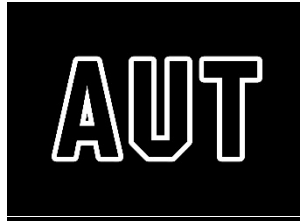# AGENDA PAPERS

NOTICE OF COUNCIL MEETING

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

AT: AUT North, Boardroom, AG127, 90 Akoranga Drive

On: Monday, 26 July 2021

FROM: 3.30 – 6.00 PM

Dr Andrea Vujnovich
COUNCIL SECRETARY

AUCKLAND UNIVERSITY OF TECHNOLOGY COUNCIL

Chancellor	**Rob Campbell** Appointed by Council
Pro-Chancellor	**Sussan Turner** Appointed by the Minister for Tertiary Education
Members	**Dr Pat Alley** Appointed by Council
	Renata Blair Appointed by Council
	Corrie Cook Elected by the Professional Staff of the Auckland University of Technology
	Sisifa Liu Appointed by the Auckland University of Technology Student Association
	Derek McCormack Vice-Chancellor of the Auckland University of Technology
	Professor Edwina Pio Elected by the Academic Staff of the Auckland University of Technology
	James Schofield Appointed by Council
	Janine Smith Appointed by the Minister for Tertiary Education
	Peter Treacy Appointed by the Minister for Tertiary Education
	Sina Wendt Appointed by the Minister for Tertiary Education

PART A

OPEN AGENDA

Council Agenda Part A (Open Agenda)
Monday 26 July 2021 at 3.30 pm to be held at AUT North, Boardroom, AG127, 90 Akoranga Drive

Karakia		
Mihi – Chancellor		
1. **WELCOME, APOLOGIES AND APPROVAL OF AGENDA**	The **Chancellor moves** that apologies, be **noted** and that **Council approve** the assignment of agenda items to Part A and Part B of the Council agenda.	
2. **DECLARATION/RECORDING OF ANY INTERESTS**	**The attention of Members is drawn to the Conflicts of Interest Policy and the need to disclose any interest in an item on the Agenda of the meeting as set out in Schedule 11, Clause 8 of the Education and Training Act 2020.**	The **Chancellor moves** that the declarations, if any be noted and the action taken be **endorsed.**
3. **CONFERMENT OF DEGREES AND POLICY**	**No Report**	
4. **COUNCIL MEETINGS**	4.1 **Council Draft Minutes (Part A), 28 June 2021**	The **Chancellor moves** that the Minutes (Part A), 28 June 2021 be taken as **read** and **confirmed.**
	4.2 **Matters arising from the Minutes (Part A), 28 June 2021 not elsewhere on the Agenda**	
5. **VICE CHANCELLOR'S REPORT**		The **Chancellor moves** that the **Vice-Chancellor's Report** be **received.**
6. **CHANCELLOR'S REPORT**	6.1 **Chancellor's Report**	The **Pro Chancellor moves** that the **Chancellor's Report** be **received.**
	6.2 **Council People and Culture Committee Terms of Reference**	The **Pro Chancellor moves** that the **Council People and Culture Committee Terms of Reference** be **received and approved.**
7. **REPORTS FROM BOARDS, COMMITTEES AND WORKING GROUPS TO COUNCIL**	7.1 **Chancellor's Committee on Māori and Pacific Matters – No Report**	
	7.2 **Report and Minutes from the Academic Board, 28 June 2021**	The **Chancellor moves** that **Report and Minutes from the Academic Board**, 28 June 2021 be **received.**
	7.3 **Council Working Group – No Report**	

8. CORRESPONDENCE REFERRED BY THE CHANCELLOR	8.1	Letter from Sam Mickell (Director Alumni Relations) dated 1st July 2021	The **Chancellor moves** that the **Letter from Sam Mickell (Director Alumni Relations) dated 1st July 2021** be **received**.
9. OTHER MATTERS FOR DECISION OR NOTING	9.1	Update from AUTSA	The **Chancellor moves** that **Update from AUTSA** be **received**.
10. ITEMS MOVED FROM PART B OF THE AGENDA TO PART A AND GENERAL BUSINESS			

PUBLIC EXCLUSIONS

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

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

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

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

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter. The public conduct of each item below would be likely to result in the disclosure of information for which good reason for withholding would exist under the sections of the OIA identified below.	Ground(s) under section 48(1) for the passing of this resolution
11. Council Minutes Part B of the meeting held on 28 June 2021	s 9(2)(b)(ii) and s 9(2)(i)	LGOIMA s48(1)(a)(ii)
12. Health, Safety & Wellbeing report	s 9(2)(a) and s 9(2)(b)(ii)	LGOIMA s48(1)(a)(ii)
15. Report from Council Finance and Audit Committee	s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k)	LGOIMA, s48(1)(a)(ii)
16. Report from AUT Ethics Committee	s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k)	LGOIMA, s48(1)(a)(ii)

18. Vice Chancellor Update on Current Matters	s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k)	LGOIMA, s48(1)(a)(ii)
19. Chancellor Update on Current Matters	s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k)	LGOIMA, s48(1)(a)(ii)
19.1 Vice Chancellor's Employment Agreement Committee - Update	s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k)	LGOIMA, s48(1)(a)(ii)
20. Items moved from Part A of the Agenda to Part B	s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k)	LGOIMA, s48(1)(a)(ii)
21. Other Business	s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k)	LGOIMA, s48(1)(a)(ii)
21.1 Computer Leasing	s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k)	LGOIMA, s48(1)(a)(ii)
21.2 Honours Committee	s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k)	LGOIMA, s48(1)(a)(ii)

PART A	4.1
OPEN AGENDA ITEM	

<u>Council Agenda Paper</u>

Subject: **MINUTES PART A OF THE COUNCIL MEETING HELD ON 28 JUNE 2021**

Date: 16 July 2021

RECOMMENDATION:

THAT THE MINUTES PART A OF THE COUNCIL MEETING HELD ON 28 JUNE 2021 BE CONFIRMED AS A TRUE AND CORRECT RECORD.

MINUTES

Council Meeting

Meeting held Monday 28 June 2021 at 3.25 pm
Council Room, WA Building, AUT City Campus, 55 Wellesley St East

PRESENT:	R Campbell (Chair); P Alley; C Cook; D McCormack; E Pio; J Schofield; J Smith; P Treacy.
	* Apologies for lateness / ** Apologies for early departure
SECRETARY:	A Vujnovich, Council Secretary
IN ATTENDANCE:	L Williams (Chief Financial Officer), S Shergill (Council Co-ordinator), D Pinchen (Director, Health Safety & Wellbeing) -for Item 12, B Bundy (Group Director, People & Culture) -for Item 12, Megan Skinner (Group Director Strategy & Planning)- for Item 22.1.

PART A OPEN AGENDA

A Health Safety and Wellness Tour by Council of the WQ Recreation Centre was held from 2.30-3.30 pm.

1   WELCOME, APOLOGIES AND APPROVAL OF AGENDA ITEMS

THAT APOLOGIES FROM S TURNER, S WENDT, S LUI AND R BLAIR BE RECEIVED.

Resolved

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

2   DECLARATION/RECORDING OF INTERESTS

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

Resolved

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

3   CONFERMENT OF DEGREES AND POLICY

3.1   Council Finance and Audit Committee Terms of Reference

Received
Council Finance and Audit Committee Terms of Reference

Resolved
THAT THE FINANCE AND AUDIT COMMITTEE TERMS OF REFERENCE BE APPROVED.

4   COUNCIL MEETINGS AND MINUTES OF PREVIOUS MEETING(S)

4.1   Minutes of the previous meeting
<u>Received</u>
Draft Minutes (Part A), of the Council meeting on 31 May 2021

<u>Resolved</u>
THAT THE MINUTES (PART A) OF THE COUNCIL MEETING ON 31 MAY 2021 BE TAKEN AS READ AND CONFIRMED AS A TRUE AND CORRECT RECORD.

4.2   MATTERS ARISING
There were no matters arising from the Minutes (Part A), of the Minutes of 31 May 2021 not elsewhere on the Agenda.

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

<u>Noted in discussion</u>

LMS
- There has been a positive response in the faculties where work on Canvas is underway.
- The concerns are mainly coming from faculties where Canvas is yet to be implemented.
- The concerns are related to workload and an increase in the number of students enrolled.
- Each faculty has been allocated approximately $1m for additional support.

Ranking
- Times Higher Education ranked AUT at number 40 in the list of world's universities under 50 years old.

Enrolment
- Compared to 2020, there are 1600 more domestic EFTS.
- The discrepancy in international enrolments is less than anticipated.

COVID
- COVID related disruptions remains a risk.
- AUT will not approve international travel to Australia or Cook Islands despite travel bubbles.
- AUT's international travel ban for staff is reviewed monthly.

<u>Resolved</u>

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

6   CHANCELLOR'S REPORT
<u>Received</u>
Chancellor's Report

<u>Noted in discussion</u>

- The recruitment process of appointing a new Vice Chancellor is underway.
- Hobson Leavy has been appointed to assist in this process.
- Comments are being received from staff regarding the appointment. A report on these comments will be distributed to Council when concluded.
- A person specification will be developed for Council consideration.
- The Chancellor attended the AUT 20 Year Book Launch. The Chancellor congratulated all those involved in the excellent publication and launch event which showcased the University in the most impressive manner.

Resolved

THAT THE CHANCELLOR'S REPORT TO COUNCIL BE RECEIVED.

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

7.1.   Chancellor's Committee on Māori and Pacific Matters Draft Minutes 31 May 2021
Received
Chancellor's Committee on Māori and Pacific Matters Draft Minutes 31 May 2021

Noted in discussion

- The time allocated for this Committee is not adequate to address the issues raised.
- The Committee will meet quarterly in association with a Council meeting. Each meeting will consider a specific review of achievement against selected KPIs and explore new initiatives and improvements.
- A work plan for this to be considered at the next Council meeting.

Resolved
THAT THE DRAFT MINUTES OF THE CHANCELLOR'S COMMITTEE ON MĀORI AND PACIFIC MATTERS MEETING HELD ON 31 MAY 2021 BE RECEIVED.

7.2   Academic Board Report and Minutes 31 May 2021
Received
Academic Board Report and Minutes 31 May 2021

Noted in discussion

- There are concerns around academic workspaces as staff move to the WQ building.
- Staff that have seen the space have responded positively.
- Any post occupancy concerns will be addressed in the upcoming months.
- Canvas will go live in semester one, 2022.
- With Canvas, students and staff are receiving a service that provides a better learning experience.
- Financial support of approximately $1m has been allocated to each faculty to support this transition.

Resolved
THAT THE ACADEMIC BOARD REPORT AND MINUTES OF THE MEETING HELD ON 31 MAY 2021 BE RECEIVED.

7.3   Council Working Group Draft Minutes 31 May 2021
Received
Council Working Group Draft Minutes 31 May 2021

- The AUT Ventures 'pitch' evening was successful, there was good attendance and many projects of interest were presented.

Resolved
THAT THE DRAFT MINUTES OF THE COUNCIL WORKING GROUP MEETING HELD ON 31 MAY 2021 BE RECEIVED.

8   CORRESPONDENCE REFERRED BY THE CHANCELLOR

No correspondence was referred.

9   OTHER MATTERS FOR DECISION OR NOTING

9.1   Update from AUTSA

There was no report from Sisifa Lui (President of AUTSA). She was an apology to the meeting.

