



## **AGENDA PAPERS**

# **NOTICE OF COUNCIL MEETING**

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

**Premier Room, AF 312, 90 Akoranga Drive, Northcote, Auckland  
AUT North Campus**

**On: Monday, 28 July 2025**

**FROM: 3.30 – 6.00 PM**

**Andrea Vujnovich  
COUNCIL SECRETARY**



## AUCKLAND UNIVERSITY OF TECHNOLOGY COUNCIL

**Chancellor**

**Rob Campbell**  
Appointed by Council

**Pro-Chancellor**

**Marama Royal**  
Appointed by Council

**Members**

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

**Peter Treacy**  
Appointed by the Minister

**Janine Smith**  
Appointed by the Minister

**Shaun Clarke**  
Appointed by the Minister

**Mark Darrow**  
Appointed by the Minister

**Alicia Lemmer**  
Appointed by the Auckland University of Technology Student Association

**Leo Foliaki**  
Appointed by Council

**Michelle Huang**  
Appointed by Council

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

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

# Karakia

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

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

## OPEN AGENDA



## COUNCIL PART A OPEN AGENDA

**Council Agenda Part A (Open Agenda)**

**Monday 28 July 2025 from 3.30 pm to be held in the Premier Room, AF 312, 90 Akoranga Drive, Northcote, AUT North Campus**

<b>Karakia</b>		
<b>Mihi – Chancellor</b>		
1. Welcome, Apologies and approval of agenda	The <b>Chancellor moves</b> that apologies be <b>noted</b> and that <b>Council approve</b> 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	
4. Council Meetings	4.1 Council Meeting Draft Minutes Part A, 26 May 2025.  4.2 Matters arising from the Minutes Part A of the Council Meeting, 26 May 2025 not elsewhere on the agenda.	The <b>Chancellor moves</b> that the Minutes Part A of the Council Meeting held on 26 May 2025 and 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> .
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, 26 May and 30 June 2025.	The <b>Chancellor moves</b> that <b>Reports</b> and <b>Minutes</b> from the <b>Academic Board</b> , 26 May and 30 June 2025 be <b>received</b> .
8. Health, Safety, and Wellbeing Report	8.	The <b>Chancellor moves</b> that the

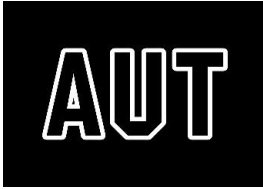
	Health, Safety & Wellbeing Report for May-June 2025	Health, Safety and Wellbeing Report for May-June 2025 be <b>received</b> .
9. Te Tiriti	9. Report from Te Toi Aronui Professor Meihana Durie	The <b>Chancellor moves</b> that the Report from Te Toi Aronui Professor Meihana Durie be <b>received</b> .
10. Strategic Reports	10.1 Deputy Vice-Chancellor Research – Update Report	The <b>Chancellor moves</b> that the Deputy Vice-Chancellor Research – Update Report from Professor Mark Orams, Deputy Vice Chancellor, Research be <b>received</b> .
11. Student Success	11. No report	
12. Correspondence referred by the Chancellor	12. No correspondence	
13. Other matters arising for decision or noting	<p>13.1 Update from the President of AUTSA.</p> <p>13.2 Update from the Council Member elected by the Academic Staff of the Auckland University of Technology</p> <p>13.3 Update from the Council Member elected by the Professional Staff of the Auckland University of Technology</p>	<p>The <b>Chancellor moves</b> that the Update from AUTSA be <b>received</b>.</p> <p>The <b>Chancellor moves</b> that the Update from the Council member Elected by the Academic Staff of the Auckland University of Technology be <b>received</b>.</p> <p>The <b>Chancellor moves</b> that the Update from the Council member Elected by the Professional Staff of the Auckland University of Technology be <b>received</b>.</p>
14. Items moved from Part B of the agenda to Part A and General Business		

**PUBLIC EXCLUSIONS**

The Chancellor moved that the public be now excluded from Part B of this meeting, and that the following matters be discussed without public disclosure. This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and section 9 of the Official Information Act, as the case may require, which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting AND THAT F Reid, L Williams, A Vujnovich and R Nottingham be permitted to remain at this meeting, after the public has been excluded, because of their knowledge of the matters to be discussed in the proceedings while the public are excluded. This knowledge, which will be of assistance in relation to the matters to be discussed, is relevant to these matters because they relate to aspects of the administration of AUT for which those persons are responsible.

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter. The public conduct of each item below would be likely to result in the disclosure of information for which good reason for withholding would exist under section 9 of the OIA identified below.	Ground(s) under section 48(1) LGOIMA for the passing of this resolution
15. Council Meeting Part B of the meeting held on 26 May 2025	s 9(2)(b)(ii), s 9(2)(i), 9(2)(k)	7(2)(f)(i), 7(2)(h), 7(2)(i), 7(2)(j)
18. Report from AUT Ethics Committee	s 9(2)(a), 9(2)(b)(ii), s 9(2)(i), 9(2)(g)(i)	s7(2)(a), 7(2)(c), 7(2)(j), 7(2)(F)(i), 7(2)(f)(ii)
20.1 Draft Minutes of Finance and Audit Committee held on 30 June 2025 20.2 Draft Minutes of the People and Culture Committee held on 14 July 2025 20.3 Draft Minutes of the Nominations Committee held on 15 July 2025	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)
21 Items moved from part A to Part B		
22. Other Business		
22.1	s 9(2)(b)(ii) and s 9(2)(k)	7(2)(a), 7(2)(j)
22.2	9(2)(b)(ii), 9(2)(g)(i)	7(2)(a) and section 7(2)(f)(i)
22.3	Section 9(2)(ba), 9(2)(f)(iv), Section 9(2)(g)(ii), s 9(2)(k)	7(2)(c), 7(2)(f)(ii) and 7(2)(j)





<b>PART A</b> <b>OPEN AGENDA ITEM</b>
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<b>4.1</b>
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## **Council Agenda Paper**

**Subject:** Minutes of Part A of the Council Meeting held on 26 May 2025

**Date:** 18 July 2025

**Author:** A Vujnovich

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**RECOMMENDATION:**

*THAT THE MINUTES OF PART A OF THE COUNCIL MEETING HELD ON 26 MAY 2025 BE CONFIRMED AS A TRUE AND CORRECT RECORD OF THAT MEETING*

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CONFIDENTIAL



## MINUTES

### **Council Meeting**

Meeting held 26 May 2025 at 3.30pm

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

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

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

**IN ATTENDANCE:** W Lawson (DVC Academic); S Davies (Group Director People & Culture) and F Henare (Director Health and Safety) – Item 8; Fiona Chard (Project Manager LTACP) – Item 22.1; L Williams (AVC Finance & Infrastructure) – Item 22.1 (On Line); June Dams (Director AUT Online) – Item 22.2. Sarah Naude and Matt Stanley Propero consultants – Item 22.4.

**IN APOLOGY:** M Royal.

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

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

Resolved

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

*THAT APOLOGIES FROM M ROYAL BE RECEIVED.*

##### **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 – May 2025**

Resolved

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

- 1. GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE 2025 MAY MONTHLY CORPORATE CYCLE ON 15 MAY.*

2. *GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE 2025 MAY MONTHLY CERTIFICATE CYCLE ON 15 MAY.*
3. *GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE 2025 MAY CERTIFICATE OF PROFICIENCY (COP) CYCLE ON 15 MAY.*
4. *GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE 2025 MAY OFFSHORE CORPORATE CYCLE ON 15 MAY.*
5. *REVOKE QUALIFICATIONS FOR THE STUDENTS ON THE ATTACHED SCHEDULE AHEAD OF THE MAY CORPORATE CYCLE ON 15 MAY.*

#### **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 28 April 2025

###### Resolved

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

##### **4.2 Matters Arising**

###### Noted in discussion

- Noted the status of the matters arising.

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

###### Received

Vice Chancellor's Report

###### Noted in discussion

- Budget announcements on student funding which differed from 2024 and 2025 levels, though management expected AUT's overall funding to remain flat, noting inflationary effects;
- Student fee increases capped at six percent with no additional money for research funding;
- 2025 had seen highest AUT enrolments ever with enrolment management a priority for management to avoid large fluctuations in student numbers seen in other universities;
- 2026 enrolment numbers expected to be confirmed in advance of semester 1;
- Domestic students will not be declined in favour of international students;
- Acknowledged release of the artificial intelligence (AI) taskforce report;
- Supported the teaching pilot with AI supplementing human-to-human learning, noting role of AI should be to enhance student experience and learning effectiveness;
- Acknowledged issue of AI use in student assessments though new assessment policy being rolled out which reflected a purposeful use of AI while avoiding total reliance on it;
- Management working to support staff understanding of AI, with security improved through a "walled garden" approach;
- New format of report aligned with Te Kete with feedback from Members welcomed;
- Demographic targets including NZ demographic mirroring would be presented in the report next month.

###### Action:

Management to ensure insurance covenants are presented with a sliding three months scale.

Resolved

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

**6 CHANCELLOR'S REPORT**

No report this month.

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

**7.1 Academic Board Report and Minutes, 28 April 2025**

Received

Academic Board Report and Minutes, 28 April 2025

Noted in discussion:

- Timing to move AUT to academic portfolio management approach was estimated as two years, though some early steps would be taken by the end of this year;
- Management should be mindful of collective agreements in implementing academic portfolio management.

Resolved

*THAT THE ACADEMIC BOARD REPORTS AND MINUTES OF THE MEETING HELD ON 28 APRIL 2025 BE RECEIVED.*

**8 HEALTH, SAFETY AND WELLBEING REPORT**

**8.1 Health, Safety and Wellbeing Reports**

Received

Health, Safety & Wellbeing Report for March to May 2025

Noted in discussion

- Supported streamlined form of reporting;
- Members' Health & Safety walk in the television/communications studios (see separate notes);
- Risks to contractor safety in cleaning spaces such as studios a risk but management had a programme of work underway to enable competence-based access, with training and records maintained;
- Absence of some signage in studio spaces (e.g. no smoking) noting a there was a faculty safety signage project underway to address inconsistencies and meet compliance.

Resolved

*THAT THE HEALTH, SAFETY & WELLBEING REPORT FOR MARCH TO MAY 2025 BE RECEIVED.*

**9 TE TIRITI REPORT**

No report

**10 STRATEGIC REPORTS**

No report

**11 STUDENT SUCCESS**

No report

**12 CORRESPONDENCE REFERRED BY THE CHANCELLOR**

No correspondence

**13 OTHER MATTERS FOR DECISION OR NOTING**

**13.1 Update from AUTSA**

Noted in discussion

- AUTSA continued work with Auckland Transport and Council to reduce student travel costs;
- First national conference for student associations convened with focus on establishing national body;
- AUT President was leading the reassembly of a national body.

Resolved

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

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

Noted in discussion

- Academic support for the streamlined administration associated with post graduate research;
- Concern at political interference in universities in USA and changes to research funding, and effects for AUT;
- Discussions generated by AI taskforce report including how to grow capability in areas that could not be synthetically created;
- High proportion of overseas academics in AUT mirrored non-New-Zealand-born population in Auckland and this number should be confirmed for Council.

Resolved

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

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

Noted in Discussion

- Professional staff appreciated greater clarity provided through the AI taskforce report;
- New career navigation system was an opportunity to review and align to employability approach.

Resolved

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

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

None

**RESOLUTION TO EXCLUDE THE PUBLIC**

The Chancellor moved that the public be now excluded from Part B of this meeting, and that the following matters be discussed without public disclosure. This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and section 9 of the Official Information Act, as the case may require, which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting **AND THAT** W Lawson, L Williams, A Vujnovich, R Nottingham, Fiona Chard, June Dams, Sarah Naude and Matt Stanley 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.

