Tiriti Framework, the implementation of which is ongoing.
7. **Building cultural capability** As part of implementing the *Te Aronui* framework, a cultural capability programme has been developed in partnership between People and Culture, and the Treaty Strategist in the VCO. This programme is being rolled out over the remainder of 2023 and 2024, with people leaders being the priority category for early rollout.
8. **KUKT student success areas of focus** The student success KUKT Student Success Steering Group launched in May 2023 with responsibility for KUKT-specific student success initiatives, as well as coordinating and overseeing other student success initiatives at AUT (see Appendix 1). It will also be responsible for overseeing and implementation of our Disability Action Plan, which is currently under development.

## Progress on KUKT Student Success: key activities to date

9. An **intervention logic map** (ILM) has been developed which enables mapping of the likely impact on student success of a range of planned and potential possible student success initiatives. This tool will be used as part of the evaluation of ‘proposed first initiatives’, as well as other initiatives that may be considered. It has enabled the refinement of the initiatives proposed in the Student Success Plan and confirmation of the cause-and-effect logic of those proposed first initiatives’ contributions to the aspirational goals of The Student Success Plan. The process of developing the KUKT intervention logic map has also highlighted additional initiatives that may be required, and provided signposts to measures of student success.
10. The KUKT SG has confirmed its adoption of a range of **student success measures** which will be used to evaluate the impact of new (and existing) initiatives. Most of these measures are standard: there are two new measures that require development.

Student success measure	Measure status	Cohort
Participation rate	Standard	Māori Pacific With noted disabilities/impairments From areas with high deprivation scores
Course completion rate	Standard	All students Māori Pacific With noted disabilities/impairments From areas with high deprivation scores With an NCEA rank score below 140
Retention rate	Standard	All students Māori Pacific With noted disabilities/impairments
Average GPA	Standard	All students Māori Pacific With noted disabilities/impairments
Profile of graduates	Standard	Māori Pacific With noted disabilities/impairments From areas with high-deprivation scores
‘Distance travelled’	New	All students
Students view of success	New	All students

11. Several initiatives are underway in the area of focus of ‘transition to university’. A **new course UNI101** has been developed whose design is focussed on supporting successful transition into study at AUT. This course will be piloted in specific contexts in 2024, including a refreshed UniPrep programme, with a view to offering UNI101 to all new undergraduate students in 2025. It will be tailored to support specific cohorts such as mature, Māori, Pacific, international and career change students, using core material with activities based around resources relevant to that particular cohort. We are currently recruiting for a Course Leader for UNI101.
12. Also in the ‘transition to university’ area, the KUKT SG has been working on evaluating the impact and early outcomes of our **‘mediated pathway’** Diploma programmes. These programmes are currently aimed at students who require additional academic support prior to enrolling in a full degree programme and are key academic programme offerings aimed at supporting successful transition. A June report explored their performance, especially in regard of participation and completion rates for Māori and Pacific students. A KUKT SG Working Group has been formed to do a deep dive on these programmes, and to make recommendations for improvements that will increase student success. Recommendations are due in November and implementation aspects would be pursued during 2024.
13. Our long-standing **UniPrep programme has been reviewed** and will be re-positioned for 2024 and beyond. UniPrep is our flagship cohort-building summer transition programme for high school leavers with academic

potential from low decile schools. In future, it is expected to focus more strongly on academic skill development, its timing will enable smoother transition from UniPrep into semester 1 study, and there will be a better integrated 'handoff' for UniPrep students into semester 1 study.

14. There has been significant progress in various aspects of **streamlining our enrolment and admissions** processes in the 'transition to university' area of focus. These changes are aimed at providing consistent and high-quality information, removing administrative barriers to access, and empowering students to make good decisions that support success. Some key developments in this area include:

- Development of a new online enrolment portal, linking My AUT, our LMS and SMS, which will enable all returning students to self-enrol online in the forthcoming October enrolment round. This system will be rolled out to new students in 2024.
- Agreement to expand and make more consistent the information provided to students to support course choice. This initiative has significant dependences in terms of academic governance and academic practice, and its implementation in 2024 is being planned.

Business analysis continues to enable us to further understand administrative complexity experienced by our students that provides barriers to access and success.