9.2   AUT Ethics Committee Annual Report 2020
Received
AUT Ethics Committee Annual Report 2020

Noted in Discussion
- This is the AUT Ethics Committee Annual Report to AUT Council and the Health Research Council Ethics Committee.
- The increase in the proportion of deferrals is a trend that has been experienced by health research committees at other universities as well.
- There is a high volume of work that goes to the secretariat supporting the Committee. This is due to the long research approval process. Reconsideration of applications and additional follow ups are often required which takes time.
- Systemisation can help with the workload. The systems and methods for receiving applications and the information sought is currently under review.
- The Committee is appropriately qualified and has members with diverse experience.
- The decisions are reached by consensus. It is rare for an application to be approved without question.
- The Committee does not consider research applications involving a therapeutical dimension.
- There has been an increase in research topics that are related to the impact of COVID and COVID responses.
- Dr Alley's term on the AUT Ethics Committee comes to an end in 2022. It would be ideal for a future member to have medical knowledge and ideally be a Pacific medical professional.
- Council thanked Dr Alley for his generous contribution to the University as a member of the AUT Ethics Committee.

Resolved
THAT THE AUT ETHICS COMMITTEE ANNUAL REPORT 2020 BE APPROVED AND THE CHANCELLOR BE AUTHORISED TO SIGN THE DECLARATION.

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

RESOLUTION TO EXCLUDE THE PUBLIC

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

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

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

AND THAT A VUJNOVICH, L WILLIAMS, S SHERGILL, D PINCHEN (FOR ITEM 12), B BUNDY (FOR ITEM 12), M SKINNER (FOR ITEM 22.1) BE PERMITTED TO REMAIN AT THIS MEETING, AFTER THE PUBLIC HAS BEEN EXCLUDED, BECAUSE OF THEIR KNOWLEDGE OF THE MATTERS TO BE DISCUSSED IN THE PROCEEDINGS WHILE THE PUBLIC ARE EXCLUDED. THIS KNOWLEDGE, WHICH WILL BE OF ASSISTANCE IN RELATION TO THE MATTERS TO BE DISCUSSED, IS RELEVANT TO THESE MATTERS BECAUSE THEY RELATE TO ASPECTS OF THE ADMINISTRATION OF AUT FOR WHICH THOSE PERSONS ARE RESPONSIBLE.

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter. The public conduct of each item below would be likely to result in the disclosure of information for which good reason for withholding would exist under the sections of the OIA identified below.	Ground(s) under section 48(1) for the passing of this resolution
11. Council Minutes Part B of the meeting held on 31 May 2021	s 9(2)(b)(ii) and s 9(2)(i)	LGOIMA s48(1)(a)(ii)
12. Health, Safety & Wellbeing report	s 9(2)(a) and s 9(2)(b)(ii)	LGOIMA s48(1)(a)(ii)
19. Vice Chancellor Update on Current Matters	s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k)	LGOIMA, s48(1)(a)(ii)
20. Chancellor Update on Current Matters	s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k)	LGOIMA, s48(1)(a)(ii)
21. Items moved from Part A of the Agenda to Part B	s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k)	LGOIMA, s48(1)(a)(ii)
22. Other Business	s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k)	LGOIMA, s48(1)(a)(ii)
22.1 Investment Plan 2022-2024 and TEC Learner Success Template	s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k)	LGOIMA, s48(1)(a)(ii)
22.2 Approve Entry into a Relationship Agreement and Addendum	s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k)	LGOIMA, s48(1)(a)(ii)

Item 4.2 Matters Arising from the Minutes Part A

COUNCIL AGENDA ITEM	ACTION	Who	Status
28 September 2020	**7.1 Chancellor's Report** • The Chancellor was pleased with the Council Working Group meeting with Year 13 students and requested to catch up with the same students next year for a follow up.	Council Secretary	Ongoing- 2021
22 February 2021	**5. Vice Chancellor's Report** • In 2021, a Council meeting will be hosted in AUT's wharenui.	Tumuaki / Dean Te Ara Poutama	First Quarter 2021
31 May 2021	**3.3. Equal Opportunities Policy** • The Treaty of Waitangi should be referenced in the policy or alternatively, expressed in a Council Charter. • A paper will be drafted in regard to a policy on Te Titiri and each Council policy should be reviewed at each Annual General meeting.	Tumuaki / Dean Te Ara Poutama	Council Charter – ongoing Fourth Quarter 2021
	5 VICE CHANCELLOR'S REPORT **LMS** • The LMS reports will be provided frequently to Council. • Further clarity needs to be provided on each team that is responsible for different areas of LMS.	Vice Chancellor's Office	Ongoing 2021
28 June 2021	**7.1. Chancellor's Committee on Māori and Pacific Matters Draft Minutes 31 May 2021** • The time allocated for this Committee is not adequate to address the issues raised. • The Committee will meet quarterly in association with a Council meeting. Each meeting will consider a specific review of achievement against selected KPIs and explore new initiatives and improvements. • A work plan for this to be considered at the next Council meeting.	Group Director Strategy & Planning Assistant VC South & Pacific Advancement Tumuaki / Dean Te Ara Poutama **Update Below**	July 2021 - actioned

Chancellor's Committee on Māori and Pacific Matters

The Chancellor met with Group Director Strategy & Planning, Assistant VC South & Pacific Advancement and Tumuaki / Dean Te Ara Poutama. It was clarified that the sessions will focus on specific work in this area with detailed information on actions that are being taken or are to be taken and how they relate to the overall plan and strategy. They are supportive of this and Council will welcome it. It is important Council understands, supports and takes responsibility of this. The process will begin not from the imminent meeting but from the following meeting.
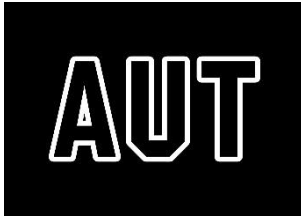
PART A	5
OPEN AGENDA ITEM	

Council Agenda Paper

Subject: **VICE CHANCELLOR'S REPORT**

Date: **19 July 2021**

RECOMMENDATION:

THAT THE VICE CHANCELLOR'S REPORT TO COUNCIL BE RECEIVED, AND

THAT THE APPENDIX 5 DETAILING PROGRESS WITH THE IMPLEMENTATION OF THE INDEPENDENT REVIEW RECOMMENDATIONS BE NOTED

*This regular report is structured around the strategic themes of AUT Directions 2025, which are: **Theme 1** Creating exceptional learning experiences; **Theme 2** Discovery and application of knowledge for wellbeing and prosperity; **Theme 3** Responding to our place in the world; **Theme 4** Building our position as New Zealand's university of technology; **Theme 5** Being a place people love to work and learn.*

The report provides updates on progress within these themes and against indicators, as well as information on current issues and highlights, and sits alongside other reports such as the monthly financial report.

THEME 1: CREATING EXCEPTIONAL LEARNING EXPERIENCES
(Progress with the Investment Plan KPIs for this Theme area are presented at **Appendix 4)**

1. **Learning Management System (Canvas@AUT)**
   At the beginning of July, course development of Cycle 1A for the new Learning Management System was completed with the successful transition over 80 courses to Canvas. The project is on programme and on budget, with some risks notified mainly regarding adequate staffing resource given the tight timeframe – this is being closely monitored. More information about the status of the project can be found at **Appendix 3**.

2. **Advancing academic support for students**
   A review of academic support is underway to ensure that students have a range of services that will enhance their study success and connection with AUT. This reflects recent changes to teaching delivery, prompted by COVID-19 and changes in teaching pedagogy expected with the implementation of Canvas in 2022.

3. **AUT X Challenge: The Accelerator**
   X Challenge, created in 2017, is a university-wide competition that gives every AUT student the opportunity and guidance to develop an idea for a business, cause, or project. It is a way to gain experience in launching and running a new business. AUT students are encouraged to bring their ideas to X Challenge: The Accelerator – for a chance to compete for $20K cash plus prizes at The Final Pitch.

4. **Semester 2 Orientation**
   Over 400 students new to AUT and new to programme were invited to attend the Semester 2 Orientation event at each campus from 5 to 9 July 2021, and to download the AUT app. Both an on-campus orientation event and an online experience for those who cannot attend in person or are studying offshore will continue to be offered in future.

5. **International opportunities for students**
   Since introducing the Collaborative Online International Learning (COIL) pilot project in Semester 2 2020, the Learning Abroad team of AUT International Division have completed four COIL projects and will be hosting five "inbound" offshore exchange students during Semester 2 this year. COIL is an inclusive and financially accessible way for AUT students to gain an international experience without leaving the country.

THEME 2: DISCOVERY AND APPLICATION OF KNOWLEDGE FOR WELLBEING AND PROSPERITY
(Progress with the Investment Plan KPIs for this Theme area are presented at **Appendix 4**)

6. **Important Changes to Performance Based Research Funding (PBR) system**
   On 1 July, Government announced changes to the PBRF, which it states, "will promote a stronger, fairer, more diverse tertiary education system that will help us grow and share New Zealand's research with our communities."

   There is some concern amongst the universities about the impact of the changes - though there are some positives for AUT.

   The DVC is leading the development of an AUT PBRF strategy in recognition of the changes with a view to achieving the best AUT outcome in the next (2024) PBRF round.

   In summary, the changes that Government has announced are:

   - "Adding a new objective to the PBRF, to support a robust and inclusive system for developing and sustaining research excellence in Aotearoa New Zealand.
   - "Refreshing the PBRF guiding principles to better reflect the partnership between the Crown and Māori, and to promote equity, diversity and inclusiveness.
   - "Supporting Māori researchers and research by increasing from 1 to 3 the subject area weighting for Evidence Portfolios assessed by the Māori Knowledge and Development panel and applying a funding weighting of 2.5 for Evidence Portfolios submitted by Māori staff.
   - "Supporting Pacific researchers and research in the PBRF by increasing from 1 to 2.5 the subject area weighting for Evidence Portfolios assessed by the Pacific Research panel and applying a funding weighting of 2 for Evidence Portfolios submitted by Pacific staff.
   - "Providing certainty for Te Pūkenga [NZ Institute of Skills and Technology] in the next Quality Evaluation round by fixing its minimum allocation at 90% of the proportion allocated to Institutes of Technology and Polytechnics in the 2018 Quality Evaluation.
   - "Amending the External Research Income component by increasing the weighting of the Overseas Research Income category from 1.5 to 3.5 and increasing the weighting for New Zealand Non-Government Income from 2 to 4, to better reflect non-governmental sources of income.
   - "Broadening the PBRF definition of research and making changes to Evidence Portfolios, including to better recognise and reward a broader range and diversity of research, and to better recognise collaboration and engagement.
   - "Revising the Extraordinary Circumstances qualifying criteria to promote equity and inclusion.
   - "Simplifying the New and Emerging qualifying criteria to reduce administrative burden."

   The TEC is appointing a Sector Reference Group with members from across the tertiary sector to contribute to the implementation of the changes**.**

7. **Research contracts** – status update.

| | New Research Contracts YTD | |
	2021	2020
Value	$9.9M	$6.6M
Number of contracts	49	56

- Nine of the contracts in the table with a total value of $2.0M were signed in June.
- 38 proposals were submitted to various funders during June.