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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)(f), 7(2)(F)(i), 7(2)(f)(ii)
22. Other Business	s 9(2)(a), s 9(2)(g)(i), s 9(2)(g)(ii),	7(2)(a), 7(2)(f)(i), 7(2)(f)(ii)

COUNCIL MEETING RAISED	ACTION	WHO	STATUS/ TARGET DATE
24 February 2025	<p><b>13.3 Update from the Council Member elected by the Professional Staff of AUT</b></p> <ul style="list-style-type: none"> <li>Management to provide a briefing to Council on the likely effects of the new literacy and numeracy requirements on AUT at an appropriate time.</li> </ul> <p><u>Update May 2025:</u> NCEA website notes the transition to new requirements has been deferred to 2028.</p>	Group Director Strategy & Planning	Open/Deferred to late 2026



<b>PART A</b>	<b>5</b>
<b>OPEN AGENDA ITEM</b>	

**Council Agenda Paper**

Subject: **VICE-CHANCELLOR’S REPORT**

Date: **28 July 2025**

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**RECOMMENDATION:**  
*THAT THE VICE CHANCELLOR’S REPORT BE RECEIVED*

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**SECTION 1. AUT’S CURRENT POSITION**

**1.1 Vice-Chancellor’s introduction**

Matariki is a time of reflection, renewal, and reconnection—values that resonate deeply with AUT’s mission and strategy, Te Kete. It invites us to pause, acknowledge our shared journey, and look ahead with purpose and optimism. This season, we celebrated our people and reaffirmed our collective commitment through events such as the Kawe Aroha Remembrance Service, Pō Whakamānawa, and our annual Staff Matariki Celebration. These gatherings not only honour our past and present but also strengthen the sense of belonging and shared purpose that defines our university community.

In my annual address, I reflected on AUT’s 25-year journey as a university and 130 years of learning in Tāmaki Makaurau. We acknowledged the challenges of our time—from global conflict to technological disruption—and reaffirmed our commitment to equity, opportunity, and excellence. As Aotearoa New Zealand’s university of technology and opportunity, we continue to lead with integrity, insight, and impact.

This reporting period saw major strategic developments. We advanced our Academic and Capital Plan, launched the AUT Innovation Fund to support research commercialisation, and deepened our regional and global partnerships. We hosted the ISBNPA Conference, launched the Philippine Studies Hub, and joined the Planetary Health Alliance—affirming our leadership in sustainability and international engagement.

Our people remain at the heart of our progress. Through initiatives like the Te Pae Tata Leadership Series and the upcoming Learning and Teaching Symposium, we continue to invest in staff wellbeing, academic excellence, and inclusive innovation. I thank Council members for your contributions to AUT and the communities we serve.



## HIGHLIGHTS

- Ngā Whakamānawa o Matariki Awards 2025 celebrated excellence across research, teaching, and professional practice. See item 6.2 for the list of winners. [Read more](#)
- Two AUT academics recognised in the 2025 King's Birthday Honours: [Read more](#)
  - Professor Patria Anne Hume, ONZM – for services to sports science and injury prevention
  - Ms Ngatepaeru Marsters, MNZM – for services to midwifery and Pacific communities
- Dame Lisa Carrington was awarded an Honorary Doctorate by AUT for her contributions to sport, te reo Māori, and indigenous culture. [Read more](#)
- The launch of the AUT Innovation Fund, a \$5 million investment in research commercialisation and impact. [Read more](#)
- Progress on AUT's Academic and Capital Plan (ACP), aligning academic aspirations with infrastructure development.
- Launch of the AUT Philippine Studies Hub, the first of its kind in New Zealand, in partnership with the Philippine Embassy and Government. [Read more](#)
- Tukutuku building received a top honour at the 2025 Property Council of NZ Property Industry Awards. [Read more](#)
- AUT has launched a world-leading Women's Health and Neuroscience research programme in partnership with Abbott, bringing together over 120 stakeholders to advance concussion research in women using cutting-edge diagnostic technology at AUT Millennium. [Read more](#)
- AUT hosted Pacific leaders and the USP Council, strengthening regional partnerships.
- A Te Pae Tata Leadership Series event took place, focusing on AUT's People Plan and Wellbeing Initiative. [Read more](#)
- AUT awarded the Advanced GenderTick by YWCA, recognising leadership in gender equity. [Read more](#)
- Semester 2 Orientation held on 15 July, welcoming new students to AUT.
- AUT sponsored the Ministry for Ethnic Communities Annual Conference, engaging with 300 ethnic community leaders. [Read more](#)
- AUT LIVE 2025 will take place on Saturday 30 August, welcoming thousands of prospective students and whānau. [Read more](#)
- ISBNPA 2025 Conference hosted by AUT was one of the most well-attended in the event's history, with nearly 900 international delegates. [Read more](#)
- AUT joined the Planetary Health Alliance and hosted its inaugural Planetary Health Forum. [Read more](#)
- AUT hosted the Lifewise Big Sleepout, supporting awareness and action on homelessness. [Read more](#)
- AUT recognises the passing of Dr I'uogafa Tuāgalu, a long-serving Learning Advisor in Te Mātāpuna Library and Learning Services and respected Pacific scholar. His 25 years of service and doctoral research on the Samoan concept vā has left a lasting legacy. Ia manuia lou malaga, Dr Tuāgalu.

**1.2 AUT's Current Position**

Enrolments ( <i>As at 3 July 2025</i> )	Progress	YTD <sup>1</sup> EFTS	Forecast EFTS	PYTD <sup>2</sup> EFTS
Domestic-funded		16,480	16,778	15,477
International full-fee		2,835	3,081	2,499
<b>Total AUT</b>		<b>19,315</b>	<b>19,859</b>	<b>17,976</b>

Forecast SAC consumption	Progress	Forecast value of delivery	TEC Funding Allocation	SAC Delivery %
		\$199.56M	\$183.74M	108.61%

Research ( <i>June 2025</i> )	Progress	YTD	YTD Budget	PYTD
External Research Income (ERI)	99%	\$13.32M	\$13.48M	\$14.07M

YTD Finances (\$'000s) <i>as at 27 June</i>	Actual	Budget	Variance	Variance %
Income	258,245	252,074	6,171	2%
Expense	226,348	232,030	5,682	2%
<b>Surplus/(Deficit) before interest</b>	<b>31,897</b>	<b>20,044</b>	<b>11,853</b>	<b>59%</b>
Interest	109	224	115	51%
<b>Net surplus/(deficit)</b>	<b>31,788</b>	<b>19,820</b>	<b>11,968</b>	<b>60%</b>

Full-year Finances (\$'000s) <i>as at 27 June</i>	Forecast	Budget	Variance	Variance %
Income	508,579	494,087	14,492	3%
Expenses	490,076	483,669	(6,407)	(1%)
<b>Surplus/(Deficit) before interest</b>	<b>18,503</b>	<b>10,418</b>	<b>8,085</b>	<b>78%</b>
Interest	214	548	334	61%
<b>Net surplus</b>	<b>18,289</b>	<b>9,870</b>	<b>8,419</b>	<b>85%</b>

<sup>1</sup> Year-to-date (YTD)<sup>2</sup> Previous Year-to-date (PYTD)

KPI progress to target <sup>3</sup> (as at 7 July 2025)	Progress YTD	Target	PYTD
KPI 3 Proportion of bachelors graduates who completed WIL while studying		79%	≥85% 80%
KPI 5 Course completion rate for students from areas with high deprivation scores <sup>4</sup>		78%	80% 88%
KPI 6 Number of Māori graduates from qualifications at degree-level and above <sup>5</sup>		53	514 64
KPI 7 Number of Pacific graduates from qualifications at degree level and above <sup>6</sup>		76	643 78
KPI 8 Number of active research contracts <sup>7</sup>		254	346 n/a
KPI 9 Number of quality-assured research outputs <sup>8</sup>		771	2,147 701
KPI 10 Proportion of academic staff who are research active		67%	61% 61%
KPI 11 Number of academic staff involved in research supervision		541	560 -
KPI 12 Number of media articles using AUT staff as expert voices or highlighting AUT research		809	1,404 633
KPI 13 Proportion of research outputs that contribute to a UNSDG		40%	34% -
KPI 14 Number of staff who have undertaken professional development in mātauranga Māori or te reo <sup>9</sup>		148	215 -
KPI 15 Number of subjects ranked in the top 350 of the QS World University Subject Rankings <sup>10</sup>		4	9 8
KPI 16 Revenue from donations, grants, and gifts-in-kind		\$1.08M	\$2M n/a

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

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

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

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

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

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

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

<sup>10</sup> Target is based on one additional subject over the previous year's result

## **SECTION 2. TE KETE | GRADUATES THE WORLD NEEDS**

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

### **2.1 Academic Transformation**

AUT continues to advance its academic transformation agenda through strategic planning, digital innovation, and curriculum development. A high-level overview of the Academic and Capital Plan was presented to senior leaders at the Te Hautū Leadership Forum in June, with work now underway on a communications strategy and phased implementation.

The Assessment Policy Project is progressing with a focus on integrating artificial intelligence into assessment design. A two-channel, programmatic approach to AI in assessment has been socialised through workshops with Heads of School, Associate Deans Academic, and programme leads. Faculty-wide workshops and self-guided resources on TUIA are supporting staff capability in this area.

AUT Online continues to grow, with the MBA programme exceeding its first intake target and the Master of Educational Leadership on track for launch. Course builds for both programmes have been finalised for the July 2025 intake. Five new AUT Online programmes have been recommended for Academic Board approval for 2026, including offerings in applied artificial intelligence, psychology, creative innovation, digital transformation, and human performance leadership. These programmes reflect AUT's commitment to applied, future-focused education.

Academic Portfolio Management is progressing work on a refreshed graduate profile and the development of an Academic Quality Framework. A working group has identified key data and reporting needs, with Strategy and Planning developing a minimum viable product report. The procurement process for new Work Integrated Learning software is underway, with two products under evaluation. Additionally, the Academic Quality Office has completed a review of ARION programme regulations, improving consistency across student-facing processes and supporting accurate reporting.

### **2.2 Student Success**

Progress continues on the *Ki Uta Ki Tai Student Success Plan*, with two meetings held with the Tertiary Education Commission to discuss Project Navigator. AUT was commended for its strategic approach of “slowing down to speed up,” ensuring stakeholder engagement in the change process. In July, the Vice-Chancellor and the Executive Leadership Team will prioritise the next phase of co-design, enabling delivery of a recommended service delivery model by the end of the year.

The AUT App/Continuous Improvement workstream is delivering enhancements across multiple areas, including improvements to the applicant experience, the integration of artificial intelligence into admissions processing, the development of an alumni portal, and the implementation of a notification platform.

In Semester 1, AUT piloted targeted student support for Diploma Pathway students through the Uni101 course. Support was delivered via a timetabled hour and involved peer mentors, teaching assistants, and staff from Student Services and Administration (SSA), the Office of Māori Advancement (OMA), and the Office of Pacific Advancement (OPA). Early indicators

suggest improved pass rates, and student feedback shows strong agreement that the course helped build academic skills, university knowledge, and awareness of support services.

The Iti Kōpara Schools Partnership programme continues to engage students through in-school literacy-focused visits. The non-school leaver project has been paused to align with the Academic and Capital Plan's focus on reimagining learning for life and work, with future product offerings to be informed by research findings.

Aronui Ako, a kaupapa-driven initiative led by the Offices of Māori and Pacific Advancement, is focused on transforming the first-year academic experience for ākonga Māori and Pasifika students. In June, the project transitioned from relationship-building to strategic implementation, with the first set of courses being developed in collaboration with Learning and Teaching Enablement and Development.

### **2.3 Innovative and Technology-Enabled Teaching and Learning**

The Office of Learning, Teaching, and Educational Design (LTED) has launched AI Fridays, a popular professional development series that explores the use of artificial intelligence in education. These sessions have attracted strong engagement from academic staff and reflect AUT's commitment to fostering pedagogical innovation.

The trial of Cogniti, an AI-powered personalised learning agent, in over 30 courses this semester marks a significant step toward adaptive learning environments. Its evaluation will inform future deployment strategies. The recent Matariki Educator Awards also highlighted AUT's leadership in educational technology, with several finalists recognised for their pioneering use of AI in teaching.

In support of practical learning, the Work Integrated Learning (WIL) Placement Software project is underway to streamline student placement processes across faculties. This cloud-hosted solution will enhance operational efficiency, ensure equitable access, and address compliance risks. Additionally, the Tech Central transformation plan proposes modernising student technology spaces to better support BYOD trends, while maintaining high levels of student engagement and support.

### **2.4 Equity and Inclusion**

AUT continues to foster an inclusive and equitable environment through targeted initiatives supporting Rainbow, disabled, and underrepresented student communities. In June, Rainbow Support Services hosted a successful Sweat with Pride event in collaboration with AUTSA, Vā Pasifika, and the Recreation team, with strong student engagement and positive feedback. Rainbow flat drop-ins have also been introduced to support community cohesion. Delivery of the Disability Action Plan is ongoing, with the completion of an Accessibility Technology Audit and the rollout of neurodiversity workshops for staff. A review of the Personal Emergency Evacuation Procedure is in progress, with cross-unit collaboration informing future recommendations.