15. A range of progress on **maturing our systems and processes** is also being achieved as we progress the work of the KUKT Student Success Steering Group, because several of these initiatives require other changes to be efficiently and effectively implemented. For example, under our current normal academic governance arrangements, every course (and programme) has a unique Faculty academic home. For UNI101 to be able to be available to all students in a Faculty agnostic way, we have emplaced a pan-AUT Board of Studies as a subcommittee of the Academic Planning Sub Group of Academic Board.

16. Having made some progress on key foundational initiatives (ILM, measures) and some multiple benefit and high impact proposed first initiatives as outlined above, the KUKT SS SG has recently **prioritised the remaining proposed first initiatives**. This prioritisation considered factors such as scale, complexity, high level cost, as well as strategic contribution. Within an environment of constrained resources, this has enabled the identification of which initiatives should be completed sooner to achieve the greatest degree of improvements to student success. A full implementation plan with costs will now be able to be developed to guide the remainder of the work.

## Future reporting

17. It is proposed that a report on KUKT student success measures be provided to Council twice yearly, in relation to the semestral rhythm of the academic year

## **Appendix 1 Ki Uta Ki Tai Student Success Steering Group Terms of Reference**

### **Purpose**

The purpose of the Student Success Steering Group is to provide oversight of the range of AUT initiatives that aim to enhance student success, including by developing, implementing and evaluating a programme of work to enhance student success.

This programme of work will align and integrate with the Ki Uta Ki Tai student success plan, and the workstreams of the Ki Uta Ki Tai plan that pertain uniquely to student success will be included as key elements of the programme of work of the Student Success Steering Group

Until completion of the Ki Uta Ki Tai (KUKT) plan in 2025, the Group will report into the Strategic Portfolio Management Board.

The Ki Uta Ki Tau Student Success Steering Group will operate in the context of AUT's *Te Tiriti* framework *Te Aronui*

### **Responsibilities**

The Student Success Steering Group is responsible for:

1. Overseeing and coordinating all student success initiatives/projects at AUT, including KUKT projects as above.
2. Identifying evidence-based priorities for intervention/activity
3. Determining an ongoing programme of work to address identified priorities
4. Developing a framework for evaluating the effectiveness of the programme of work
5. Overseeing implementation of initiatives/projects in the programme of work
6. Monitoring and evaluating initiatives/projects in the programme of work
7. Considering and approving proposed student success initiatives for inclusion in the programme of work, or for approval as being aligned with, and not duplicating, the programme of work
8. Providing advice on policies and procedures related to student success
9. Providing advice on systems and infrastructure related to student success
10. Providing advice on change management required to implement student success initiatives/projects

### **Membership**

Deputy Vice Chancellor Academic: Wendy Lawson (Chair)

Associate Dean Learning & Teaching, Health & Environmental Sciences: Bill Ashraf

Associate Dean Academic, Business, Economics & Law: Fiona Hurd

Associate Dean Academic, Design & Creative Technologies: Rosser Johnson

Associate Dean Academic, Culture & Society: Tim Maloney

Pro-Vice Chancellor Māori: Pare Keiha

Pro Vice-Chancellor Pacific: Jacoba Matapo,

Acting Chief Marketing Officer: Jayne Mayerhoffer

Director of Academic Quality: Heather Merrick

Acting Pro Vice-Chancellor Learning and Teaching: Felicity Reid,

Group Director Student Services & Admin: Joanna Scarbrough

Group Director Strategy & Planning: Megan Skinner,

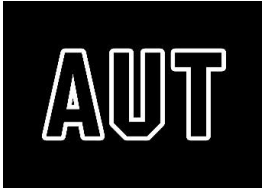
Director of Communications: Alison Sykora

University Librarian: Kim Tairi

Assistant Vice Chancellor, Corporate: Andrea Vujnovich

### **Meetings**

Meetings will be held monthly



PART A

OPEN AGENDA ITEM

13

## **Council Agenda Paper**

**Subject:** Update from the President of AUTSA

**Date:** 25 September 2023

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**RECOMMENDATION:**

*THAT COUNCIL RECEIVE THE VERBAL UPDATE FROM THE PRESIDENT OF AUTSA*

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