8. **Ministry of Business, Innovation and Employment (MBIE) and Royal Society of New Zealand Te Apārangi**

Three AUT early-career researchers have been awarded MBIE Science Whitinga Fellowships. These are one-off fellowships worth $320,000 over two years to help grow and develop individuals research skills in New Zealand. The Fellowships are to be administered by the Royal Society. This was a highly competitive fund with only thirty Fellowships offered. The successful AUT applicants were:

- Dr Sylvia Frain, proposal: "A Second Sun: The Legacies of Nuclear Imperialisms across Oceania"

- Dr Tui Matelau-Doherty, proposal: "The value of positive ethnic and national identities for Māori and Pacific people in New Zealand"

- Dr Reem Abbas, proposal: "Enhancing New Zealand's Response and Resilience to Future Pandemics: Towards A Minimum Dataset for Health Disasters"

9. **Health Research Council**
- Professor Denise Wilson has been awarded $1.98m over three years for the project "Kei roto tō tatou rongoā: A community-whānau based approach for wellbeing."

- Dr Isaac Warbrick's research project "Te Maramataka: restoring health by reconnecting with Te Taiao" will receive funding of $1.12m over three years.

- Three out of the five AUT applicants submitting expressions of interest have been invited to submit full proposals to the HRC Health Delivery fund - they are:

  o Professor Nicola Kayes – proposal: "Optimising telerehabilitation practice in Aotearoa."

  o Dr Caryn Zinn – proposal: "Implementing effective lifestyle treatment for T2 Diabetes in primary care."

  o Dr Tago Mharapara – proposal: "Sustainable LCM midwifery: Balancing work and whanau."

10. **AUT Health Futures**
    Dr Ayesha Scott (Business School) has been awarded a Health Futures development grant to support her research project, "My money, your money…our money? Building a toolkit for Healthy Financial Relationships."   The work is in partnership with Good Shepherd NZ, a charitable NGO established to address contemporary issues facing women, girls, and families.

11. **Graduate Research School Researcher Development**
    The Researcher Development team provide and support opportunities for researcher capability building, for both academic staff and graduate research students. One of the team's programmes is the 3 Minute Thesis competition, in which entrants are given three minutes to explain their thesis to a lay audience. Entries for the current round closed on 25 June, and entrants are submitting their video presentations for judging.

THEME 3: OUR PLACE IN THE WORLD
(Progress with the Investment Plan KPIs for this Theme area are presented at **Appendix 4)**

11. **Government Draft Policy Statement on High Value International Education for Consultation**
    Government has just released its draft policy statement on the development of New Zealand's international education offerings and markets. It is open for consultation until 3 September. The list of possibly included "high value education offerings" in the statement gives some idea of the direction, and is as follows.

    "Taking into account potential changes to policy settings, our target market could include:
    - Ākonga/students enrolled at secondary schools
    - Ākonga/students enrolled at degree-level or above, particularly in programmes that align with key research and innovation priorities, or areas where New Zealand is world-leading (e.g. agricultural science, earthquake engineering, climate science)
    - Ākonga/students in sub-degree programmes with a strong connection between study and work, and where any work rights meet immigration labour market tests
    - Ākonga/students in post-graduate and professional degree who increase New Zealand's long-term human capital and labour productivity
    - PhD and research masters' ākonga/students, particularly in priority research & innovation areas
    - Online and offshore offerings in tertiary education, where education is delivered exclusively online

    "Similarly, our target markets could include:
    - Existing markets where there is high demand but re-focussed on market segments that align with the 'high value' definition
    - Diversification into several emerging or less established markets
    - Markets where we are seeking to strengthen our bilateral relations"

    The immediate focus areas identified in the statement deal with COVID-19 issues.

    "To achieve this 'high value' shift in markets and offerings, our immediate focus includes:
    - bringing in priority ākonga/student cohorts while border restrictions remain in place
    - maintaining established international connections, but with limited market expansion and recruitment while the global COVID-19 situation remains uncertain
    - scenario planning to help identify which markets we will target as borders re-open"

12. **Solving the affordable housing problem with mathematical modelling**
    AUT academics have partnered with Manurewa High School to bring mathematical modelling to life, giving students a chance to use mathematical modelling to solve a long-standing community problem – the lack of affordable housing. The project, funded by SouthSci, was designed to make mathematical modelling tangible and relevant, and to help high school teachers build their teaching skills.

13. **Marking 20 years**
    AUT has published *From There to Here: Celebrating 20 Years*, a book of images and reflections capturing AUT's changes over the years since becoming a university in 2000. On

Thursday 24 June, staff who contributed to the book and those who had completed 20 years' service or more, along with alumni and external guests, attended a book launch.

14. **AUT to host youth conference at APEC Summit.**
AUT has been chosen to host 'Voices of the Future' youth conference as part of this year's APEC Summit. The event for young people from all 21 APEC countries is to be held during APEC Leaders Week in November and will be an in-person conference for New Zealand participants with delegates from around the world joining online.

15. **NZ Olympic Flagbearers**
As the Education Partner of the New Zealand Olympic Committee (NZOC) AUT hosted the event on 23 June, announcing the flagbearers for the Tokyo Olympic Games.   AUT took up the role of NZOC Education Partner as New Zealand's leading Sports university. AUT Millennium is also the official Olympic Training Centre.

16. **WORLD READY: International Directors and Deans event**
At this event three international alumni were invited to speak about their experience studying at AUT and their career paths since as part of the international student panel at this event. They shared their stories of choosing AUT, their learning experience, the support, and relevant opportunities they had as an AUT student, their current and past employment and how AUT was assisted their transition to the job market.

16. **The Fletcher Construction Professor of Future Environments**
On 20 July, the launch of the Fletcher Construction Professor of Future Environments was held at the City Campus.   Fletchers have committed $200,000 per annum for three years to support the funded chair.   The inaugural Professor is to be Charles Walker (Head of the School of Future Environments). The Faculty of Design and Creative Technologies in partnership with AUT Advancement worked with Fletchers to secure the agreement for the chair which also envisages a range of initiatives including talent pipeline activities for students and industry-wide projects and think tanks.   The launch event brought a wide range of guests from the construction and infrastructure sectors.   Speakers included the CEOs of Infrastructure New Zealand, Waka Kotahi NZ Transport Agency, and Fletcher Construction. Fletcher CEO Peter Reidy noted his hope that the partnership be an active one. The support for the chair builds on an early partnership with Fletchers in which they funded the development and delivery of the Master of Construction Management programme at AUT.

THEME 4: BEING A PLACE WHERE PEOPLE LOVE TO WORK AND LEARN
(Progress with the Investment Plan KPIs for this Theme area are presented at **Appendix 4)**

17. **Enrolment update**: **attracting students** (Tables detailing enrolment status are at **Appendix 1**)

Enrolments have settled back during the first teaching weeks of Semester Two, now slightly down on the high of three weeks ago when total YTD enrolments were 4% ahead last year at that time. Nevertheless, the enrolment position is strong with big increases in domestic and moderated reductions in international student numbers.   In all categories the university is already ahead of the full year budget target.

As at Monday 19 July 2021:

- Domestic SAC EFTS were 17,168, and 1350 or 7.8% ahead of this time last year, as well as being ahead of the full year budget target or 17,010. Last year another 567 EFTS enrolled after this date and so with a similar pattern it is likely that at year-end domestic EFTS will be 700 ahead of the budget target.

- International Full Fee EFTS were 2109, and 650 or 23% **behind** this time last year, but were well ahead of the full year budget target of 1857. Last year another 298 EFTS were enrolled after this date, giving a likely end of year result 400 EFTS ahead of the budget target. The strong result is due to much higher than anticipated new international EFTS – currently 837 against a budget estimate of just 300.

- Total EFTS were 518 or 2.7% ahead of the same time last year – declining from 4% three weeks ago.

- Growth is mainly in undergraduate programmes, with significant declines in postgraduate due to lower international enrolments – the international student profile is typically much more heavily weighted to postgraduate – close to 50% compared with 15% for domestic students. A significant benefit of increases in undergraduate programmes is the pipeline growth in outyears as the students progress through the three or four years of their degrees.

- All faculties continue to show substantial EFTS growth for domestic students (between 4% and 11%) with the greatest in the Faculty of Health and Environmental Sciences, where YTD figures show 600 more domestic EFTS than last year. The greatest losses from the border closure are in the Faculty of Design & Creative Technologies, which is 600 international EFTS down on this time last year.

18. **Progress on implementation of independent review's recommendation**

- The membership of the Culture Change Transition Group (CCTG) was announced on 9 July. The Group will be chaired by Professor Judith McAra-Couper (Head of the School of Clinical Sciences), and comprises 14 people who together reflect the diversity of the AUT community.

- Applications have now been received for the position to lead the independent Employment Advisory and Resolution Service (EARS).

- All people managers have either attended or been booked in to participate in training during 2021 and training opportunities for all employees with Shayne Matheson are available.

- A detailed report on progress with the implementation of all 36 recommendations is attached at **APPENDIX 5.**

19. **Staff diversity statistics as at 12 July:**

Staff count	Occupation		Ethnicity			
2,101 FTE	**Academic**	**Professional**	**NZ European** 33.0%		**Other** 8.4%	
	1,000	1,101	**Asian** 17.9%		**Undeclared** 19.2%	
Gender	47.6%	52.4%	**European** 12.2%			
Female 58.2%	**Annual Turnover Rate**					
Male 40.7%	4.5%	8.3%	**Māori** 5.1%			
Gender diverse 0.4%			**Pacific** 4.2%			
Not disclosed 0.7%						

- In senior roles, 57.8% are male, 42.2% are female.

- Of the total 245 men in senior roles, six (2.4%) are Māori and seven (2.9%) Pacific.

- Of the total 188 women in senior roles, 14 (7.4%) are Māori and five (2.7%) are Pacific.

20. **Honorary Fellowship with the Australasian Society of Lifestyle Medicine**
Professor Emeritus Elaine Rush from the School of Sport has been awarded the Honorary Fellowship in recognition of "exceptional career achievement in a field of importance to lifestyle medicine."

21. **Fulbright NZ Award**
Jenni Tupu (Ngāpuhi, Te Aupōuri, Ngāti Hine, Samoa) of the School of Art and Design has won the Ngā Pae o te Māramatanga Graduate Award, a Fulbright New Zealand scholarship.

22. **Home @ AUT LIVE**
A new initiative Home @ AUT LIVE, an event to raise awareness of our newest accommodation complex (WQ) and generate applications, is gaining good traction. The students and parents will arrive a day before AUT LIVE, engage in Welcome to Auckland programme developed by our recruitment team, stay the night in WQ, and attend AUT LIVE on 28 August.

23. **Kawe Aroha (Matariki)**
Eighty staff, students, and friends of AUT attended the Office of Māori Advancement's Matariki Kawe Aroha – a service of remembrance to honour and remember those people who have passed away in the past year. It was a well-attended event, with many staff joining to support team members who had recently lost loved ones.

24. **Places and Spaces**
- On the North Campus AC Building Demolition Stage 2 was underway but delayed by further asbestos discovery. Code compliant removal has been undertaken and the revised completion date is now mid-August 2021.

- Work continues on the fitout for the upper four floors of WZ in readiness for the move of the remainder of the school of Engineering, Computer and Mathematical Sciences from the WT building over the summer break.

- Concept design is underway to develop a proposal for WD Refurbishment.