## 2.5 Student Support and Opportunity

To address financial barriers to clinical placements, the Student Advisory Committee approved a new hardship grant of \$100 per week for students required to travel outside Auckland for school-assigned placements. This initiative supports equitable access to compulsory clinical experiences, particularly in disciplines such as midwifery, where regional placement constraints persist. The grant excludes self-organised placements and Work Integrated Learning and reflects AUT's commitment to supporting student success through targeted financial assistance.

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

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

### 3.1 Research Transformation

AUT continues to strengthen its research culture through targeted scholarship support and internal capability development. Strategic scholarships were awarded through national and Centre of Research Excellence programmes, supporting talent development in artificial intelligence and kaupapa Māori research. The University Research Office completed Wānanga II of the Enacting Aronui programme, reinforcing culturally grounded leadership in research.

AUT's inaugural Pacific Research Guidelines are nearing finalisation and will be launched at Pacific Research Day during AUT Research Week on 11 September 2025. These guidelines will serve as a resource for researchers, guiding ethical engagement with Pacific communities and knowledge systems. They build on existing protocols in Aotearoa New Zealand and the wider region, emphasising Pacific-informed principles and values essential to ethical and respectful research practice.

### 3.2 Building Research Activity

Research activity at AUT is growing, with a 24% increase in PhD applications and a 5% rise in admissions compared to the same period last year. The Graduate Research School (GRS) is launching new development programmes in Semester 2, including Doctoral Futures for doctoral students and 12 Weeks to Research Active for staff. AUT is also preparing for Research Week 2025, featuring 30 events and the launch of three new research networks. International engagement continues through Horizon Europe, with AUT researchers actively exploring collaboration opportunities with European institutions.

### 3.3 Research Impact and Success

AUT's applied research continues to deliver impact across health, environmental, and technology domains. In June 2025, nine new research contracts were signed, totalling over \$710,000 New Zealand dollars, including a major mental health evaluation project with Southern Cross Healthcare. Significant national funding was secured through the Health Research Council and the Ministry of Business, Innovation and Employment, with two major awards exceeding \$1.5 million. AUT also achieved success in international and industry-funded projects, including a Google-funded initiative and a BRANZ scholarship.

### 3.4 Adapting to Emerging Technologies

The *AI Acceleration Centre* is leading efforts to integrate generative AI tools responsibly and effectively. Key initiatives include the development of guidelines for building and testing GenAI-powered agents, with a focus on balancing innovation with risk mitigation.

The internally developed *GenAI Training* modules—covering foundational concepts, prompt engineering, and safe use—are equipping staff with the skills needed to harness AI in their work. Meanwhile, the *AUTGPT v2.0* pilot aims to provide a secure, cost-effective, and flexible in-house alternative to commercial AI tools, ensuring better control over privacy and data governance.

Further initiatives include the Centralised High Powered Compute proof of concept, which explores scalable access to high-performance computing resources for research and teaching. The Anytime Anywhere project is also progressing, with the goal of enabling students to access academic software on their personal devices from any location, supporting flexible and inclusive learning experiences.

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## SECTION 4. TE KETE | PARTNERSHIPS THAT ACCELERATE IMPACT

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

### 4.1 Commitment to Te Tiriti o Waitangi

AUT continues to embed Te Tiriti o Waitangi across its systems, practices, and academic offerings. The Tiriti Strategist is working with the AUT Innovation Fund team to ensure the fund is inclusive and relevant to Māori researchers, with a focus on kaupapa Māori methodologies and mātauranga Māori-driven innovation. This includes refining language, processes, and outreach to affirm the fund's cultural relevance.

The Tiriti Strategist is also contributing to the development of AUT's Generative AI Guidelines, ensuring they uphold Māori data sovereignty and Indigenous data responsibilities. This work promotes ethical use of data, particularly where mātauranga Māori or iwi governance applies. In parallel, support is being provided to the AUT Ethics Office to evolve its processes in line with Te Tiriti and Te Aronui, informed by feedback from Māori and Pacific researchers.

Further contributions include enhancing the Committee on University Academic Programmes (CUAP) submission processes to embed mātauranga Māori, supporting programme development in the Faculty of Health and Environmental Sciences, and reimagining the AUT Blues Awards to reflect Māori and Pacific values better. Work is also underway to formalise tikanga practices at graduation ceremonies, with a draft Tikanga Policy developed in partnership with the Office of Māori Advancement.

#### **4.2 Iwi Relationships**

AUT continues to strengthen its relationships with mana whenua through its Kōtuitanga commitment to partnership and collaboration with local iwi. Recent engagements have taken place with Ngāti Whātua Ōrākei, Ngāti Paoa, Te Kawerau ā Maki, and Waikato-Tainui to provide updates and reaffirm AUT's intention to progress this kaupapa meaningfully.

A meeting with Ngāti Paoa is scheduled for mid-July to further explore shared aspirations. These ongoing conversations reflect AUT's commitment to genuine and enduring partnership with iwi under Te Tiriti o Waitangi.

#### **4.3 Pacific Region**

AUT continues to strengthen its engagement with Pacific communities and the wider region. In June, Pro Vice-Chancellor Pacific, Associate Professor Jacoba Matapo, attended the Ministry of Foreign Affairs and Trade's Pacific Connections Team breakfast event. This provided an opportunity to connect with New Zealand Heads of Mission from across the Pacific, offering valuable insights to inform the development of AUT's inaugural Pacific Plan. The Vice-Chancellor also met with the Papua New Guinea High Commissioner to New Zealand, His Excellency, Mr Sakias Tameo.

In May, AUT hosted the University of the South Pacific Council dinner at the City Campus, welcoming a distinguished group of regional leaders, including the Minister for Pacific Peoples and Universities, the Prime Minister of Samoa, and the Deputy Prime Minister of Fiji, alongside education ministers from across the Pacific and beyond. The Office of Pacific Advancement and Titahi ki Tua supported the cultural welcome, and guests toured the WZ Engineering Research Space and the *Trouble in Paradise* exhibition by Manaaki Scholars.

The initial consultation phase for AUT's Pacific Plan has now concluded, involving Pacific students, staff, and community members. A Pacific Community Komiti (Committee) has been established to guide the strategic development process, with representation from across the region, including Rotuma, Samoa, Tonga, Fiji, the Federated States of Micronesia, and the Cook Islands.

#### **4.4 Government & Civic Engagement**

AUT continues to engage actively with government and civic leaders to advance the University's strategic priorities and contribute to national and regional development. In May, AUT hosted Minister of Universities, Hon Dr Shane Reti, for the launch of the AUT Innovation Fund. This occasion provided an opportunity to brief the Minister on AUT's strategic direction and discuss broader sector issues, including research commercialisation and innovation.

In June, Minister of Health, Hon Simeon Brown, visited AUT's North Campus to discuss workforce development and the critical role AUT plays as New Zealand's largest provider of health graduates. Vice-Chancellor Damon Salesa also met with Minister of Immigration, Hon Erica Stanford, in his capacity as Chair of Universities New Zealand's International Committee. The meeting focused on the Government's international education strategy and provided input ahead of the release of the plan to double international student numbers by 2034. Continuing engagement with Members of Parliament, AUT welcomed Green Party Spokesperson for Tertiary Education, Francisco Hernandez, to campus. The visit provided an



opportunity to discuss the party's priorities for the tertiary sector and share AUT's distinctive approach to education and innovation.

In civic engagement, AUT supported the *Auckland at 15* event, hosted in collaboration with the Committee for Auckland and the Helen Clark Foundation. Vice-Chancellor Salesa spoke on the importance of education, diversity, and inclusion in shaping Auckland's future. Additionally, the Vice-Chancellor's Office has led an initiative to position Auckland as the world's most student-friendly city. A comprehensive proposal has been accepted by the Auckland Council Central City Advisory Panel, with outcomes to be presented in due course.

#### **4.5 Philanthropic Partnerships and Opportunities**

The AUT Foundation continues to expand its impact through strategic philanthropic partnerships. Between 1 January to 30 June 2025, the AUT Foundation received \$1,079,884 in philanthropic contributions, including \$421,632.70 between 1 May and 30 June. These results reflect growing momentum in the Foundation's mission to accelerate impact through meaningful partnerships.

Following the launch of its collaboration with the Auckland Foundation, the AUT Foundation has received interest from potential donors focused on student support and scholarships. Discussions are currently underway for three new scholarship opportunities. The Southern Cross Nursing Scholarships programme has seen notable success, with nearly \$300,000 awarded in its first year. In response, Southern Cross has committed to increasing the student fee support from \$1,000 to \$5,000 per scholarship. The pilot programme, delivered through AUT, will serve as a model for wider implementation across other tertiary institutions. Fundraising efforts are ongoing for a new wearable brain scanner to be housed in the Neuroscience Laboratory at the Akoranga Campus.

#### **4.6 Community Engagement and Impact**

AUT continues to foster meaningful connections with local communities through a range of initiatives. The AUT Philippine Studies Hub, formally established on 10 June in partnership with the Philippine Embassy, is the first of its kind in New Zealand. Designed as a national centre for research, training, and engagement, the Hub is dedicated to the Philippines and New Zealand's rapidly growing Filipino community. Its creation follows sustained calls from Filipino scholars in New Zealand for greater recognition and visibility within the academic space. AUT sponsored the Ministry for Ethnic Communities' annual 'Ethnic Advantage 2025' conference, engaging with 300 ethnic community leaders and government representatives to reinforce its position as Aotearoa's most diverse and inclusive university.

In collaboration with the Refugee Education Centre, AUT hosted 14 refugee students at the City Campus on 5 June as part of the Amokura 'Community Impact' workshop. The event included lunch and activities at Te Āhuru Recreation Centre and will lead to a follow-up event in Semester 2, where refugee students will visit South Campus and experience university life for a day. To mark World Refugee Day, Her Excellency the Right Honourable Dame Cindy Kiro, Governor-General of New Zealand, visited Te Āhuru Mōwai o Aotearoa, the Māngere Refugee Resettlement Centre. AUT's Refugee Education Centre – Pokapū Whakamātua Rerenga, located within the Centre, provides a world-class, inclusive learning environment that reflects AUT's commitment to educational equity and community.

Further community engagement included AUT's participation in the South Auckland Careers Expo on 24–25 June, with staff from the Future Students team and multiple faculties in attendance. On 27 June, AUT supported the Matariki Children's Celebration event hosted by Te Kohunga Reo ki Puhinui, led by Pania Newton and supported by the Vice-Chancellor's Office and the Office of Māori Advancement. The event welcomed over 230 attendees to South Campus and celebrated cultural connection and whānau engagement.

#### **4.7 Alumni Engagement and Impact**

The Alumni team is developing targeted communication strategies to reconnect with international alumni and graduates from health disciplines, particularly podiatry and nursing. Planning is also underway for biennial Alumni Impact Awards and a potential alumni mentoring programme. In June, an alumni event was held in Hong Kong, led by Professor Daniel Laufer, Head of the School of Communication Studies. A dedicated event to re-engage with Seddon Technical College alumni is also in development.

#### **4.8 University-Industry Collaboration**

New partnerships are being explored with Microsoft, Orion Health, and Te Whatu Ora, while a celebration dinner with Auckland FC is planned for August. AUT is also partnering with GEN NZ on their annual innovation and entrepreneurship conference and is in discussions with the King's Trust.

In research, a neuroscience collaboration with Abbott is underway, supporting AUT's growing reputation in health innovation. The University also hosted the Scotland Rugby team in partnership with the British New Zealand Business Association and the British Consulate-General, further reinforcing its commitment to industry and community engagement.

#### **4.9 International**

In June, AUT celebrated the graduation of 37 students from the Term 2–2025 cohort of the AUT Certificate in Foundation Studies. This pathway supports students in progressing to degree-level study and aligns with AUT's commitment to being a university of opportunity.

AUT's international presence has grown through recent engagements, including hosting the Philippine Government Delegation at the North Campus, participating in the ASEAN Ambassadors Breakfast and Panel Discussion, and attending the NAFSA conference in San Diego. These activities have strengthened existing partnerships and broadened the university's study abroad network. Outbound student exchange has increased by 48% compared to the same period in 2024, offering students transformative international experiences and fostering a global outlook.

In pursuit of deeper collaboration, AUT has signed its first Consecutive Degree Agreement with Nanyang Technological University and a new articulation agreement with the Northern Consortium United Kingdom. These developments support AUT's outward-looking and responsive approach to international education and research.