- Staff have moved into the new work areas on Levels 4 and 5 of the WQ Podium and the recreation areas in the lower levels are now operating. The official opening for the WQ Podium is planned for Tuesday 27 July.

24. **Financial Position**

The favourable enrolment numbers have had a positive impact on the financial position against budget. A summary is at **Appendix 2 –** a full YTD update can be found with the Finance and Audit Committee report elsewhere in the Council Agenda Papers**.**

Appendix 1: Enrolments

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

Programme EFTS as at 19 July 2021

The following information is from the weekly AUT EFTS Monitoring Report

1. EFTS compared to Target EFTS

	Likely and Confirmed				Progress		Needed		
	2021	2020	Growth	Target	2021	2020	2021	2020	Achieved after PYTD
Domestic SAC	17,168.14	15,924.57	7.8%	17,010.92	100.9%	97.3%	-157.22	445.57	567.70
Int Full Fee	2,109.90	2,752.80	-23.4%	1,857.27	113.6%	80.8%	-252.63	652.32	298.80
International SAC	257.91	287.94	-10.4%	325.22	79.3%	77.0%	67.32	86.11	33.13
Domestic Other	216.06	263.31	-17.9%	301.50	71.7%	90.4%	85.44	27.97	60.30
International Other	216.79	221.54	-2.1%	242.70	89.3%	67.3%	25.91	107.47	87.86
Total AUT	**19,968.80**	**19,450.16**	**2.7%**	**19,737.61**	**101.2%**	**93.6%**	**-231.19**	**1,319.43**	**1,047.79**
South Domestic SAC	2,185.11	2,130.81	2.5%	2,516.42	86.8%	91.7%	331.31	193.22	32.17
South Int Full Fee	46.98	68.37	-31.3%	41.59	113.0%	111.9%	-5.39	-7.25	3.25

2. Total AUT EFTS by Intake Type and Award Level

	2021 Likely and Confirmed					2020 Likely and Confirmed			
	%	New	Returning	Total	Growth	%	New	Returning	Total
Pre-Degree	5.8 %	940.41	211.18	1,151.59	1.3 %	5.8 %	945.79	191.05	1,136.84
Undergraduate	76.3 %	5,640.91	9,585.84	15,226.75	5.3 %	74.3 %	5,440.45	9,013.68	14,454.13
Postgraduate	17.7 %	1,538.80	1,990.63	3,529.43	-5.5 %	19.2 %	1,663.15	2,072.88	3,736.03
Not Categorised	0.3 %	24.87	36.15	61.03	-50.5 %	0.6 %	80.67	42.49	123.16
Total		**8,145.00**	**11,823.80**	**19,968.80**	**2.7 %**		**8,130.07**	**11,320.10**	**19,450.16**

3. International Student View EFTS

	2021 Likely and Confirmed					2020 Likely and Confirmed			
	%	New	Returning	Total	Growth	%	New	Returning	Total
Pre-Degree	4.6 %	97.50	21.61	119.11	-20.2 %	4.6 %	122.17	27.04	149.21
Undergraduate	58.3 %	382.38	1,124.93	1,507.31	-1.8 %	47.1 %	502.15	1,033.07	1,535.23
Postgraduate	36.8 %	352.25	599.75	952.00	-38.2 %	47.2 %	701.35	838.65	1,540.01
Not Categorised	0.2 %	5.76	0.42	6.18	-83.7 %	1.2 %	31.79	6.04	37.83
Total		**837.89**	**1,746.72**	**2,584.60**	**-20.8 %**		**1,357.47**	**1,904.81**	**3,262.28**

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

	2021 Likely and Confirmed						2020 Likely and Confirmed				
	%	New	Returning	Total	%Dom	Growth	%	New	Returning	Total	%Dom
Māori											
Pre-Degree	6.4 %	98.81	22.42	121.23	12.3%	8.3 %	6.4 %	95.56	16.38	111.94	12.4%
Undergraduate	82.8 %	696.76	879.91	1,576.67	11.5%	7.7 %	83.2 %	585.10	879.15	1,464.26	11.4%
Postgraduate	10.8 %	118.52	86.94	205.46	8.3%	11.7 %	10.4 %	93.38	90.55	183.93	8.6%
Total		**914.09**	**989.27**	**1,903.36**	**11.1%**	**8.1 %**		**774.05**	**986.08**	**1,760.12**	**9.0%**
Pacific											
Pre-Degree	9.1 %	227.94	45.40	273.33	27.7%	-3.2 %	10.1 %	251.19	31.12	282.31	31.3%
Undergraduate	82.7 %	980.96	1,499.19	2,480.15	18.1%	7.4 %	82.4 %	933.72	1,375.98	2,309.70	17.9%
Postgraduate	8.2 %	127.65	117.99	245.65	9.9%	16.7 %	7.5 %	92.96	117.52	210.48	9.9%
Total		**1,336.55**	**1,662.58**	**2,999.13**	**17.5%**	**7.0 %**		**1,277.87**	**1,524.62**	**2,802.49**	**14.4%**

4. Domestic Student Achievement Component (SAC) EFTS compared to AUT Finance Budget

	Likely and Confirmed EFTS				Progress		Needed		
	2021	2020	Growth	Target	2021	2020	2021	2020	Achieved after PYTD
BEL	3,145.73	2,935.79	7.2%	3,225.75	97.5%	91.3%	80.02	278.99	275.90
CSOC	2,580.34	2,477.09	4.2%	2,610.15	98.9%	98.5%	29.80	36.78	57.14
DECT	4,629.08	4,416.91	4.8%	4,632.94	99.9%	95.0%	3.86	233.01	121.17
HEAL	6,408.13	5,757.55	11.3%	6,123.64	104.6%	103.6%	-284.49	-199.50	72.22
TEAP	404.79	336.61	20.3%	316.65	127.8%	100.9%	-88.14	-3.10	41.18
Total	17,168.14	15,924.57	7.8%	17,010.92	100.9%	97.3%	-157.22	445.57	567.70

5. International Full Fee EFTS compared to AUT Finance Budget

	Likely and Confirmed EFTS				Progress		Needed		
	2021	2020	Growth	Target	2021	2020	2021	2020	Achieved after PYTD
BEL	805.73	984.82	-18.2%	647.14	124.5%	78.3%	-158.59	272.21	153.23
CSOC	376.40	434.49	-13.4%	292.81	128.5%	83.4%	-83.59	86.26	36.01
DECT	652.76	927.26	-29.6%	645.32	101.2%	83.8%	-7.44	178.90	84.74
HEAL	252.75	358.38	-29.5%	232.70	108.6%	89.5%	-20.05	41.93	15.95
TEAP	16.76	12.95	29.4%	8.44	198.6%	72.2%	-8.32	4.97	4.83
PVCI	5.50	34.90	-84.2%	30.86	17.8%	33.9%	25.35	68.05	4.04
Total	2,109.90	2,752.80	-23.4%	1,857.27	113.6%	80.8%	-252.63	652.32	298.80

Note to tables 4 and 5:

BEL is the Faculty of Business, Economics & Law – comprising the schools of Business, Economics and Law

CSOC is the Faculty of Culture and Society – comprising the schools of Education, Languages & Culture, Social Sciences & Public Policy, Hospitality & Tourism

DECT is the Faculty of Design and Creative Technologies – comprising the schools of Engineering, Computer & Mathematical Sciences, Communication Studies, Art &Design, Future Environments

HEAL is the Faculty of Health and Environmental Sciences – comprising the schools of Clinical Sciences, Sport, Public Health & Interdisciplinary Studies, Science

TEAP is the Faculty of Te Ara Poutama Maori and Indigenous Development

PVCI are enrolments held with the PVC International, mainly for AUT House International English School.

Appendix 2: Financial Performance – Current Year

Reported 12 July 2021

$000s	Year to Date ($000s)			Full Year ($000s)		
	Actual	**Budget**	**Variance**	**Forecast**	**Budget**	**Variance**
Income	218,923	208,890	10,033	422,176	408,235	13,941
Expense	178,283	180,993	2,710	400,099	397,441	(2,658)
Surplus before interest	40,640	27,897	12,743	22,077	10,794	11,283
Interest	1,327	1,714	387	3,936	3,936	-
Net surplus	**39,313**	**26,183**	**13,130**	**18,141**	**6,858**	**11,283**

Comment

Year-to-date June 2021 net surplus from operations is $39.3M, which is ahead of year-to-date budget by $13.1M. This is driven by the better-than-expected domestic and international enrolments, fees free credit from 2020, and savings in salary expenditure and other costs.

The June forecast projects a full year surplus of $18.1M, which is an $11.3M improvement on the budget. The overall forecast net surplus of $18.1M represents a net surplus ratio of 4.3%, which meets the TEC prescribed target. The favourable result reflects the improved student derived income savings in salary expenditure, lower depreciation costs due to the delay in capital expenditure but is offset by an increase in other expenditure.

TEC Financial Covenants	Year-end Result		
	FY Forecast	**TEC**	**Outcome**
Max commercial debt borrowings $000s	$75,740	$220,000	On target
Max aggregate financing $000s	$90,908	$243,000	On target
Max Debt / Debt + Equity Ratio	10%	30%	On target
Max Debt / Net Cash Flow Ratio	1.60	3.00	On target
Max Debt / Total Revenue Ratio	22%	55%	On target
Min Net Surplus Ratio	4.3%	>0.0%	On target
Min Cash Flow from Operation Ratio	116%	115%	On target
Min Interest Cover Ratio	5.61	2.50	On target
Min Liquidity Ratio	40%	2%	On target

Comment

All TEC financial covenants are projected to be met, although there is a medium risk that cash flow from operation ratio may not be met at the end of the year. TEC have been advised along with the Secretary of Education and has asked to be kept informed on progress during the remainder of 2021.

Financial Performance 2021 YTD Compared to 2020 YTD

$000s	Year to Date ($000s)		
	2021	**2020**	**Variance**
Income	218,923	217,830	1,093
Expense	179,610	188,941	9,331
Net surplus	**39,313**	**28,889**	**10,424**

Higher **year-to-date income** compared to the same period last year is primarily driven by higher domestic income and offset by reduced international income reflecting the change in mix of students year on year.

Lower **year-to-date expenses** compared to same period last year recognises the longer-term management actions and responses to the financial effects of COVID-19 implemented in 2020.
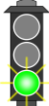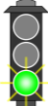
Overall, the **year-to-date net surplus** is $10.4M higher than the same last year and reflects the impact of cost-savings actions in 2021.

Project Name: LMS Implementation
Reporting Date: 17 June 2021
Circulation: LMS Implementation Steering Group, Project File
Author: Tim Alcock, Project Manager

Project Status Summary

	Project Progress On Schedule		Project Budget On Budget		Project Resources Concerns over Academic staff availability		Project Risks Workload estimates to be confirmed and resource availability

Cycle1 of the Curriculum development process is nearing its end for the cycle 1a courses on 2nd July 2021. The cycle has proved very useful in terms of learnings that will be applied to future cycles in terms of both process enhancements and communication enhancements. Initial indications from Cycle 1b which started on 31st May 2021 show improvements in engagement and deliverables as a result of both increased communication and better understanding of the development process.

Planning of courses for Cycle 2 with the Heads of Schools has been completed, and the detailed resource plans are near completion. Cycle 2 will address double the number of courses undertaken in Cycle 1. As part of the course planning activities with schools there have been a further 94 courses identified for development along with several course category changes.

Business Analysis resources have been assigned to assist with investigating and analysing the options for the relocation of Blackboard Organisations.
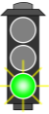
The work done in cycle 1 to operationalise the communications has been beneficial at the start of cycle 2. The increased volume of course participants can be accommodated using the same processes. The first communication for cycle 2 has been delivered and further communications rely on the completion of course resource plans.

Key Milestones

Milestone	Status	Baseline Date	Target date	Notes
Canvas Contract Agreed	cmpl			
Environments Commissioned	cmpl			
Development Resources confirmed	cmpl		~~3/3/21~~	
Baseline Curriculum workload confirmed	cmpl		~~10/3/21~~	
Baseline Canvas configuration completed	cmpl		~~24/3/21~~	
Project team training completed	cmpl		~~7/4/21~~	
Curriculum development cycle 1 completed		14/6/21	2/7/21	Date changed due to revised project team start date.

|				
Curriculum development cycle 2 completed		23/8/21	10/9/21	Date changed due to revised project team start date.
Curriculum development cycle 3 completed		1/11/21	19/11/21	Date changed due to revised project team start date.
Blackboard content migrated			11/2/22	
Curriculum development cycle 4 completed		14/2/21	25/2/22	Date changed due to revised project team start date.
Cut Over to Canvas			25/2/22	
Curriculum development cycle 5 completed		25/4/22	6/5/22	Date changed due to revised project team start date.
Curriculum development cycle 6 completed		4/7/22	15/7/22	Date changed due to revised project team start date.

Project Status by Stream

🟢	**LMS technical Implementation** Design work for the Arion – Canvas integration is continuing with the objective of mirroring current Arion - Blackboard integration. On-site training / support from Instructure has been arranged for 22nd June – 24th June. The integration of tools in Canvas such as Turnitin and Talis has been tested and the majority have been completed successfully. Ipeer (a peer review tool) does not integrate with Canvas so alternative tools are being investigated.
🟡	**Curriculum Development** Cycle1 of the Curriculum development process is nearing its end for the cycle 1a courses on 2nd July 2021. The cycle consists of 88 courses and has proved very useful in terms of learnings that will be applied to future cycles in terms of both process enhancements and communication enhancements. Initial indications from Cycle 1b (80 courses) which started on 31st May 2021, show improvements in engagement and deliverables as a result of both increased communication and better understanding of the development process. The draft QA process is ready to use across the Cycle 1a courses over the next couple of weeks. Planning of courses for Cycle 2 with the Heads of Schools has been completed, and the detailed resource plans are near completion. Cycle 2 will address double the number of courses undertaken in Cycle 1. As part of the course planning activities with schools there have been a further 94 courses identified for development along with several course category changes resulting in 46 extra heavy courses, 64 extra normal courses and 16 less light courses. Planning for Cycle 2 with the Heads of Schools placed an emphasis on ensuring the availability of course leads. It is critical that each course is completed within the 10-week cycle window as there is no time contingency for completion of the semester 1 courses.
🟢	**Blackboard migration.** Business Analysis resources have been added to the working group to assist with investigating and analysing the uses of Blackboard Organisations and the options for their relocation. The initial

investigation is targeted at establishing the purposes and target audiences for organisations so that we propose the most suitable migration strategies at the Purpose and audience level.

Initial training sessions for the replacement "Special Considerations" solution have taken place with the core application functionality now completed. Cut over plans are being defined but is expected to be in early semester 2, 2021.

Change management
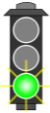
20 presentations to schools, led by Ben and supported by others in the team, continued through May and into early June. The sessions were well attended by nearly 500 people. Although the number of session evaluations was small, the comments showed that the presentations were well received.

School	Attendees
Education	28
HS	40
North	11
Comm Studies	26
ECMS	38
Future Environments	28
HA School of Science	24
Hospitality and Tourism	25
Accounting	25
Marketing	20
HI	25
Management IBSE & BIS	24
LAW	13
Language and Culture	26
Management IBSE & BIS	16
Language and Culture	5
Economics	13
Social Sciences	23
Student Services	?
Student Hub	45

Session Evaluations

No of evaluations	How did you rate the presentation		
	Very useful	Useful	Not useful
35	22	13	0

Special Considerations

Training for special considerations were run by the project team. The new application receive a very favourable response from all groups. No major issues were revealed. A few features have still to be completed before the new application is released.

Faculty/School team	No.	Date
Health	12	1-Jun
Engineering	13	2-Jun
Business and Law	28	2-Jun
CSOC	15	8-Jun

Student Hub	39	3-Jun
Education (to be run)	10	5-Jul

What else

There are a few things on the go that will continue over the next few months.

- We ran champions' onboarding sessions in May and have now set up regular series of meetings.
- We are recording testimonials from course leads who are willing to talk about the course development process. These will take a few weeks to complete.
- We have just started planning how Canvas will be trained to academic and professional staff
- We are talking to student communications about hosting a student useability session

Financial Summary

Figures as @ May month end.

LMS Implementation budget vs Actual summary

	Y2021 Budget	Y2021 Actual TD	2021 ETC
Course Development			
Academics	$ 2,934,000	$ -	$ 3,424,610
Development staff	$ 2,657,774	$ 349,074	$ 2,413,803
Technical Development			
Development staff	$ 565,800	$ 112,149	$ 442,254
Non staff Resources			
Licencing & legal	$ 498,413	$ 489,218	$ -
Equipment	$ 45,000	$ -	$ 36,000
External resource	$ 250,000	$ 23,896	$ 60,000
Contingency			
Total 2021	$ 6,950,987	$ 974,337	$ 6,376,668
bud vs Act + ETC variance	-$ 400,019		

*Note this is the Forecast spend for 2021.Target cashflow is $6,970,000.00

Project budget Total	$ 14,836,000
	$ 7,351,005

Key Issues & Risk Analysis

Risk / Issue	I / R	Status	Prob.	Impact	Action(s)
Workload associated with Course development is greater than estimated	R	Action	M	H	Confirm 2022 Courses and their development category (Light, Standard, Heavy, None) with faculties. Cycle 1 confirm development estimates.

Faculty resource unavailability, run risk paper optimisation and content migration activities does not meet scheduled timeline	R	Action	M	H	Gain early commitment to detailed resources needs for each development cycle from Faculties and agree a process if resources are not available or delivery needs not met.
Misperception/misunderstanding from Faculties / Schools what is happening and when during implementation.	R	Action	L	H	High Level of communication / involvement through the development process - dedicated Project Change Manager.
Project budget reprioritisation means workload is heavily weighted into 2022 raising risk of not meeting Semester 1 & 2 2022.	R	Action	H	M	Monitor resource requirements and workload to achieve target dates. Obtain authority to initiate recruitment process (8-week lead time).
Cater for courses that do not fit core semester timeframes	R	Action	H	M	Identify possible courses Define proposed solution

Key activities / Milestones for next month

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

- Complete Cycle 1a Curriculum Development
- Progress Cycle 1b Curriculum Development.
- Confirm Cycle 2 courses
- Development of Special Considerations application and define cut-over plan.
- Define a proposed approach to Blackboard Organisation migration.
- Deliver end of cycle communication for cycle 1a, and start of cycle communication for cycle 2a
- Plan student usability session.
- Planning and development of Canvas training sessions

Appendix 4: Key Performance Indicators – Exception report

As at 6 July 2021

Theme	KPI	Target 2021	Year to date 2021	Year to date 2020	Actual 2020	Notes
Creating exceptional learning experiences	1.3 Percentage of bachelors graduates who completed work-integrated learning while studying	90%	76%	n/a	92%	On track
Discovery and application of knowledge for wellbeing and prosperity	2.1 Increase the number of quality-assured research outputs	2,000	807	636	1,909	We are currently tracking ahead of the previous year
	2.2 Increase the proportion of research-active academic staff	55%	39.6%	30.4%	55%	
	2.3 Increase the value of new research contracts signed	$24M	$9.99M	$6.62M	$33.8M	We are tracking ahead of June 2020; $11.3 million under negotiation
	2.4 Increase the number of doctoral students	900	931	915	1,011	Achieved
	2.5 Increase the proportion of outputs with an international co-author	62%	66%	60%	62%	We are ahead of target to date, but only a third of outputs have been counted so this may change
Responding to our place in the world	3.1 Increase the number of Māori bachelors graduates	300	28	0	366	On track
	3.2 Increase the number of postgraduate students that are Māori	375	334	324	381	On track
	3.3 Increase the number of Pacific bachelors graduates	400	43	0	403	On track
	3.4 Increase the number of Pacific postgraduate students	390	364	336	385	On track
Building our position as New Zealand's university of technology	4.1 Increase staff consultancy revenue	$1.7M	$0.9M	$0.7M	$1.2M	We are ahead of last year but still below the trajectory needed to achieve this target
	4.3 Number of media articles using AUT staff as expert voices or highlighting AUT research	1,000	803	680	1,535	On track

Being a place where people love to work and learn	5.1 Increase total EFTS	20,000	18,265	17,707	20,498	On track
	5.2 Increase the number of students at South Campus	2,300	2,085	2,021	2,246	Previous enrolment trends suggest we are unlikely to achieve this KPI
	5.3 Increase the proportion of students in postgraduate study	18%	16.4%	19.2%	20%	Previous trends suggest we may not achieve this KPI

Results still to come

Theme	KPI	Target 2021	Reported
Creating exceptional learning experiences	1.1 Increase the proportion of students who would recommend their programme of study	80%	Annually (December)
	1.2 Increase the proportion of students who are satisfied with teaching quality	80%	Annually (December)
	1.4 Percentage of available graduates who are working full time	80%	Annually (December)

Prepared by the Group Director of People & Culture
Approved by Vice Chancellor
26 July 2021

Introduction

This report provides an update for Council on the implementation of the recommendations in the Report of the Independent Review into Harassment and Bullying at AUT that was received by Council in February this year. This report also appears on the AUTi website available to all staff.

The report is set out in four tables:

1) Implementation status – showing whether a recommendation is completed, in progress, or still to do

2) Project plan and timeframes – showing estimated start and completion dates for each of the recommendations and percentage progress to date

3) Completed and current planning and action with each recommendation or set of recommendations – outlining all actions so far and highlighting new progress since last report

4) Internal consultation and authorising groups and frameworks that are being used in the work of implementation.

The project team for the implementation of the independent review is led by Beth Bundy Group Director People & Culture.

The project team makes recommendations to the Vice Chancellor and Vice Chancellor's Executive.

Table 1. Review Recommendations Key - showing implementation status and the location of the recommendation in the detailed reporting table following (Table 3).