## SECTION 5. TE KETE | OUR OFFER AND APPROACH

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

### 5.1 Technology-Driven Innovation in Learning and Engagement

In collaboration with the AI Task Force and ICT, several initiatives have been launched to build institutional capability and ensure responsible integration of AI tools across research and teaching.

To support staff development, AUT has internally developed three GenAI training modules: *Introduction to GenAI*, *Crafting Effective Prompts*, and *GenAI Risks and Safe Use*. These modules aim to demystify generative AI, empower staff to use it effectively in their roles, and promote safe and ethical practices. To further support staff and reduce reliance on commercial AI tools, AUT has launched the *AUTGPT v2.0 pilot*. The key objective of this project is to build and support an in-house generative AI tool that offers a viable alternative to platforms such as ChatGPT, Gemini, and Claude. AUTGPT is designed to deliver the required functionalities, flexibility, cost management, and control over privacy settings and risk that align with AUT's institutional needs.

In research, the AI Transcription project is progressing toward operationalising Vibe & Buzz, an offline transcription solution designed to meet stringent standards for data security, privacy, and Māori data sovereignty. This tool will provide researchers with a sustainable and compliant method for verbal data analysis. Additionally, AUT has conducted beta testing of AI features within Canvas, including rubric generation, chat agents, and discussion insights. While these tools are not yet ready for adoption, the chat agent shows promise, and ongoing monitoring is recommended to assess future developments.

### 5.2 International Rankings

AUT has maintained its position in two major global rankings, with notable improvements in key performance indicators. In the QS World University Rankings 2026, AUT rose from 412th to equal 410th. The university improved its score in nine out of ten indicators, achieving perfect scores in three. Highlights include a 10-point increase in academic reputation, a doubling of employer reputation, and a significant rise in citations per staff member. AUT also ranked highest in New Zealand for international student diversity. In the Times Higher Education Impact Rankings 2025, AUT remained in the top 101–200 band globally. These rankings assess universities based on their contributions to the United Nations Sustainable Development Goals. AUT ranked in the top 100 worldwide for four SDGs: Gender Equality (26th), Decent Work and Economic Growth (33rd), Responsible Consumption and Production (83rd), and Partnerships for the Goals (94th). For the first time, AUT received a ranking for SDG 16: Peace, Justice and Strong Institutions. These results reflect AUT's growing global reputation and its commitment to sustainability, equity, and impact across teaching, research, and operations.

### 5.3 Domestic Brand Position and Marketing Activities

Brand and Marketing Services (BMS) has advanced Auckland University of Technology's brand refresh programme, moving into implementation with a new tagline, messaging framework, and creative concepts. External testing confirmed a strong strategic direction, and a university-wide roadshow began in May, with completion expected by the end of July. The refresh introduces a clear positioning statement that reflects AUT's identity.

Media engagement efforts included AUTnews, the *Research Matters* video series, and communications support for major events such as the ISBNPA Conference 2025 and the *Ethnic Advantage* forum. High-profile moments, such as Dame Lisa Carrington's honorary doctorate and collaborative projects like Auckland at 15, further elevated AUT's visibility.

Digital advertising reached over 2 million individuals and generated nearly 200,000 clicks, while email campaigns reached over 460,000 contacts. Engagement with secondary schools continues, including the *Iti Kōpara* initiative supporting Māori and Pacific Year 11 students. A comprehensive website review was completed to improve personalisation and accessibility. A five-month pilot comparing two AI-powered live chat platforms concluded with the adoption of Drift's enhanced Bionic Chat, improving user engagement and service delivery.

### 5.4 Global Brand Position and Marketing Activities

International marketing efforts have continued to grow Auckland University of Technology's presence in global markets. A brand awareness campaign in China delivered 6.6 million impressions, 93,000 clicks, and 500 qualified leads, indicating strong engagement. Insights from the 2025 QS International Student Survey highlighted key decision factors such as tuition affordability, teaching quality, and post-study work opportunities, alongside concerns about the cost of living and employment.

Global market data shows shifting trends, with declining growth in Canada and Australia, renewed interest in the UK, and emerging opportunities in Southeast Asia and the Philippines. Engagement from the Chinese market is recovering, while interest from India has slowed.

BMS continues to expand AUT's reach through preferred in-country social media platforms, ensuring visibility and relevance in key international markets.

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

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

### 6.1 Admissions and Enrolments

The Admissions team has been focused on processing applications for the semester 2 intake, with international applications prioritised due to tight timelines for enrolment and visa processing ahead of the 21 July 2025 start date. A small number of late arrival and deferral requests have been received from international applicants.

**Enrolments summary (see Appendix 1 for full details):**

- **Domestic Funded EFTS** have reached 102% of the 2025 target, with a total of 16,480 EFTS (actual and pending), exceeding the target of 16,157. This is 1,004 EFTS ahead of the same time last year, marking strong year-on-year growth.
- **International Full-Fee EFTS** currently sit at 2,835 (actual and pending), achieving 92% of the 2025 target of 3,069. This is 336 EFTS ahead of the same time last year, continuing the upward trend in international enrolments.
- **South Campus EFTS** have exceeded their target by 12%, with a total of 1,840 EFTS against a target of 1,644.
- **Pre-degree, undergraduate, and postgraduate EFTS** are all tracking ahead of last year, with postgraduate EFTS showing the largest increase (+589).
- **Māori and Pacific Domestic Funded EFTS** are also ahead of last year, with increases of 142 and 246 EFTS respectively.

## 6.2 Staff Excellence

AUT's annual Ngā Whakamānawa o Matariki Awards celebrate staff who exemplify excellence, service, and the University's values. These awards are a cornerstone of AUT's commitment to recognising the outstanding contributions of our staff across research, teaching, professional practice, and service.

This year's recipients are:

### *Research Awards*

- **Tupu-ā-nuku | Early Career Research Award**  
Associate Professor Liesje Donkin – For equity-driven, community-engaged mental health research benefiting Māori and underserved communities.
- **Waiti | Postgraduate Research Student Support Award**  
Professor Peter Kim – For inclusive, student-centred mentoring that supports academic excellence and wellbeing.
- **Te Huihuinga o Matariki | Research Excellence Award**  
Professor Katherine Ravenswood – For pioneering research in employment relations and care work, shaping policy and building research capacity.

### *Professional Awards*

- **Waitā | Professional Innovation Award**  
Andre Pham – For visionary leadership in digital innovation and AI integration.
- **Hiwa-i-te-rangi | Professional Rising Star Award**  
Chelsey Watson – For strategic leadership and empathetic collaboration.
- **Tupu-ā-rangi | Professional Service Excellence Award**  
Megumi Kincaid – For 11 years of values-led service and dedication to AUT.

### *Educator Awards*

- **Matariki | General Educator Award**  
Dr Geri Harris – For innovative, student-centred business education using flipped classrooms and gamification.
- **Ururangi | Pacific Educator Award**  
Dr Radilaite Cammock – For Pacific-centred teaching that fosters belonging and cultural understanding.

- **Waipuna-ā-rangi | Kaupapa Māori Educator Award**  
MaiSci Māori and Indigenous Science Rōpū and SCIE606 Team – For transformative, kaupapa Māori-led science education.  
(Team members: Dr Antony Vavia, Dr Chris Puliueva, Professor Georgina Stewart, Associate Professor John Perrott, Kowhai Wilkie, Dr Leilani Walker, Dr Taniela Lolohea, Te Haua Taua, Dr Valance Smith)

### **6.3 Health and Safety**

Between May and June 2025, AUT Security responded to 111 incidents, none of which were classified as serious. Poor behaviour and theft of scooters and bicycles were the most common issues, with exposed storage racks remaining a vulnerability.

The Emergency Management Team responded to two significant incidents at North Campus: a damaged fibre optic cable and a water mains outage. Both were resolved promptly with no disruption to core university activities. The AUT Resilience Policy and Framework has been endorsed by the Executive Leadership Team and is now undergoing staff consultation.

### **6.4 Financial Performance (see Appendix 2 for full details)**

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

### **6.5 Student Experience**

AUT continues to deliver a responsive and inclusive student experience, with strong engagement across wellbeing, orientation, and employability initiatives. Student health and counselling services remain in high demand, with over 1,700 clinical and mental health consults delivered in June. Support for complex wellbeing needs is being prioritised through specialist intervention referrals and triaged care.

Semester 2 Orientation is set to continue in a streamlined one-day format, with tailored communications and resources developed for international students. Outreach efforts, including welcome calls and app-based scheduling, have enhanced student preparedness and connection to campus life.

Employability initiatives remain future-focused, with successful industry engagement events held in collaboration with the Employability Centre and external partners. These included a large-scale Physiotherapy work-ready session and a cross-disciplinary career event with the Salvation Army, both receiving strong student participation and positive feedback.

AUT's student experience strategy continues to reflect the university's commitment to being open, responsive, and future-focused in supporting student wellbeing and career readiness.

## 6.6 Staff Profile (see Appendix 3 for full details)

This update provides a high-level summary of AUT's staff profile as of 1 July 2025. It highlights key aspects of the staff's ethnic diversity, gender distribution, and employment categories. As of 1 July 2025, AUT has a total of 2,316 permanent and fixed-term staff, reflecting a diverse and dynamic workforce.

- The ethnic composition includes: 8.0% Māori, 7.6% Pacific, 24.6% Asian, 4.6% MELAA, 5.9% Other, 45.3% European, and 4.0% undeclared.
- Gender distribution shows 62.5% female, 36.7% male, 0.7% gender diverse, and 0.1% not disclosed.
- Staff roles are split between 46.5% academic and 53.5% professional.
- The average permanent headcount in May was 2,086, a 3.0% increase from the previous year. While fixed-term roles have slightly increased month-on-month, they have decreased by 6.3% year-on-year.
- Additionally, an average of 1,846 hourly-paid staff are on payroll.

## 6.7 Leadership and Development

To improve clarity and consistency across AUT's Executive structure, several Executive Group roles and titles have been updated to better reflect their external-facing responsibilities and strategic leadership functions:

- Stephen Davies, formerly Group Director People & Culture, is now Assistant Vice-Chancellor People & Culture
- Megan Skinner, formerly Group Director Strategy & Planning, is now Assistant Vice-Chancellor Strategy & Planning
- Amy Malcolm is now Assistant Vice-Chancellor Engagement, in addition to her role as the Head of the Vice-Chancellor's Office

Significant progress has been made on the Leadership Hub project, with content mapped for a 90-day induction and a two-year development plan for People Leaders. Collaboration with the Information and Communications Technology team will ensure the platform is accessible and user-friendly on TUIA.

In June, 42 People Leaders participated in development opportunities. Since 2023, 246 staff have engaged with the Aronui Ora cultural capability programme, with 75 completing the three core modules and 32 completing the full programme.

## 6.8 Culture and People

Actions are progressing across two of the three priority areas identified in the *Your Voice* staff survey. A draft Code of Conduct has been developed and is undergoing consultation, while the staff Wellbeing Assessment has been completed. A follow-up session with Umbrella is scheduled for 8 July to share results and co-develop a Wellbeing Plan.

Preparations are underway for the Vice-Chancellor's Fono, which will include updates on the EMAPS project and the launch of the new Retirement Programme. Planning is also in progress for the *Navigate* Professional Staff Conference, now scheduled for 15 October.

AUT has been awarded the Gender Tick Advanced Accreditation for 2025/2026, recognising its commitment to gender equity. Additionally, a successful collaboration between People and Culture and the Deaf Studies team during New Zealand Sign Language Week delivered well-attended workshops, strengthening awareness and cross-team partnerships.

#### **6.9 Spaces and Places**

Significant progress has been made across AUT's campuses. The demolition of the AR Building at North Campus is on track for completion in Q4, while refurbishment of the AG Building is nearing completion. The Facilities Management team is currently managing around 60 active projects and responded to 5,979 work requests during the reporting period.

The team's performance has been recognised nationally, with AUT named a finalist in the Facilities Management Association of New Zealand FM Team of the Year Award. Notice has been given to terminate the lease on the AX Building next June, and planning for the 2026 timetable is well underway.

#### **6.10 Enterprise and Service**

AUT's Estates Commercial Services team delivered 106 events during the reporting period, welcoming over 8,500 guests. Catering services supported 136 events for 4,300 guests, and campus outlets served nearly 70,000 customers. Highlights included Matariki-related events and the conclusion of the AUT 25 merchandise promotion, reflecting the team's contribution to campus life and commercial engagement.

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## APPENDICES

## Appendix 1: Enrolments

**2025 EFTS Progress to Target Monitoring Report***Year to Date Compared to Target and Equivalent Date Last Year**Programme EFTS as at 03 Jul 2025*

<b>Domestic Funded EFTS</b>	<b>Total</b>	<b>BEL</b>	<b>CSOC</b>	<b>DECT</b>	<b>HEAL</b>	<b>TEAP</b>
Pending	<b>1,893</b>	345	158	559	807	9
Actual	<b>14,587</b>	2,368	1,587	4,936	5,635	32
<b>Total Pending and Actual</b>	<b>16,480</b>	2,713	1,745	5,495	6,442	42

<b>2025 Target</b>	<b>16,157</b>	2,698	1,824	5,546	5,988	69
Progress to Target (%)	<b>102%</b>	101%	96%	99%	108%	60%
EFTS needed to reach 100%	<b>-323</b>	-15	79	51	-454	28
Ahead or behind on this time last year:	Ahead by	Ahead by	Behind by	Ahead by	Ahead by	Behind by
	<b>1,004</b>	204	84	473	414	26
Progress to Target, this time last year (%)	<b>99%</b>	95%	96%	101%	103%	57%
EFTS needed to reach Target this time last year	<b>88</b>	145	68	-31	-158	52
Achieved from this time last year to year end	<b>419</b>	169	-8	131	122	5

<b>International Full-Fee EFTS</b>	<b>Total</b>	<b>BEL</b>	<b>CSOC</b>	<b>DECT</b>	<b>HEAL</b>
Pending	<b>163</b>	34	40	59	29
Actual	<b>2,672</b>	674	531	1,003	446
<b>Total Pending and Actual</b>	<b>2,835</b>	708	571	1,062	475

<b>2025 Target</b>	<b>3,069</b>	874	685	1,083	417
Progress to Target (%)	<b>92%</b>	81%	83%	98%	114%
EFTS needed to reach 100%	<b>234</b>	166	114	21	-59
Ahead or behind on this time last year:	Ahead by	Ahead by	Ahead by	Ahead by	Ahead by
	<b>336</b>	48	53	106	128
Progress to Target, this time last year (%)	<b>96%</b>	80%	112%	97%	115%
EFTS needed to reach Target this time last year	<b>93</b>	168	-54	26	-44
Achieved from this time last year to year end	<b>317</b>	121	4	128	51

<b>AUT South Campus</b>	<b>Total</b>	<b>BEL</b>	<b>CSOC</b>	<b>DECT</b>	<b>HEAL</b>
Pending	201	18	11	6	166
Actual	1,639	192	148	27	1,245
<b>Total Pending and Actual</b>	<b>1,840</b>	<b>210</b>	<b>159</b>	<b>33</b>	<b>1,411</b>

<b>2025 Target</b>	<b>1,644</b>	214	159	48	1,191
Progress to Target (%)	<b>112%</b>	98%	100%	69%	119%
EFTS needed to reach 100%	<b>-196</b>	3	0	15	-220
Ahead or behind on this time last year:	Ahead by	Ahead by	Behind by	Behind by	Ahead by
	<b>102</b>	<b>19</b>	<b>32</b>	<b>8</b>	<b>116</b>
Progress to Target, this time last year (%)	<b>100%</b>	69%	95%	106%	108%
EFTS needed to reach Target this time last year	<b>8</b>	86	10	-2	-101
Achieved from this time last year to year end	<b>25</b>	-3	-2	3	27

<b>Pre-Degree Total EFTS</b>	<b>Total</b>
Pending	168
Actual	1,043
<b>Total Pending and Actual</b>	<b>1,211</b>
Ahead or behind on this time last year:	Ahead by 247

<b>Undergraduate Total EFTS</b>	<b>Total</b>
Pending	1,577
Actual	12,585
<b>Total Pending and Actual</b>	<b>14,162</b>
Ahead or behind on this time last year:	Ahead by 511

<b>Postgraduate Total EFTS</b>	<b>Total</b>
Pending	382
Actual	3,923
<b>Total Pending and Actual</b>	<b>4,305</b>
Ahead or behind on this time last year:	Ahead by 589
<b>Doctoral</b>	<b>666</b>

<b>Māori Domestic Funded (Mainstream) EFTS</b>	<b>Total</b>
Pending	198
Actual	1,734
<b>Total Pending and Actual</b>	<b>1,932</b>
Ahead or behind on this time last year:	Ahead by 142

<b>Pacific Domestic Funded (Mainstream) EFTS</b>		<b>Total</b>
Pending		<b>300</b>
Actual		<b>2,485</b>
<b>Total Pending and Actual</b>		<b>2,785</b>
Ahead or behind on this time last year:		Ahead by 246

**Please Note:**

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

As at 27 June 2025 (refer item 5.1)

<b>YTD Finances (\$000s)</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>Variance %</b>
Income	258,245	252,074	6,171	2%
Expense	226,348	232,030	5,682	2%
<b>Surplus before interest</b>	<b>31,897</b>	<b>20,044</b>	<b>11,853</b>	<b>59%</b>
Interest	109	224	115	51%
<b>Net surplus</b>	<b>31,788</b>	<b>19,820</b>	<b>11,968</b>	<b>60%</b>

*Comment*

The YTD net surplus variance to budget of \$12M reflects primarily the favourable enrolments and YTD savings in salaries.

<b>Full-year Finances (\$000s)</b>	<b>Forecast</b>	<b>Budget</b>	<b>Variance</b>	<b>Variance %</b>
Income	508,579	494,087	14,492	3%
Expense	490,076	483,669	(6,407)	(1%)
<b>Surplus before interest</b>	<b>18,503</b>	<b>10,418</b>	<b>8,085</b>	<b>78%</b>
Interest	214	548	334	61%
<b>Net surplus</b>	<b>18,289</b>	<b>9,870</b>	<b>8,419</b>	<b>85%</b>

*Comment*

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

**Banking covenants and TEC financial covenants**

	2025 Year-end Forecast		
	FY Forecast	Bank	Outcome
<b>Banking Covenants</b>			
Max Net Debt / Net Debt + Equity Ratio	(1.7%)	35%	On target
Min Interest Cover Ratio (EBITDA / Interest Expense)	30,944%	150%	On target
Min Guaranteeing Group Cover	97%	90%	On target
<b>TEC Financial Covenants</b>			
	FY Forecast	TEC	Outcome
Max commercial debt borrowings \$000s	\$0	\$220,000	On target
Max aggregate financing \$000s	\$7,942	\$243,000	On target
Max Debt / Debt + Equity Ratio	1%	30%	On target
Max Debt / Net Cash Flow Ratio	0.11	3.00	On target
Max Debt / Total Revenue Ratio	2%	55%	On target
Min Net Surplus Ratio	3.6%	>0.0%	On target
Min Cash Flow from Operation Ratio	116%	114%	On target
Min Interest Cover Ratio (EBIT / Interest Expense)	86.43	Suspended until 2026	
Min Liquidity Ratio	23%	2%	On target

*Comment*

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

**Financial Performance 2025 YTD Compared to 2024 YTD**

	Year to Date (\$000s)		
	2025	2024	Variance
<b>\$000s</b>			
Income	258,245	240,740	17,505
Expense	226,457	216,340	(10,117)
<b>Net surplus</b>	<b>31,788</b>	<b>24,400</b>	<b>7,388</b>

*Comment*

Higher **year-to-date income** compared to the same period last year is driven by higher student enrolments this year.

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

Overall, the **year-to-date net surplus** is \$7.4M higher than same time last year reflects the impact of higher EFTS revenue and salary savings offset by higher costs to support the higher projected student numbers.

**Appendix 3: Staff Profile****Overall headcount**

Employee type	Current month headcount	Month on Month change	Month on Month % change	Year-on-Year change	Year on Year % change
Permanent	2086	3	0.1%	60	3.0%
Fixed Term	230	8	3.6%	-10	-4.2%
Total (Perm & FT)	2316	11	0.5%	50	2.2%
Hourly Paid	1846	8	0.4%	-139	-7.0%
Overall total	4162	19	0.5%	-89	-2.1%

**Staff by Occupation**

All Permanent and Fixed-Term Staff

As at	Academic	%	Professional	%
June 2025	1078	46.5%	1242	53.5%

**Staff by Ethnicity**

All Permanent and Fixed-Term Staff

	Total	Current % of staff	This time last year % of staff	Difference
Māori	185	8.0%	7.9%	0.1%
Pacific	177	7.6%	6.6%	1.1%
Asian	569	24.6%	24.0%	0.6%
MELAA	106	4.6%	4.5%	0.1%
Other	136	5.9%	5.5%	0.4%
European	1,050	45.3%	47.4%	-2.1%
No Declaration	93	4.0%	4.2%	-0.2%
<b>Total</b>	<b>2,316</b>	100.0%	100.0%	

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

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

**Staff by Gender**

All Permanent and Fixed-Term Staff

Gender	Total	Current % of staff	This time last year % of staff
Female	1,447	62.5%	62.5%
Male	849	36.7%	36.8%
Gender Diverse	16	0.7%	0.6%
Not Disclosed	3	0.1%	0.2%
<b>Total</b>	<b>2,315</b>	<b>100.0%</b>	<b>100.0%</b>

**Senior Leaders by Gender**

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

**Senior Māori & Pacific Leaders by Gender**

Senior Roles - by Gender	Total	% of Total
Senior Women – Māori	11	9.1%
Senior Women – Pacific	3	2.5%
Senior Men – Māori	5	4.1%
Senior Men – Pacific	2	1.7%
<b>Māori and Pacific senior leaders vs total senior leaders</b>	<b>21</b>	<b>17.4%</b>



PART A	6
OPEN AGENDA ITEM	

## **Council Agenda Paper**

**Subject:** Chancellor's Report

**Date:** 28 July 2025

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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>7.1</b>
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## **Council Agenda Paper**

**Subject:** Report from Academic Board

**Date:** 18 July 2025

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**RECOMMENDATION:**

*THAT COUNCIL RECEIVE THE ACADEMIC BOARD REPORT AND MINUTES OF THE MEETING HELD ON 26 MAY AND 30 JUNE 2025.*

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The minutes are in supplementary papers.

## Academic Board Report to Council

Meeting held 26 May 2025

### Strategic Matters and Policy Developments

- **Academic Quality - Overview of Results of Annual Programme Survey 2024.**  
The Annual Programme Survey results were presented by the DVC A, noting that discussion of academic quality is a vital function of the Academic Board that was also highlighted in the 2024 Academic Audit (Recommendation 4). The Deputy Vice-Chancellor (Academic), Academic Quality Office, Pro Vice-Chancellor (Teaching and Learning), and relevant Faculty Associate Deans (Academic) have met to discuss how to: (1) inform and embed good practice using programmes that achieved high satisfaction scores as exemplars, and (2) develop holistic, supportive and pro-active strategies to address challenging issues raised in programmes that attained lower satisfaction scores.

Academic Board members' discussions touched on a range of matters:

- survey methodologies and techniques for improving response rates
- interpretations of data analysis and the impact of different interpretations
- that the results may be considered sensitive by some staff

Professor Lawson also indicated that there is an ongoing process of development of an Academic Quality Framework (AQF) for AUT, and that currently separate processes including pan-university surveys will in future form part of an integrated AQF.

- **Onlining Systems for Postgraduate Research Processes, and AUTECH – Whakatere and Arataki**  
the new online system for student candidature management was outlined and demonstrated. The new platform will include greater transparency for processing applications, enhanced functionality, and automated workflow to improve efficiency.

### Committees of Academic Board – nil

- **Graduate Research School**

It was resolved:

THAT the establishment of a 360-point sub-code for the Doctor of Philosophy programme be noted.

### Other - nil

## Academic Board Report to Council

Meeting held 30 June 2025

### Strategic Matters and Policy Developments

- **Assessment Principles, Policy and Procedures implementation - project update.**

The University's assessment principles approved approximately a year ago have continued to guide the approach to assessment design. The development of the AUT approach to artificial intelligence in assessment, socialisation of that approach and the levels of support available from LTED were outlined. The impact of Gen AI on aspects of assessment and the importance of mapping the student experience of assessment across a programme were discussed. Three categories of support are available for programmes redesigning assessment: guided (using LTED resources); facilitated (guided with LTED workshops) and holistic (broader scope, may include addressing other things in addition to assessment).

Points raised by Academic Board members included: the usefulness of oral assessments to ensure academic integrity; the time commitment to non-course activities which are impacted by Gen AI e.g. talking to students to assess authenticity of submitted work and assessment for entry to programmes; and the importance of academics keeping up to date with how AI is being used in discipline/industry.