Recommendation #	Theme/Cluster	Done	In Progress	To do/ Under consideration
1	Monitoring and Reporting	■		
2	Monitoring and Reporting	■		
3	Monitoring and Reporting		■	
4	Policy Review	■		
5	Policy Review	■		
6	Policy Review			■
7	Policy Review	■		
8	Monitoring and Reporting	■		
9	Three-tier complaints process		■	
10	Three-tier complaints process		■	
11	Three-tier complaints process		■	
12	Three-tier complaints process		■	
13	Three-tier complaints process		■	
14	Three-tier complaints process		■	
15	Three-tier complaints process		■	
16	Three-tier complaints process		■	
17	Monitoring and Reporting			■
18	Three-tier complaints process			■

Recommendation #	Theme/Cluster	Done	In Progress	To do/ Under consideration
19	Training		■	
20	Training		■	
21	Culture change	■		
22	Culture change		■	
23	Culture change	■		
24	Culture change	■		
25	Culture change			■
26	Culture change		■	
27	Training	■		
28	Training		■	
29	Policy Review	■		
30	Monitoring and Reporting	■		
31	Three-tier complaints process			■
32	Monitoring and Reporting		■	
33	Monitoring and Reporting			■
34	Monitoring and Reporting			■
35	Other matters			■
36	Other matters		■	

Note to Table 1: Progress on numbered recommendations since the last report to Council (May 2021 to July 2021):

Moved from *To Do* to *In Progress*:

o   Recommendation 19: Compulsory student training on consent. Jo Scarbrough, head of Student Services, has begun to develop student consent training which will be compulsory for all students in AUT accommodation from Semester 1, 2022.

Moved from *In Progress* to *Done*

o   Recommendation 4: Review and redraft AUT policies, including developing a standalone Sexual Harassment Policy and Code of Conduct. Policies have been identified, reviewed and consulted on. They are awaiting CCTG final approval.

o   Recommendation 23: SLT to plan and implement culture change. By approving the CCTG terms of reference and selecting the CCTG, SLT has done its part to set up AUT for positive cultural change.

o   Recommendation 24: Establish a culture change transition group. The CCTG has been established with its membership announced. The first meeting is being set up.

o   Recommendation 27: Intensive period of anti-bullying training, starting with managers. All 450 people managers have either undertaken the training or are registered in an upcoming course to take place this year.

Progress on 36 Recommendations
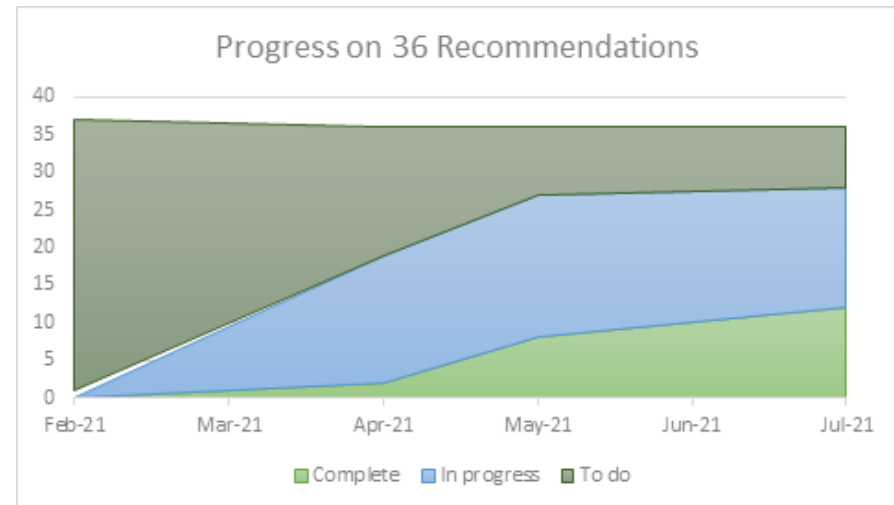
Table 2. Project plan and timeframes

Independent Review Recommendations Implementation

Beth Bundy, Group Director P&C, AUT

Timeline: Feb 2021 – Dec 2021 (weeks 1–48)

TASK	PROGRESS
3-Tier Advisory and Complaints Service	
EARS service charter- draft & approve	100%
Appoint interim Advisory & Resolution Lead (Jenni)	100%
Set up EARS office space	100%
Appoint EARS Director	33%
Set up new RiA network	40%
Recruit EARS Coordinator	To do
Set up EARS phone number	To do
Policy Review	
Sexual Harassment Policy- draft, consult, approve	100%
Conflict of Interest Policy- review	100%
Safety in Supervision Policy- draft, consult, approve	100%
Recruitment Policy- review	100%
Director P&C to join VC Executive	100%
Develop a tool to assess staff conduct	40%
Training	
SLT Training	100%
Bystander intervention Mgr Training	50%
Catalyst programme for SLT reports (28 ppl)	60%
Student consent training- develop programme	20%
People leaders essentials (ongoing)	50%
Monitoring & Reporting	
VC All Staff comms (ongoing)	100%
Appoint external advisor (Shayne)	100%
AUTi site- set up and update (ongoing)	100%
Council Progress reports (ongoing)	100%
P&C to track and act on leave & retention trends	65%
Use Chnnl to track staff engagement (pilot)	100%
Determine whether to use Chnnl across AUT	35%
Assess culture change progress	15%
P&C to follow up, ensure all complaints are closed	To do
P&C to report on complaints resolved	To do
Culture Change	
CCTG ToR- Draft and confirm	100%
EOI & Appoint CCTG	100%
Recognise excellent behaviour with Values Pin	100%
Add Employee conduct to eMAP	30%
Mentoring programme for early academics	50%
Team Dynamics sessions- develop and deliver	60%
CCTG to monitor progress & give recommendations	To do
Other Matters	
Hui with Māori & Pasifika staff and embed Te Tiriti	40%
Investigate whether sexism is an issue at AUT	To do

22

Table 3. Progress towards implementing recommendations (highlighted text identifies updated areas):

Theme/Cluster	Done/Ongoing (showing numbered recommendations)	In Progress (showing numbered recommendations)	Planning and Action	To do/Under consideration (showing numbered recommendations)
Preliminary matters	Appointed an independent expert advisor Established a project team and identified the priority work and agreed timeframes Consultation frameworks have been confirmed Reporting and information arrangements established		Shayne Mathieson of *Top Drawer* Consultants has been appointed as independent advisor – a nationally and internationally recognised expert on the type of issues highlighted by the review. Beth Bundy Group Director of People & Culture is the project lead for all this work, reporting with recommendations to the VC and the VC Executive Team. The aim is to complete the implementation of all recommendations during 2021 – insofar as possible. Priority work has been assessed by its potential impact on the issues highlighted in the review and its do-ability – priority has been considered by SLT and this has guided decisions. Most significant for early work has been training, the Culture Change Transition Group, and the three tier complaints resolution system. Several policy areas are relatively quick to deal with and these have been progressed. Consultation frameworks are SLT, Academic Board, and for relevant matters identity groups such as Women on Campus, and once it is operating the CCTG - see Table 4 below for more detail. Reporting – the full review's report is on the AUT website and staff intranet. There is a progress indicator on the intranet. In addition, the fortnightly VC all staff emails contain an update on activity in response to the review recommendations. Reports to Council will be made at every meeting by the VC.	

Table 3. Progress towards implementing recommendations CONTD:

Theme/Cluster	Done/Ongoing (showing numbered recommendations)	In Progress (showing numbered recommendations)	Planning and Action	To do/Under consideration (showing numbered recommendations)
Three-tier complaints response structure		9. Implement a 3-tiered complaints procedure 10. Respect in Action (RiA) programme to be within Employee Advisory and Response Service (EARS) 11.RiA Co-ordinator to be a full-time role. 12. Establish a mid-tier complaints body (EARS) 13. Staff the EARS office 14. EARS to enable staff to move forward with their jobs and lives 15. EARS to focus on fair and effective resolution 16. EARS to report to VC and DVC every 6 months	*First Tier – informal confidential discussion and advice*: Maintaining the Respect in Action service in a revised form. Overseen by Head of EARS (see below) with a co-ordinator, trained contact people who are selected for diversity and spread of location on campuses and maintaining regular reporting of volumes and trends in issues. ==Several experienced RiA contact people have been retained and their contracts are being updated. Further RiA selection and training will be completed by Head of EARS once appointed.== *Second Tier – formal but restorative approach to resolution by an independent body*: Investigated and revised the Victoria model of EARS (Employment and Advisory Resolution Service). Consulted with SLT and Academic Board on the proposed AUT model and the VC Executive has adopted it. Work is now moving to the arrangements for and appointment of the independent Head of EARS for AUT—==the former Head of EARS at VUW, Jon Everest, has agreed to support AUT to make this appointment and to set up the EARS office. Applications are currently being received for the independent EARS lead.== An interim arrangement is up and operating for the duration of the establishment phase of EARS, with the appointment of Jenni Broome (ex -co-ordinator of AUT's Respect in Action now an independent) – **staff** have been accessing this service - they are spread throughout the university==. A couple of areas of concern have been identified and these have been appropriately notified by Jenni Broome and are being followed up with support and advice from P & C and Shayne Mathieson.== *Third Tier – formal process according to legislation and employment agreements:* Managed as now by Employment Relations team in People and Culture division.	31. P&C to follow up with all complainants after 3-6 months to ensure issues are resolved 18. Set up phone number to support and advise staff

Table 3. Progress towards implementing recommendations CONTD:

Theme/Cluster	Done/Ongoing (showing numbered recommendations)	In Progress (showing numbered recommendations)	Planning and Action	To do/Under consideration (showing numbered recommendations)
Policy review	4. Review and redraft AUT policies, including developing a standalone Sexual Harassment Policy and Code of Conduct 5. Review employment and appointment processes 7. Review Conflicts of Interest policy 29. P&C Director to be AVC and report to VC	6. Develop a tool to assess staff performance including conduct	Many policies have been reviewed, consulted and updated. Key policies have been identified in addition to those related to resolution of complaints and discipline policies - they are: *Conflict of interest* policy – now reviewed Standalone *sexual harassment* policy – **done, consulted on and agreed. Awaiting CCTG approval.** *Workload allocation for academics* – **in development**. *Code of Conduct for Graduate Research Supervision* – **completed and adopted by Academic Board.** Staff appointment processes are being conducted according to the requirements of the governing legislation which requires suitable advertising of vacancies to allow qualified people to apply – either internal expressions of interest or external searches depending on the nature of the position. This is managed by People & Culture who are giving extra attention to compliance and proper onboarding. The structural change for position of the Director of P&C – the role is now part of the VC Executive of ten and continues to have a direct line to the VC on all employment matters – further changes are dependent on other structural shifts and are under consideration. AUT uses the eMAP to provide all staff with feedback on performance. Additional tools are being developed to support managers to cover conduct as an additional element.	