### Committees of Academic Board

- The following recommendation from the **Programme Approval and Review Committee** was approved.

Academic Board approved submission to CUAP of the following proposal:

- Changing the name of the Diploma in Applied Science to **Diploma in Science**, amending the programme's entry requirements, removing the pre-chiropractic pathway and changing the Bachelor of Science exit qualification.

- The following recommendations from the **Academic Planning Subgroup** were approved.

Academic Board approved the closure of the following programmes and majors to new enrolments from Semester Two 2025:

- Master of Human Rights, Postgraduate Diploma in Human Rights, Postgraduate Certificate in Human Rights
- Master of Criminology and Criminal Justice, Postgraduate Diploma in Criminology and Criminal Justice for new enrolments .
- Economics major in the Bachelor of Arts.
- Hospitality Enterprise major and minor, Hospitality and Society major and minor in the Bachelor of International Hospitality Management and the Hospitality additional major and minor.
- Educational Leadership specialisation in the Master of Education, Postgraduate Diploma in Education and Postgraduate Certificate in Education

Other - nil



AGENDA ITEM

8

## Council Agenda Paper

**Subject: Health, Safety and Wellbeing Report: May - June 2025**

**Date: 14 July 2025**

**From: Fred Henare, Director Health Safety and Wellbeing**

### **RECOMMENDATION:**

*THAT COUNCIL RECEIVE THE HEALTH, SAFETY AND WELLBEING REPORT*

### **Introduction**

This HSW report covers the period from 1 May to 27 June 2025 and aligns broadly with Officers HSW duties as established at previous meetings.

### **Development of HSW Governance Capability**

A HSW Governance Training Programme has been developed to meet the training and education obligation on those in governance roles at AUT. It is based on concepts and approaches described in the Institute of Directors/WorkSafe NZ Health and Safety Governance Good Practice Guide (2024) and resources developed by the Business Leaders Health and Safety Forum.

The aim is to deliver the training before the end of the year taking into consideration Council's current programme. The modules at this stage include the following:

1. Governance basics:
  - Good governance principles - the 4 Pillars
  - Why governance matters - tone from the top
  - The roles of governance vs management
  - The development of governance duties in health and safety from Pike River to Ports of Auckland
  - Good governance of health and safety practices
    - a. Structure and process
    - b. Cadence
    - c. Strategy
    - d. Attitudes and mindsets - The 5 Cs
    - e. Holding to account - relationship with the VC
2. Governing risk:
  - Risk management principles from ISO 31000
  - Risk assessment -understanding the risk landscape -acute, chronic and catastrophic risk
  - Scope of focus (does health and safety extend beyond the remit of HSWA?)

- Critical risks and why they should be a priority
- Governing a critical risk programme
- Trust but verify -the role of assurance -the 3 Lines of Defence model

3. Overlapping duties:

- The legal duty
- Understanding our ecosystem
- Influence and control
- Managing relationships -avoiding overreach whilst maintaining accountability

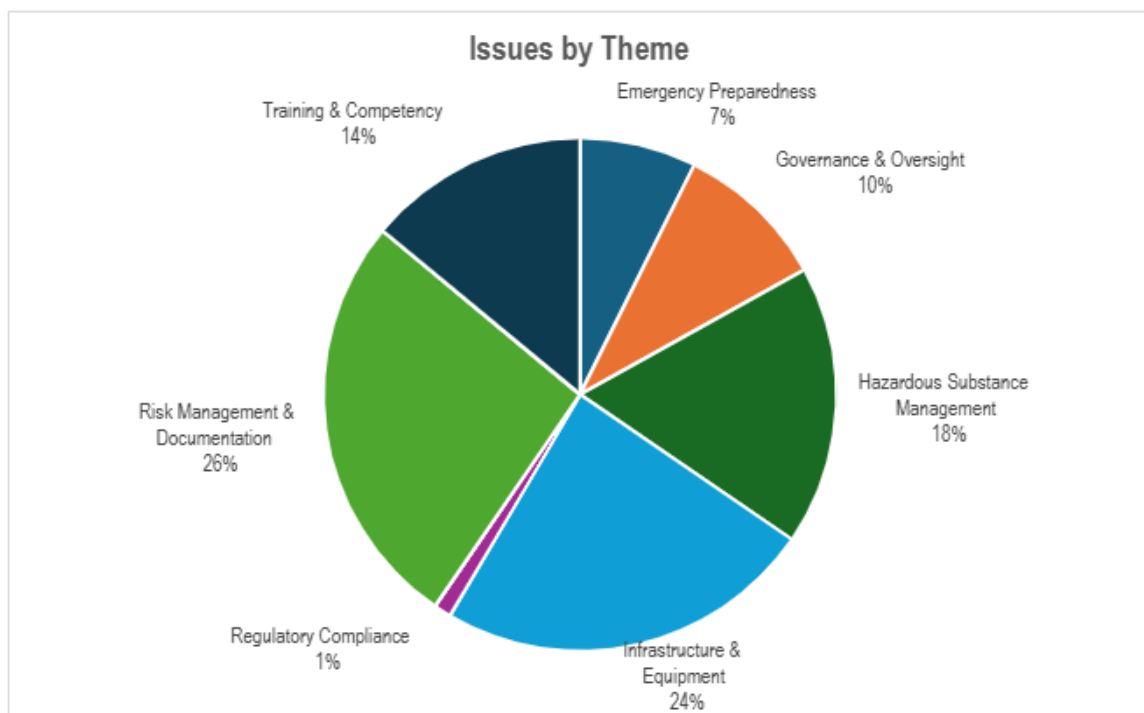
4. Monitoring what matters

- Is success the absence of failure? TRIFR is unreliable
- What are our critical success factors?
- What is our capability to report on our effectiveness?
- How to structure Council reports to provide insight, oversight and foresight without getting into the weeds
- Reflection and what next

**PCBU Risk Reporting**

The primary HSW risk for AUT during this reporting period continues to be in addressing the findings and recommendations of the 2024/25 audit program.

The findings and recommendations fall into the themes illustrated below



While seven themes have been identified from the findings and recommendations. They can be grouped further into those requiring predominantly administrative solutions (66%), those looking to

address governance issues (10%) and those relating to infrastructure and equipment (24%). It is likely that all three areas can be addressed concurrently.

However, the larger administrative group of recommendations will be affected by sequencing in that the development of hazards, risk, emergency preparedness documentation and supporting training packages will need to be communicated and implemented prior to training delivery to be effective.

The infrastructure related issues have technical implications around integration with other (mainly building) systems and possible capital requirements which will need input from both Faculties and Estates. The availability of adequate specialist facilities is the most significant risk with the potential to impact the delivery of curriculum and maintenance of the health and safety of both students and staff.

An Executive Leadership Subgroup has been appointed to oversee this work and will, at their meeting on 7<sup>th</sup> July, be reviewing the approach and priorities being addressed through the program in addition to progress to date.

### **Other risks – Accidents and Incidents**

#### **Incident data**

The health and safety incident data recorded 45 accidents in the reporting period followed by non-injury Incidents (15) and Near Misses (9). The Faculty of Health and Environmental Sciences accounts for 44 events – nearly half of all reported incidents which is indicative of the size and nature of activities across that Faculty. Needle stick injuries (7) were a significant issue this period. While the response by the relevant schools was prompt and appropriate, further work is required with this cohort of students.

#### **Faculty/Directorate Hotspots**

<b>Faculty/Directorate</b>	<b>Event Count</b>
Health & Environmental Sciences	44
Student Services & Administration	12
Estates	11
Design & Creative Technology	8
Culture & Society	4

#### **Critical Safety Failures**

- **Recurring Equipment Issues:** Treadmills stopping unexpectedly during use (3 incidents)
- **Biological Hazards:** 7 needle stick injuries across multiple faculties
- **Security Vulnerabilities:** Thefts in open offices, unauthorized building access
- **Infrastructure Risks:** Falling ceiling tiles, poor lighting, trip hazards

#### **Employee Assistance Programme (EAP)**

The EAP scheme subscription has recently been extended for an additional 2 years providing a maximum of 5 counselling sessions for staff and their families. The split between Work (30%) and Personal issues (70%) requiring this support has remained consistent over the last 12 months compared to the previous period. Career followed by relationship with managers and co-workers and

then workload are the primary work-related drivers for people to seek counselling. Of the personal drivers, stress and anxiety followed by grief and loss are the main areas where staff are looking to EAP for support this year. Program usage on a percentage (of staff) basis is up slightly from 8.1% to 9.9% with the average number of sessions being used sitting at 2.78 per person (of the 5 people are entitled to). The results of the recent Staff Wellbeing Survey undertaken by the People and Culture team will provide an interesting counterpoint to this data in terms of where staff see themselves and their wellbeing and their use or the perceived relevance of the services, we're providing to support them.

### **HSW Systems**

As the Universities online HSW recording and reporting system little use has been made to date of several of its other features. Early adaptations to the system appear to have had an impact on its usability and the level of buy in to its use. Encouraging greater use to be made of Noggin to inform faculty and division understanding of their HSW risks and extract information from the system to review performance is being addressed through the use of knowledge-based articles and online training.

### **All AUT Staff HSW Induction**

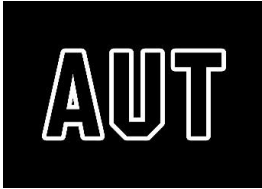
A staff HSW online induction training package has been developed to be included as part of the onboarding process for new joiners, with a similar module on the CANVAS system for existing staff. This is a brief (less than 10 minute) introduction of staff to Health, Safety and Wellbeing at AUT, what it involves and what obligations we all have, to ensure the safety of others and ourselves.

A follow on HSW course for new People Leaders is currently in development and again will be available through both Snaphire and CANVAS platforms for both new and existing staff. While the course is expected to be completed by the end of July, roll out will be conducted as part of a larger AUT-wide communications campaign.

### **Regulatory Compliance**

Section 44 (4) (e) of the Health and Safety at Work Act 2015 requires that Officers "ensure that the PCBU has, and implements, processes for complying with any duty or obligation of the PCBU under this Act;". While the organisation is working toward that goal as part of the current program of work, the need to comply with other less well-known legislation or regulation has also become more evident. Examples include: the Biosecurity Act 1993, Radiation Safety Act 2016, Electricity Safety Regulations 2010, Food Act 2014 and Medicines Act 1981.

Development work is underway on a framework for Faculties and Divisions to identify and institute a program of work to ensure appropriate policies and procedures are in place to ensure that any identified regulatory requirements are given effect through appropriate delegation, planning, resourcing and oversight. Supporting assurance activities are also being considered including reporting at the governance level to provide similar assurance to that required by the Health and Safety at Work Act.



**PART A**  
**OPEN AGENDA ITEM**

**9**

## **Council Agenda Paper**

**Subject:** Report from Te Toi Aronui Professor Meihana Durie

**Date:** 18 July 2025

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**RECOMMENDATION:**

*THAT COUNCIL RECEIVE THE REPORT FROM TE TOI ARONUI PROFESSOR MEIHANA DURIE*

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## Report to Council

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To           AUT Council

From       Professor Meihana Durie, Te Toi Aronui

Date       18 July 2025

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Kei ngā mana nui o Te Kaunihera o Te Wananga Aronui o Tāmaki Makau Rau, Tamaki Herenga Waka, tēnei te mihi nui atu nei ki a koutou i roto tonu i ngā tini āhutanga, kaupapa anō hoki rā o te wā nei. Tangihia o tatou tijni mate, a nūnui mā, a rōroa mā, e whati atu nei i te tirohanga kanohi. Kei te rere tonu te aroha ki te iwi kāinga o Ngāti Whātua-o-Ōrākei i te wehenga o Clay Hawke, me ōna tini hononga ki tō tatou nei whare wānanga. Hui katoa te hunga ngaro ki te pō, he kura i tangihia, he maimai aroha.

Hoki rawa mai ki a tatou te hunga ora, tēnā anō tatou. Ka tika kia whai tonu te mihi ki te iwi e pupuruhia nei te mauri o ngā whenua e tū nei tō tatou whare nui a Te Purenga otirā tōna marae e takoto mai nei a Ngā Wai o Horotiu. Ngāti Whātua-o-Ōrākei, tēnā rawa atu koutou.