Table 3. Progress towards implementing recommendations CONTD:

Theme/Cluster	Done/Ongoing (showing numbered recommendations)	In Progress (showing numbered recommendations)	Planning and Action	To do/Under consideration (showing numbered recommendations)
Training	27. Intensive period of anti-bullying training, starting with managers	19. Compulsory student training on consent 20. Teach leadership/ management skills to AUT leaders 28. All managers to take training on management and leadership	We already have a general management training programme, which over 250 managers have been through, with the aim of every manager completing refreshers every three years. The programme began in pilot phase in 2018, was interrupted by COVID in 2020. It has undergone review and evolution as it has been running. Following the comments in the independent review about management training, we have adopted a revised curriculum and delivery model proposed by P&C and approved by the VC Executive. Shayne Mathieson has been appointed as our trainer for bullying and harassment for this year. Training for staff on bullying and harassment has been set up and several sessions run. So far 150 have been though a session or signed up for one. Training on bullying and harassment for all 450 people managers will be completed during this year. **All 450 people managers have either been through the course or are scheduled for upcoming training sessions.** **The Group Director Student Services is organising consent training for all students in AUT accommodation, to begin Semester 1, 2022.**	

Table 3. Progress towards implementing recommendations CONTD:

| Theme/Cluster	Done/Ongoing (showing numbered recommendations)	In Progress (showing numbered recommendations)	Planning and Action	To do/Under consideration (showing numbered recommendations)
Monitoring and reporting	1. VC to acknowledge AUT failings in this area 2. AUT to inform stakeholders of recommendations 8. Ensure staff leave is recorded and taken 30. P&C to track and identify leave and retention trends to enable action	3. VC to report to Council and Uni on progress after 6 and 12 months 32. Use Chnnl [a real time feedback app] to track staff engagement and identify issues	The VC communicated with all staff, by video with a text version via email, on the website and staff intranet, highlighting the main areas of concern raised by the review. The full report of the review with all its recommendations was immediately posted on the website and staff intranet. This has been followed up with two Teams Live events for staff to ask questions. Information was sent to stakeholders by letter in the first week after the review was received. Staff leave is recorded in our HR System and P&C provide reporting on trends and variations by Faculty / Directorate. Staff are regularly prompted to use leave according to their entitlements and high accumulated leave totals or low use rates are routinely reported to managers by P&C. Chnnl is now operating with 100 staff in a pilot with one school and two Professional Staff departments. Early assessments are that it is proving useful at identifying staff feeling and engagement as well as problems and concerns. ==The pilot has been extended to the end of July, and further roll out will follow the completion and review of the pilot.== Regular reporting of progress is underway to Council at each meeting and to all staff via email and the staff intranet with fortnightly updates. ==The next VC report to Council will include a full 6-month report of progress on the Independent Review implementation==.	17, 33 & 34. P&C to report to staff and Council on the nature and resolution of complaints (anonymised)

Table 3. Progress towards implementing recommendations CONTD:

Theme/Cluster	Done/Ongoing (showing numbered recommendations)	In Progress (showing numbered recommendations)	Planning and Action	To do/Under consideration (showing numbered recommendations)
Culture change	21. Values pin for excellent behaviour 23. SLT to plan and implement culture change 24. Establish a culture change transition group (CCTG)	22. All junior staff mentored by a more senior staff member 25. Employee conduct as part of eMAP 26. Foster collegiality and team spirit	All staff currently have the option to have an internal mentor or a coach, though this is not extensively used. The Integrated Academic Practice Group are now working on how to enhance mentoring for Early Career Academics. SLT has planned and began implementation of the culture change through the following actions. They spent a one-day retreat on the recommendations and identified priorities with the most impact on culture and dealing with individual distress. They also had a session with Shayne Mathieson on responding to the review report and attended a special training session with her. The terms of reference for the CCTG and the composition and person specifications for membership were determined by a sub-group of the VC Executive. **CCTG Members have now been appointed and they will begin meeting soon**. Shayne Mathieson will be an ex officio member/advisor for the first year. AUT uses the eMAP to provide all staff with feedback on performance. Additional tools are being developed to support managers to cover conduct as an additional element. P&C have developed a Team Dynamics programme of facilitated sessions and tools which are offered to all teams covering a range of elements to build effective teams.	
Other matters (for future consideration)		36. Hui with Māori and Pasifika staff and embed Te Tiriti at AUT	Responding to guidelines recently promulgated by Te Kahui Amokura (the joint Māori committee of the 8 universities) the PVC Māori is working on an approach for AUT.	35. Investigate whether sexism is an issue at AUT

Table 4. Organisation Engagement for Policy Review & Development

AUT has a wide community of stakeholders to engage with to successfully implement the recommendations from the review. As noted in other large and complex organisations where cultural change programmes have been required in response to concerns of this nature, consideration of appropriate frameworks and opportunities for consultation are critical.

Internal Groups & Forum		External Groups	
Vice Chancellors Executive	Meets weekly and has reviewed and confirmed the Three Tier Complaints Process, the Terms of Reference & EOI process for the CCTG. The group has reviewed the draft Sexual Harassment Policy.	TEU & TIASA	Under our collective employment agreement, we are required to consult with our union partners on any significant revision and creation of new policies. Typically, these consultation processes take around 6 weeks. **They have provided feedback on the Sexual Harassment Policy.**
Senior Leadership Team	Meets Monthly. Feedback sought into the Terms of Reference for the CCTG.	AUTSA	Where changes in our employment policies or practice will impact our students, we also engage with AUTSA to seek input from the student voice. They were invited to provide feedback on the Sexual Harassment Policy.
Academic Board	Meets Monthly. Update on the Three Tier Complaints Process and feedback sought on the Sexual Harassment Policy.	Women on Campus / Other staff associations / network groups	Where changes in our employment policies or practice are relevant to any specific staff group, we also engage with them directly to seek their feedback.
Cultural Change Transition Group	Established in July 2021, likely to meet monthly. This group will be provided with the opportunity to review and comment on all work to date, including the Draft Sexual Harassment Policy.		
Other Academic Committees	Other relevant committees will be consulted with as required. For example, the Safety in Supervision Policy has been reviewed by the Postgraduate Research Committee prior to Academic Board.		
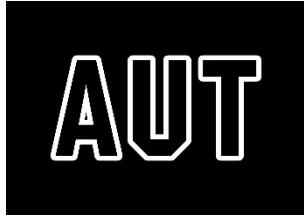
Council Agenda Paper

Subject: **CHANCELLOR'S REPORT**

Date: 12 July 2021

RECOMMENDATION:

THAT THE CHANCELLOR'S REPORT TO COUNCIL BE RECEIVED.

Co-Governance at AUT/Te Wananga Aronui o Tamaki Makau Rau

One of the outstanding characteristics of the University is its commitment to excellence and equality across the communities which make up Auckland/Tamaki Makau Rau.
To further develop this requires ongoing commitment to examining the University's structures, activities, and behaviours.
Increasingly, and consistent with Te Tiriti o Waitangi obligations, people and organisations in Aotearoa/NZ are examining the opportunities and challenges which co-governance between tangata whenua and tangata tauiwi offers. Any reading of the functions and duties of the University Council shows that such examination is our clear responsibility.
There are many people in the University more competent than I to lead such examination. However as Chancellor it would be wrong for me not to promote this examination. My thinking on this is driven not simply by recognition that it is the right thing to do but also by progress being made in many parts of the public sector and a strong element in the current discussion about University leadership within the process of VC appointment.
There are two aspects which I would like Council to consider:
- Whether the University should adopt a "Co-Chancellor" model. I support this. While there are challenges, there are more opportunities. If there is in principle support we can establish a process.
- Either arising from this, or in any event, whether the University should adopt a "pathway to appropriate co-governance structure and process" to drive our activity towards cultural equity. I envisage that the Council would appoint a suitably skilled group with co-leaders to lead this discussion within the University and to report to the Council on how performance of our functions and duties can be enhanced.
Both of these processes can run alongside the wide range of existing initiatives without disruption.

Update on VC Appointment Process
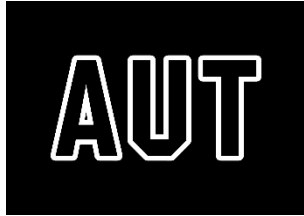
Council Agenda Paper

Subject: **COUNCIL PEOPLE AND CULTURE COMMITTEE TERMS OF REFERENCE**

Date: 20 July 2021

RECOMMENDATION:

THAT COUNCIL APPROVE THE 2021 COUNCIL PEOPLE AND CULTURE COMMITTEE TERMS OF REFERENCE

Background

As you know we have been considering establishing a Council People and Culture Committee which will assist the Council in fulfilling its oversight governance responsibilities in this area.

I asked Janine and Sina to draw up some Terms of Reference for this committee. With the help of Beth Bundy Group Director People and Culture at AUT consideration was given to the Terms of Reference for People and Culture committees from some public listed companies in NZ, a range of universities in Australia and Massey and Victoria Universities in NZ. A draft Terms of reference for the Council People and Culture Committee is attached.

AUT University Council
People and Culture Committee Charter
July 2021

1. Purpose. The People and Culture Committee is a committee of the AUT University Council established by the Council. Its role is assist the Council in fulfilling its oversight governance responsibilities and achieving its strategic priority to make AUT a great place to work and learn.

2. Objectives. The People and Culture Committee is responsible for monitoring and providing strategic advice and guidance to Council with respect to the University's strategic priorities as they relate to its people and culture, including:

   - Implementing the partnership principles of Te Tiriti o Waitangi;
   - Wider University culture and values;
   - Attraction, development and retention of academic and professional staff;
   - Remuneration and reward;
   - Diversity and inclusion;
   - Employment relations
   - Health, safety and wellbeing.

The Committee will advise Council on people related strategies, human resource policies and practices, to ensure that the University manages its people issues effectively and that strategies planned and applied contribute to ongoing improvement in organisational performance and culture.

3. The responsibilities of the Committee are:
   - To be proactive in providing advice and guidance on the strategic direction of the University's overall people objectives and the policies designed to achieve them;
   - To receive advice from and provide support to the Vice Chancellor in relation to key people related matters and provide a forum for input, discussion and feedback on contemporary people practice;
   - To identify external and internal developments and drivers which are relevant to or may have an impact on the University's strategic people priorities;
   - To keep under review arrangements for monitoring staff attitudes, opinions and concerns and to advise Council accordingly;
   - To ensure the University's people related strategies and the implementation continue to be consistent with stakeholder expectations and aligned to the University Strategy;
   - To give due consideration to issues of equality, equity and diversity in all areas of work;
   - To monitor the University's key performance indicators with regard to agreed strategic people objectives;
   - To monitor and provide advice on the effective management of key people related risks and issues arising from or impacting the AUT community;
   - Oversight and monitoring the Health, Safety and Wellbeing plans and their implementation for all staff, students and visitors.

4. Authority
   The Committee is authorised by the Council to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee and all employees will be directed to co-operate with any request made by the Committee. The Vice Chancellor must be advised when any such request is made.

The Committee is authorised by the Council to obtain, at the expense of the University, outside legal or other professional advice and to arrange for the attendance at meetings, at the expense of the University, of outside parties with relevant experience and expertise if it considers this necessary.

5. Review of Committee
   The Committee and the Council shall undertake an annual review of its objectives and responsibilities.

6. Membership
   The membership of the Committee shall be the Chancellor and up to three (3) but no less than two lay members of the Council appointed on an annual basis. The Chairperson of the committee shall be elected by the Committee on an annual basis but shall not be the Chancellor.

7. Secretarial and Meetings
   The secretary of the Committee shall be appointed by the Council.
   A quorum of members of the Committee shall be three (3).
   The Group Director, People and Culture shall be attendance at meetings and shall receive all papers unless otherwise determined by the Committee. The Committee may have in attendance such other members of management and such other persons as it considers necessary to provide appropriate information and explanations from time to time.
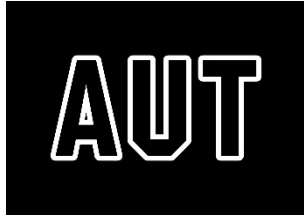   The Vice Chancellor may attend any meeting.
   Reasonable notice of meetings and business to be conducted shall be given to the members of the Committee.
   Minutes of all meetings shall be kept and be made available to Council.