This is the inaugural report for Te Toi Aronui for 2025, covering the period from March to July. Can I firstly acknowledge our Chancellor, Pro-Chancellor, Vice Chancellor and members of Council, alongside Ngāti Whātua for your very humbling and warm welcome to myself, whānau, hapū and iwi earlier this year at our Marae, Ngā Wai o Horotiu. It is a great honour to be able to take up this special appointment to the new role of Toi Aronui, under the Office of Māori Advancement, a major focus of which constitutes an emphasis on promoting and advancing Māori Scholarship inclusive of critical Te Ao Māori dimensions such as Mātauranga Māori and Te Reo Māori, but with an important emphasis on the future.

Whilst this report highlights some important activities in recent months it also provides an opportunity to share with Council some emerging points of interest regarding the current and future state of Higher Education priorities for Māori. It is clear from the most recent NZ Census findings, that the Māori population of Tāmaki Makaurau is set to experience an exponential increase across the next decade and beyond. In particular, numbers of taiohi (teenagers) and rangatahi (young people) will surge thus placing an even higher demand and a premium upon higher educational provision, and it is in this context, that it will be important that AUT is well prepared to be able to meet that demand in ways that promote and uphold high levels of educational success for Māori. It is also inevitable, that a sharp increase of first language Te Reo Māori speakers will attend AUT and with that, it will be important to affirm high expectations that whānau members will experience a seamless transition from one Te Reo learning environment to the next. Exploratory work is now underway to build a core Māori strategy for AUT that accounts for these demographic dimensions and that also responds to future state forecasts in terms of the rapid changes in study preferences, study modes and how best to also ensure close relationships with industry, hāpori (communities), hapū and iwi. At the other end of the age continuum, pakeke (adults) and kaumātua (elders) will experience an increase in life expectancy, thus it will be important that research and teaching can be prioritised across areas such as Māori perspectives of health-span, as well as Hauora informed approaches for pakeke and kaumātua.

The other emergent areas of importance straddle a combination of executive-level short-course deliveries sitting complimentary to existing post graduate studies as well as transdisciplinary academic programmes of study. Exploratory work in both of these areas continues to progress in close conjunction with Te Ara Poutama, The Faculty of Māori and Indigenous Development. Of further note is the upcoming World Indigenous People's Education Conference (WIPCE), which is set to be hosted by AUT in November this year. As one the largest gatherings of Indigenous peoples anywhere in the world, it will be important that Council members have the opportunity to be a part of proceedings wherever the opportunities may arise but also in terms of the opening and closing ceremonies. Further details can be found further on in this report. In regards to WIPCE itself, I am pleased to have been appointed Co-Chair of World Indigenous Peoples' Conference alongside VC, Prof Damon Salesa, to support the advancement of this year's programme.

Other updates to note include:

### 1. Office of Māori Advancement

- 1.1. 1-April: Attended the 2025 Polyfest Pōwhiri (50<sup>th</sup> Year Celebration) alongside Ngā Whānau Māori staff and The Office of Pacific Advancement. We were able to strengthen our ties with community while networking with key stakeholders, regarding the World Indigenous Peoples' Conference on Education (WIPCE) 2025.
- 1.2. 14-April: We led the Ngāti Whātua Ōrākei Professional Development Wānanga for Ngā Whānau Māori. The wānanga was hosted by Te Ara Poutama alumni Kingi Makoare learning Ngāti Whātua Ōrākei hitori (history) and visiting significant historical sites including a visit to Pourewa Nursery to learn more about their environmental sustainability goals and projects.
- 1.3. 15-April: An event was hosted (Kai and Kōrero) to share Te Toi Aronui insights and perspective regarding Māori scholarly advancement, as well as the growth and increase of innovative approaches to Māori research and teaching. This event was held to further affirm AUT's focus on growing scholarship in Mātauranga Māori, while promoting Te Reo Māori and Tikanga Māori as integral to future state strategic outcomes.
- 1.4. 13-June: Office of Māori Advancement and Te Ara Poutama worked alongside hosts' Ngā Puna o Waiōrea and Te Kura Kaupapa o Hoani Waititi Marae as key sponsors for Ngā Manu Kōrero ki Waitematā.
- 1.5. We were excited to herald in Matariki mā Puanga, to mark the start of the Māori new year, by providing a vibrant line-up of free activities and events across AUT. Matariki is a time for reflection, renewal, and celebration.
- 1.6. Kaihautū Tiriti (KT) – Tiriti Strategic Lead role is in the process of being transferred to Office of Māori Advancement from the VCO. As outlined in the updated position description, Te Kaihautū Tiriti will carry expanded responsibilities that centre around driving outcomes for Māori Advancement at AUT and that include provision of leadership in, and direction of, strategic priorities and programmes of work led by the Office of Māori Advancement.

### 2. Te Ara Poutama, The Faculty of Māori and Indigenous Development

- 2.1. Strategic Directions: In collaboration with Prof Hinematau McNeill, we received extensive feedback from TAP staff during consultation of the faculty strategic directions. We expect to present the document to Executive Leadership in the next few months.
- 2.2. Changes to Undergraduate Programmes: Te Ara Poutama continues to work closely with The Faculty of Culture and Society. Under the BA refocus project, key changes for 2026 include MAOR504 Treaty of Waitangi: Resistance and Repair and MAOR514 Te Ao Māori: The Māori Worldview confirmed as BA core course. Māori Development remains as a major

with minor changes to curriculum. Māori Media will be offered as a minor only and Digital Cultures has been closed to new enrolments for 2026.

- 2.3. Postgraduate and Research: Developing Higher Education and research opportunities remains a high priority. TAP has revitalised the Postgraduate Research and Study Wānanga in collaboration with MAI ki Aronui, Office of Pacific Advancement and Moanaroa. Some key highlights include a whakairo workshop led by PhD student Zena Elliott, who is in the final stages of her research and Tofilau Fritz Filisi's doctoral candidature.

### **3. World Indigenous Peoples' Conference on Education (WIPCE) 2025**

- 3.1. Torise Flay [WIPCE Event Director] and Colleen Leauanae [OMA conduit] have made diligent progress with 713 invitations to present at WIPCE have been extended and accepted and 1748 confirmed registration (in the latest July update).
- 3.2. In my role as co-chair, I have met with key stakeholders to maintain and build support for WIPCE 2025. I also attended the Academic Committee meeting chaired by Professor Ella Henry on 10 May 2025 at Naumi Hotel, Auckland Airport for whakawhanaungatanga and to assist with the selection of over 1000 abstracts received.
- 3.3. Damon and I, continue to meet with Dr. Noe Noe Wong-Wilson, Chair of the WIPCE International Council on a regular basis. I look forward to hosting Dr Wong-Wilson at the WIPCE 2025 Programme Launch on the 21 August.
- 3.4. Keynote speakers confirmed as below
  - Education systems and practices: Professor Linda Tuhiwai Smith – Aotearoa
  - Politics, self-determination and decolonisation: Ani Mikaere – Aotearoa
  - Youth: Eru Kapa-Kingi – Aotearoa
  - Science and technology: Mere Skerrett – Aotearoa
  - Environment and Climate: Teina Rongo – Cook Islands
  - Health and Wellbeing: Jeffery Ansloos – Canada
  - Creative arts and media: Katie Wolfe – Aotearoa
  - Linguistic and Cultural Revitalisation: Leonie Pihama – Aotearoa
  - Linguistic and Cultural Revitalisation: Raniera Procter – Aotearoa
- 3.5. Conference festival, Te Ao Pūtahi Festival (our world of connections) has been confirmed at Aotea Square to run 16<sup>th</sup> November to 20<sup>th</sup> November 11am – 7pm. The festival will host Te Ao Kai (food), Te Ao Hokohoko (retail), Te Ao Rongoā (wellbeing), Te Ao Toi (creativity), Parade of Nations, Main stage and Closing ceremony.



<b>PART A</b>	<b>10.1</b>
<b>OPEN</b>	
<b>AGENDA ITEM</b>	

## **Council Agenda Paper**

Subject: **DEPUTY VICE-CHANCELLOR RESEARCH - UPDATE REPORT**

Date: **18 July 2025**

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**RECOMMENDATION:** *THAT THE UPDATE REPORT FROM THE DVC RESEARCH BE RECEIVED*

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### **Background**

AUT continues to prioritise building a positive research culture, supporting key research priorities and addressing key constraints on research productivity. This report provides an overview of our progress with regard to our research endeavour over the past 12 months, and key challenges and priority areas for the next 12 months.

### **Key Matters for Update**

#### **1. *Rautaki Rangahau (AUT's Research Plan 2023-2028)***

[Rautaki Rangahau](#) was developed and confirmed in the first quarter of 2023. It is one of our “Core Plans” for the university. The Plan sets out our ambition 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*”. Rautaki Rangahau outlines 74 key actions/investments directed at achieving this ambition. Of these 74 key actions; 68 have been implemented (designated as completed and ongoing, or underway), 4 remain planned, but yet to be actioned, 1 is being re-visited, and 1 has been cancelled. Progress against these is summarised in Appendix A.

#### **2. *Key Achievements over the past 12 Months***

- ✓ Annual AUT Research Week gathering momentum (3<sup>rd</sup> edition is Sept 2025)
- ✓ Researcher Education and Development Unit over-subscribed with requests and offerings
- ✓ Record number of admissions into AUT's PhD programme
- ✓ Confirmation of the new Research Entities Framework and establishment of five AUT Research Networks

- ✓ Growing our research consulting revenue (\$1.65m to date in 2025) and impact via “AUT Solutions” (AUT Ventures)
- ✓ Establishment and launch of the Women’s Health and Neuroscience Research Programme at AUT Millennium supported by Abbott Health
- ✓ Establishing the AUT Innovation Fund (\$5m)
- ✓ Record external research income in 2024 (Unweighted: \$26,245,038. Weighted: \$34,171,495). An increase of \$3,537,427 (unweighted) and \$5,286,840 (weighted) over 2023. See Appendix B.

### **3. Key Challenges**

#### **3.1 Cancellation of three externally funded research projects due to changes in USA policy/priorities:**

Project: Climate Adaption Research Project (Subaward from University of Arizona)

Funder: US Agency for International Development

Termination date: 24/1/2025

Total value: NZD 2,010,039 (all funded from US)

Total funds received by AUT: 0

Project: Mental Health Effects of Legal Access to Same-Sex Marriage: Evidence from Linked Administrative Data in New Zealand (Subaward from Vanderbilt University)

Funder: National Institutes of Health

Termination date: 20/3/2025

Total value: NZD 1,286,060 (all funded from the US)

Total funds received by AUT: 0

Project: Economy-Wide Impacts of Environmental Changes and Responses (Subaward from Massachusetts Institute of Technology)

Funder: Millenium Challenge Corporation

Termination date: 14 March 2025

Total value: NZD: \$220,125.31 (all funded from the US)

Total funds received by AUT in 2022 - 2024: NZD 135,673 in total.

Total funds received by AUT in 2024: NZD \$62,029

#### **3.2 Cancellation of the 2026 MBIE Endeavour Fund round**

#### **3.3 Cancellation of the Marsden Fund Social Sciences and Humanities Panel**

#### **3.4 Capping of number of applications into the MBIE Smart Ideas Fund**

#### **3.5 Reduction in funding available via the Health Research Council**

#### **3.6 Changing of emphasis for government funded research to prioritise research with potential commercial outcomes**

#### **3.7 Lower success rates in government contestable funding rounds this year**

#### **4. Priority Projects**

##### **4.1 Research Entities Framework**

The new Framework provides structure and clarity for our various research entities and identifies priority research themes for AUT at the Tier 4 level:

Tier 1: Research Groups (at Department/School level)

Tier 2: Research Centres (at School level)

Tier 3: Research Institutes (at Faculty level)

Tier 4: AUT Research Networks (university-wide):

*Te Ranga Tukutuku (AUT Māori Research Network)*

*Moanaroa Pacific Research Network*

*AUT Transformational Technologies Research Network*

*Toi o te Ora (AUT Wellbeing Research Network)*

*AUT Regenerative Environments Research Network*

##### **4.2 Research Ethics Transformation**

We have initiated a transformation of our research ethics systems, processes and culture. Progress to date:

- Establishment of a Research Ethics Transformation Group to lead the process.
- Appointment of three new staff members (2 Senior Research Ethics Advisers, 1 Research Ethics Education Specialist) to support the research ethics team.
- Signing of a contract to develop a new online research ethics application and approval process ("Arataki"). Go live expected Q2 2026.
- Removal of "double approvals" and streamlining of the application process.
- Trial of a Faculty of Health and Environmental Sciences Research Ethics Review Committee (about to commence Q4 2025).

##### **4.3 Research Data Repository**

- Business Plan approved, preferred system identified, procurement underway.

##### **4.4. On-lining systems for postgraduate research and for research ethics**

- "Whakitere": New online system for PGR students and supervisors build underway, user testing commences Q4 2025. Go Live scheduled Q2 2026.
- "Arataki": New online system for research ethics discovery underway, build Q4 2025, user testing Q1 2026, Go Live scheduled Q3 2026.

##### **4.5 KPIs**

- Our new KPIs for research (2025-2030) have been confirmed (see Attachment C for more details). They are:
  - 2.1 Eligible academic staff who are research active
  - 2.2 Eligible academic staff who are research supervisors
  - 2.3 Number of quality-assured research outputs
  - 2.4 Number of active research contracts
  - 2.5 Total external research income earned
  - 2.6 Research outputs that contribute to a United Nations Sustainable Development Goal

#### **4.6 Commercialisation and the AUT Innovation Fund**

- The \$5m AUT Innovation Fund has been established with AUT Ventures (governed by AUT Ventures Investment Committee) and is being managed by Craigs Investment Partners.
- The Fund will support direct investments into AUT-born commercialisation ventures.
- There are two key initial funding grants intended to build the pipeline for potential commercialisation opportunities arising from research:
  1. **Timatanga | Initiate Grants**

Timatanga Initiate grants offer up to \$40,000 to help AUT academics take the first steps toward commercialisation. The funding supports early-stage research activities, such as developing a proof of concept, especially where there's strong potential for industry engagement and commercial opportunity.
  2. **Pito Mata | Potential Grants**

*Pito Mata* grants foster collaboration between researchers and AUT MBA students. Through the Pito Mata initiative, AUT researchers will gain a professional, high-quality business case for their research project; a vital tool for commercial or impact pathways.

*Appendix A: Rautaki Rangahau (AUT's Research Plan 2023-2028) Progress Report*

**AUT**

TE WĀNANGA ARONUI  
O TĀMAKI MAKAU RAU

# RAUTAKI RANGAHAU

AUT'S RESEARCH PLAN  
2023-2028

MID-YEAR PROGRESS REPORT JULY 2025

SO.



## Progress Report on Specific Actions/Investments: July 2025

### OBJECTIVE 1: Whakamana/Encourage and Enable

Activities/Tactics	Initiative	Investment/Action	Progress
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 centres and institutes against framework/criteria before the end of 2024</li> </ul>	<ul style="list-style-type: none"> <li>Completed &amp; approved</li> <li>Underway</li> <li>Underway</li> </ul>
	Provide resources and support for ongoing professional development for our researchers	<ul style="list-style-type: none"> <li>Implement a dedicated Researcher Education and Development Unit: Te Kura Hapai Rangahau to provide a comprehensive range of opportunities to support researchers' professional development</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> </ul>	<ul style="list-style-type: none"> <li>Completed and ongoing</li> <li>Underway</li> <li>Underway</li> </ul>
	Recognising and supporting PGR 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 Hapai Rangahau</li> <li>Host an annual PGR Symposium and regular PGR Mix&amp;Mingle Events</li> </ul>	<ul style="list-style-type: none"> <li>Completed and ongoing</li> <li>Completed and ongoing</li> <li>Completed and ongoing</li> <li>Completed and ongoing</li> <li>Completed and ongoing</li> <li>Completed and ongoing</li> </ul>
	Build capabilities for postgraduate research supervision	<ul style="list-style-type: none"> <li>Expand Te Kura Hapai 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>	<ul style="list-style-type: none"> <li>Completed and ongoing</li> <li>Underway</li> <li>Planned</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 Hapai Rangahau courses/resources</li> </ul>	<ul style="list-style-type: none"> <li>Underway</li> </ul>

OBJECTIVE 1: **Whakamana/Encourage and Enable** - continued

Activities/Tactics	Initiative	Investment/Action	Progress
	Establish Māori Researchers' 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>	<ul style="list-style-type: none"> <li>Completed and ongoing</li> </ul>
	Establish Pacific Researchers' 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>	<ul style="list-style-type: none"> <li>Completed and ongoing</li> </ul>
Improve systems and processes	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 Hapai Rangahau courses/resources</li> <li>Develop and introduce a research ethics induction course for all AUTECH applicants</li> </ul>	<ul style="list-style-type: none"> <li>Underway (live 2026)</li> <li>Underway</li> <li>Planned</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>	<ul style="list-style-type: none"> <li>Underway</li> <li>Planned</li> </ul>
	Improve research funding management	<ul style="list-style-type: none"> <li>Introduce a more effective online research funding support system</li> </ul>	<ul style="list-style-type: none"> <li>Completed and ongoing</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>	<ul style="list-style-type: none"> <li>Underway</li> <li>Underway</li> <li>Completed and ongoing</li> </ul>
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>	<ul style="list-style-type: none"> <li>Completed and ongoing</li> <li>Completed and ongoing</li> </ul>
	Grow external research funding success	<ul style="list-style-type: none"> <li>Develop external research funding courses and resources via Te Kura Hapai Rangahau</li> <li>Implement an external research grant support fund</li> <li>Provide specialist support for researchers applying for external research funding</li> <li>Engage in Horizons Europe partnerships to build alliances</li> <li>Secure eligibility for WellcomeLeap Research Grant opportunities</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>	<ul style="list-style-type: none"> <li>Underway</li> <li>Completed and ongoing</li> <li>Underway</li> <li>Completed and ongoing</li> <li>Underway</li> </ul>

**OBJECTIVE 1: Whakamana/Encourage and Enable** - continued

Activities/Tactics	Initiative	Investment/Action	Progress
	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>	<ul style="list-style-type: none"> <li>Completed and ongoing</li> <li>Underway</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>	<ul style="list-style-type: none"> <li>Underway</li> <li>Underway</li> <li>Underway</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>	<ul style="list-style-type: none"> <li>Completed and ongoing</li> <li>Underway</li> </ul>

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

Activities/Tactics	Initiative	Investment/Action	Progress
Foster community relationships	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>	<ul style="list-style-type: none"> <li>Completed and ongoing</li> <li>Being re-visited</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 and recognise these activities as legitimate research expenses</li> </ul>	<ul style="list-style-type: none"> <li>Completed and ongoing</li> </ul>
Foster translation and application of research	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 Hapai 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>	<ul style="list-style-type: none"> <li>Completed and ongoing</li> <li>Underway</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>	<ul style="list-style-type: none"> <li>Underway</li> <li>Underway</li> </ul>

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

Activities/Tactics	Initiative	Investment/Action	Progress
Increase our influence in Aotearoa/ NZ research communities	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>	<ul style="list-style-type: none"> <li>Cancelled</li> <li>Ongoing</li> <li>Ongoing</li> </ul>
Contribute to the international academic community	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>	<ul style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> </ul>
Support creativity, innovation and entrepreneurship	Promote opportunities for creativity and innovation	<ul style="list-style-type: none"> <li>Review IP policy to incentivise staff/student IIP creation</li> <li>Add creativity and innovation to Research &amp; Study leave supported opportunities</li> <li>Te Kura Hapai Rangahau to develop workshops and other opportunities to promote creativity and innovation in research</li> </ul>	<ul style="list-style-type: none"> <li>Underway</li> <li>Planned</li> <li>Underway (AUT Ventures)</li> </ul>

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

Activities/Tactics	Initiative	Investment/Action	Progress
Extend our profile and build our reputation	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>	<ul style="list-style-type: none"> <li>• Completed and ongoing</li> <li>• Completed and ongoing</li> </ul>
	Publish regular updates on AUT's researchers and research	<ul style="list-style-type: none"> <li>• Ensure research news is included in all regular AUT wide VC Updates</li> </ul>	<ul style="list-style-type: none"> <li>• Completed and ongoing</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 Hapai Rangahau to provide media training (radio and television, and in developing articles for outlets such as The Conversation)</li> </ul>	<ul style="list-style-type: none"> <li>• Completed and ongoing</li> </ul>
Recognise and celebrate our researchers	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>	<ul style="list-style-type: none"> <li>• Completed and ongoing</li> <li>• Completed and ongoing</li> <li>• Underway</li> <li>• Planned</li> </ul>

## ADDITIONAL ACTIONS

- |   |                    |
|---|--------------------|
| 1. Research Entity Framework                                | Completed          |
| 2. Business plans and financial investments                 | Underway           |
| 3. PBRF plan and investment of PBRF revenue                 | Completed for 2025 |
| 4. Research Programme Accounts (RPAs) Policy and Procedures | Completed          |
| 5. External Research Income (ERI) Policy and Procedures     | Underway           |
| 6. Research Consultancy Policy and Procedures               | Completed          |
| 7. Intellectual property Policy and Procedures              | Underway           |
| 8. Postgraduate research scholarships                       | Underway           |
| 9. Measuring, reporting and accountabilities                | Underway           |
| 10. Connections with other plans                            | Underway           |

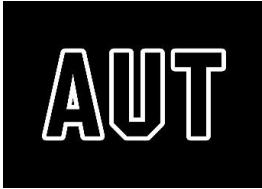
**Appendix B: External Research Income Results 2023 and 2024**

<b>2023</b>			
	<b>Row Labels</b>	<b>Sum of Proposed ERI Unweighted after Bad Debt adjustment</b>	<b>Sum of Proposed ERI (Weighted) after Bad Debt adjustment</b>
	NZGOVT	(17,987,116)	(17,987,116)
	NZNONGOV	(960,609)	(3,842,437)
	NZPUBSEC	(2,441,798)	(2,441,798)
	OVERSEAS	(1,318,087)	(4,613,304)
	<b>Grand Total</b>	<b>(22,707,610)</b>	<b>(28,884,655)</b>
<b>2024</b>			
	<b>Row Labels</b>	<b>Sum of Proposed ERI Unweighted after Bad Debt adjustment</b>	<b>Sum of Proposed ERI (Weighted) after Bad Debt adjustment</b>
	NZGOVT	(20,844,354)	(20,844,354)
	NZNONGOV	(888,928)	(3,555,711)
	NZPUBSEC	(2,407,886)	(2,407,886)
	OVERSEAS	(2,103,870)	(7,363,545)
	<b>Grand Total</b>	<b>(26,245,038)</b>	<b>(34,171,495)</b>
	<b>2024 vs 2023</b>	<b>3,537,427</b>	<b>5,286,840</b>



**Appendix C: AUT's Research KPIs 2025 – 2030**

KPI	KPI name	Responsible	Year end 2024	Target 2030	Definition
2.1	Eligible academic staff who are research active	DVCR	75%	85%	This KPI measures the count of academic staff who have published at least two QAed + verified outputs within Year N and Year N-1. Staff on the teaching pathway are excluded, along with teaching/research assistants, midwives, clinical educators, research officers, senior research officers, and non-faculty-based academic staff as producing research outputs/publications is not an explicit expectation of their role.
2.2	Eligible academic staff who are research supervisors	DVCR	73%	85%	This KPI is a count of eligible academic staff who have supervised at least one postgraduate research student (a dissertation or thesis of 60+ points) in the year to date selected, as a proportion of all eligible academic staff with research expectations (same denominator as that used for KPI 2.1).
2.3	Number of quality-assured research outputs	DVCR	1,986	2,500	This KPI measures the total number of verified and quality assured research outputs registered in Research Elements. This represents a two-year rolling average (outputs in Year N and Year N-1)
2.4	Number of active research contracts	DVCR	337	400	This KPI counts the number of externally funded active research projects (during the reporting year) across the University.
2.5	Total external research income earned	DVCR	\$29.1M	\$50M	This KPI reports ERI earned (based on invoices raised during the reporting year).
2.6	Research outputs that contribute to a United Nations Sustainable Development Goal (SDG)	DVCR	34%	40%	Results for this KPI are sourced from Dimensions, AUT's bibliometric software provider. Dimensions has an independent methodology for assigning SDGs to research outputs based on keywords associated with the research output aligning with one or more SDG.



<b>PART A</b> <b>OPEN AGENDA ITEM</b>	<b>13.1</b>
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## **Council Agenda Paper**

**Subject:** Update from the President of AUTSA – Alicia Lemmer

**Date:** 28 July 2025

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**RECOMMENDATION:**

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

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<b>PART A</b> <b>OPEN AGENDA ITEM</b>	<b>13.2</b>
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## **Council Agenda Paper**

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

**Date:** 28 July 2025

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**RECOMMENDATION:**

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

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<b>PART A</b> <b>OPEN AGENDA ITEM</b>	<b>13.3</b>
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## **Council Agenda Paper**

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

**Date:** 28 July 2025

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**RECOMMENDATION:**

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

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