8. Reporting Procedures
   The Chairperson shall report the Committee's findings and recommendations to the Council.

Council Agenda Paper

Subject: **REPORT FROM ACADEMIC BOARD**

Date: 16 July 2021

RECOMMENDATION:

THAT COUNCIL RECEIVE THE ACADEMIC BOARD REPORT AND MINUTES OF THE MEETING HELD ON 28 JUNE 2021.

Academic Board Report to Council

Meeting held 28 June 2021

Strategic Matters and Policy Developments

- **Processes available to staff for their wellbeing -** The Director, Health and Safety and Wellbeing provided an overview of resources on fatigue management available via AUTi. These include a fatigue management protocol and procedure and a fatigue risk assessment which can help identify workplace peaks and troughs and support mechanisms that can be put in place. The importance of recognising fatigue early was emphasised.

Committees of Academic Board

- Academic Board approved acceptance of the Christchurch College of English Language English for Academic Purposes Certificate, Level 2 (EAP2) as an alternative English language qualification for entry to undergraduate and postgraduate programmes (except doctoral programmes and programmes that mandate entry requirements or specific English language tests). CCEL EAP, Level 2 with a minimum C+ grade is equivalent to IELTS (academic) overall 6.0 (with no band less than 5.5), CCEL EAP, Level 2 with a minimum B+ grade is equivalent to IELTS (academic) overall 6.5 (with no band less than 6.0)

- Academic Board approved three proposals and reports for submission to CUAP Round 2 2021: two changes to structure and the deletion of eight specialisations.

ACADEMIC BOARD – UNCONFIRMED MINUTES

Meeting held on 28 June 2021
10.00 am – 10.50 am, WA224b

PART A: ATTENDANCE

1.   Present

D McCormack (Chair), Associate Professor H Buckley, Dr D Channings, Associate Professor L Chile, Professor H Cooper-Thomas, Professor B Doolin, W Fraser, Dr R Ellis, A Gale, Dr W Goodsir, Professor J Gutierrez, Associate Professor N Harris, Associate Professor E Henry, Professor E Hinckson, Professor W Hope, Professor P Hume, Dr R Johnson, Professor M Jones, Professor K Kearins, Associate Professor B Kehrwald, Professor P Keiha, J Kelly, Associate Professor S Kumar, Professor T Lie, Professor T Maloney, Professor S Mazer, Professor M Orams, Professor G Pacheco, Associate Professor F Palmer, H Pryor, S Ratcliffe, C Redmond, Dr F Reid, J Scarbrough, Dr S Shaw, D Sinfield, M Skinner, Professor F Tan, K Tairi, Professor A Tourani-Rad, Dr A Vujnovich, Professor C Walker, Dr A Withell, B Wooliscroft, C Yu

2.   Apologies

K Carrington, K Cornthwaite, Professor J Haar, Professor W Ings (lateness), M Kanara, Associate Professor J McAra-Couper, Professor H McNeill, Professor K McPherson, Professor G Morris, Professor A Oo, Professor J Raine, Professor M Waring

3.   In attendance

L Baragwanath, B Bundy, A Burrows, M Cunningham, T Richardson, R Shrigley, M Smart, R Tisdell, O Weatherup (Minutes)

* PART B: STRATEGIC MATTERS AND POLICY DEVELOPMENTS

- **Processes available to staff for their wellbeing**

  The Director, Health and Safety and Wellbeing provided an overview of resources on fatigue management available via AUTi. These include a fatigue management protocol and procedure and a fatigue risk assessment which can help identify workplace peaks and troughs and support mechanisms that can be put in place. The importance of recognising fatigue early was emphasised.

* PART C: VICE-CHANCELLOR'S REPORT

The Vice-Chancellor's Report for June 2021 was circulated prior to the meeting. The following points were highlighted:

- In relation to the Independent Review's recommendations: all 450 people managers have been registered for a session on bullying this year and places are still available to bystander training; the process for appointing an independent lead for EARS (independent Employment Advisory and Resolution Service) is under way; and, expressions of interest for the Culture Change Transition Group have closed. The appointing committee aims to ensure diversity of members.

- AUT has been ranked 40th in the world in the 'universities under 50 years old' category of the Times Higher Education rankings.

  [The following information was provided by the Director, Strategy and Planning after the meeting. There were 475 'young universities' ranked. Last year, 414 universities were ranked therefore AUT holding 40th position is a very good outcome.]

- As of 21 June, total enrolled EFTS were 3.9% above the same time last year. Domestic EFTS were 1513 (10%) ahead and international EFTS 717 (28%) behind. The Government has agreed to fund extra domestic enrolments and review the position in August if necessary.

- 2022 and 2023 are likely to be difficult years financially given low international student numbers and no certainty of when the border will re-open.

- A Māori blessing of WQ was conducted recently. The Schools of Language and Culture and Social Science and Public Policy are in the process of relocating from WT to levels 4 and 5 and the student recreation facilities will be formally opened for Semester 2 orientation. 100 of the 697 student accommodation rooms are currently occupied.

- Disruptions due to Covid remain a possibility. Digital equity provision has been made and the University can go online at any time if necessary. There will be no international travel for work and staff are recommended not to undertake personal international travel. QR tracking and personal precautionary measures were encouraged.

- Congratulations were extended to those who have had success with research grant applications in the last month.

* PART D: BUSINESS

*1 Consideration of the Agenda
Item 5.3 was starred. All unstarred items were received and any recommendations adopted.

*2 Confirmation of Minutes of the Previous Meeting
It was agreed that the reference to preparation of PBRF portfolios in PART B of the 31 May Minutes should be removed as the expectations of staff this year are no greater than for other years.

It was resolved:
- **THAT the Minutes of the Academic Board meeting held on 31 May 2021, with the above amendment, are approved as a true and accurate record.**

Moved Professor P Keiha, Seconded Professor M Orams

*3 Matters Arising

4 Student Matters

*5 Committees of Academic Board

*5.1 International Strategy Committee
A report from the International Strategy Committee meeting held on 3 June 2021 was received. The Director AUT International outlined the rationale for the recommendation noting the number of students granted admission under this system will be small. It was confirmed that this alternative English language qualification does not apply to doctoral programmes.

It was resolved:
- **THAT Christchurch College of English Language (CCEL)'s English for Academic Purposes certificate, Level 2 (EAP2) be accepted as an alternative English language qualification for entry to undergraduate and postgraduate programmes.**

  CCEL EAP, Level 2 with a minimum C+ grade is equivalent to IELTS (academic) overall 6.0 (with no band less than 5.5), CCEL EAP, Level 2 with a minimum B+ grade is equivalent to IELTS (academic) overall 6.5 (with no band less than 6.0).

Note: This proposal does not apply to AUT doctoral programmes, programmes with additional entry requirements, or those with external bodies that mandate entry requirements or specific English language tests, i.e. Bachelor of Health Science - clinical programmes, Bachelor of Education [specialty teaching].

Moved M Smart, Seconded Professor P Keiha

5.2 Learning and Teaching Committee
An LMS Project Report for June was received.

* 5.3 Research Committee
A report on the Research Committee meeting held on 8 June 2021 was received. The opportunity for academic staff to provide input into the draft Research and Scholarship Strategy, Researcher Academic Development Plan and PBRF strategy was queried. It was clarified that consultation on the Researcher Academic Development Plan will be via schools and that any academic strategies come to Academic Board and the Executive Committee for approval. The importance of staff being able to contribute during the development stage was stressed.

* 5.4 Programme Approval and Review Committee
A report on the Programme Approval and Review Committee meeting held on 2 June 2021 was received. It was confirmed that psychotherapy will still be taught within the structure required by the sector for registration.

It was resolved:
Recommendation 1
THAT Academic Board approve the following proposals for a change to structure for submission to CUAP Round Two 2021:

1. **Master of Information Technology Project Management** – increasing the size of the core to 60 points and reducing the optional component from 30 points to 15 points.

2. **Master of Professional Accounting** (and related changes to the Postgraduate Diploma in Professional Accounting and Postgraduate Certificate in Professional Accounting) – amending the points value from 240 to 180.

Recommendation 2
THAT Academic Board approve the following report for submission to CUAP Round Two 2021:

1. **Deletion of specialisations**:
   Postgraduate Certificate in Health Science in **MindBody Healthcare**
   Postgraduate Diploma in Health Science in **MindBody Healthcare**
   Master of Health Science in **MindBody Healthcare**

   Postgraduate Certificate in Health Science in **Advanced Psychotherapy Practice**
   Postgraduate Diploma in Health Science in **Advanced Psychotherapy Practice**
   Master of Health Practice in **Psychotherapy Practice**

   Postgraduate Certificate in Health Science in **Prescribing Practice**
   Postgraduate Diploma in Health Science in **Prescribing Practice**

Moved by the Chair, carried unanimously

5.5 Academic Planning Subgroup (no report)

5.6 Graduate Research School

A report on the University Postgraduate Research Board meeting held on 15 June 2021 was received.

* **5.7 University Scholarships Committee**
A report on the University Scholarships Committee meeting held on 8 June 2021 was received. The Head of Scholarships provided an overview of the review and market research undertaken to guide decision making around two new and refreshed types of scholarships that will be available for undergraduate students next year.

6   Faculty Boards

6.1   Faculty of Business, Economics and Law
A report from the Faculty of Business, Economics and Law Faculty Board meeting held on 9 June 2021 was received.

It was resolved:
- **THAT the Faculty of Business, Economics and Law Faculty Board minutes for 9 June 2021 be accepted.**

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

6.3   Faculty of Design and Creative Technologies (no report)

6.4   Faculty of Health and Environmental Sciences (no report)

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

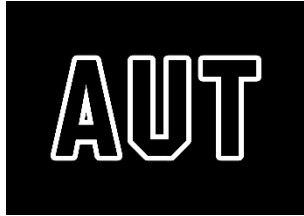**8   Universities New Zealand – Te Pōkai Tara and other external bodies**

9   Membership of Committees of Academic Board

* **10   Members' Business**
A paper titled the UN Global Compact and AUT will be carried over to a later agenda.

* **11   Open Session/Debate**

Date of next meeting 26 July 2021, Agenda closes 16 July

Council Agenda Paper

Subject: **LETTER FROM SAM MICKELL (DIRECTOR ALUMNI RELATIONS) DATED 1ST JULY 2021**

Date: 1 July 2021

RECOMMENDATION:

THAT COUNCIL RECEIVE THE LETTER FROM SAM MICKELL (DIRECTOR ALUMNI RELATIONS) DATED 1ST JULY 2021

Rob Campbell
Chancellor
AUT

1st July 2021

Dear Rob,

Proposal to widen AUT's governing body to include Alumni

I wish to propose Council establishes a permanent seat for an AUT graduate to be periodically elected into.

Background

AUT has well over 100,000 graduates – the alumni community is its second largest stakeholder after the New Zealand taxpayer. Despite this size, alumni do not currently have an official voice in contributing to AUT's long-term strategic direction.

As AUT is only just past its 20th anniversary as a university, its alumni are in general much younger than those of our counterpart universities but are rising in influence and contribution to New Zealand's success – in ways that are novel and distinctly AUT.

Formally recognising their role now by creating an alumni seat on council could really accelerate their contribution.

If this is of interest to Council, and indeed constitutionally possible, I can provide some more information on how it may work in terms of eligibility and election mechanisms.

Kind regards,

Sam Mickell
Director Alumni Relations
Brand and Marketing Services
AUT