

AGENDA PAPERS

NOTICE OF COUNCIL MEETING

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

**Council Room, Level 7, WA Building, AUT City Campus
On: Monday, 24 February 2025**

FROM: 3.45 – 6.00 PM

**Andrea Vujnovich
COUNCIL SECRETARY**



AUCKLAND UNIVERSITY OF TECHNOLOGY COUNCIL

Chancellor	Rob Campbell Appointed by Council
Pro-Chancellor	Marama Royal Appointed by Council
Members	Professor Damon Salesa Vice-Chancellor of the Auckland University of Technology Peter Treacy Appointed by the Minister for Tertiary Education and Skills Janine Smith Appointed by the Minister for Tertiary Education and Skills Shaun Clarke Appointed by the Minister for Tertiary Education and Skills Mark Darrow Appointed by the Minister for Tertiary Education and Skills Alicia Lemmer Appointed by the Auckland University of Technology Student Association Leo Foliaki Appointed by Council Michelle Huang Appointed by Council Welby Ings Elected by the Academic Staff of the Auckland University of Technology Lani Thomson Elected by the Professional Staff of the Auckland University of Technology

PART A

OPEN AGENDA



COUNCIL PART A OPEN AGENDA

**Council Agenda Part A (Open Agenda)
Monday 24 February 2025 from 3.45 pm to be held in the Council Room, Level 7, WA Building, AUT
City Campus**

Karakia		
Mihi – Chancellor		
1. Welcome, Apologies and approval of agenda	The Chancellor moves that apologies be noted and that Council approve the assignment of agenda items to Part A and Part B of the Council agenda.	
2. Declaration/Recording of any Interests	2. The attention of Members is drawn to the Conflicts of Interest Policy and the need to disclose any interest in an item on the agenda of the meeting as set out in Schedule 11, Clause 8 of the Education and Training Act 2020.	The Chancellor moves that the declarations if any be noted and the action taken be endorsed .
3. Constitutional Matters, Conferment of Degrees, and Policy	3.1 Noting Chancellor delegation – Granting, Rescinding, Revoking and Amending Qualifications – February 2025.	The Chancellor moves that the following be approved : <ul style="list-style-type: none">• See item 3.1
4. Council Meetings	4.1 Council Meeting Draft Minutes Part A Draft Minutes (Part A), 2 December 2024 4.2 Matters arising from the Minutes Part A of the Council Meeting, 2 December 2024 not elsewhere on the agenda.	The Chancellor moves that the Minutes Part A of the Council Meeting held on, 2 December 2024 be taken as read and confirmed .
5. Vice-Chancellor’s Report	5. Vice-Chancellor’s Report	The Chancellor moves that the Vice-Chancellor’s Report be received .
6. Chancellor’s Report	6. Chancellor’s Report	The Chancellor moves that the Chancellor’s Report be received .

<p>7. Reports from Boards, Committees and Working Groups to Council</p>	<p>7. Reports and Minutes from the Academic Board, 25 November 2024</p>	<p>The Chancellor moves that Reports and Minutes from the Academic Board, 25 November 2024 be received.</p>
<p>8. Health, Safety, and Wellbeing Report</p>	<p>8. Health, Safety & Wellbeing Report for February 2025</p>	<p>The Chancellor moves that the Health, Safety and Wellbeing Report for February 2025 be received.</p>
<p>9. Te Tiriti</p>	<p>9. No report.</p>	
<p>10. Strategic Reports</p>	<p>10. Research Update report from Deputy Vice-Chancellor, Research, Professor Mark Orams</p>	<p>The Chancellor moves that the Research Update report from Deputy Vice-Chancellor, Research, Professor Mark Orams be received.</p>
<p>11. Student Success</p>	<p>11. No report</p>	
<p>12. Correspondence referred by the Chancellor</p>	<p>12. No correspondence</p>	
<p>13. Other matters arising for decision or noting</p>	<p>13.1 Update from the President of AUTSA.</p> <p>13.2 Update from the Council Member elected by the Academic Staff of the Auckland University of Technology</p> <p>13.3 Update from the Council Member elected by the Professional Staff of the Auckland University of Technology</p> <p>13.4 Sustainability Update from Lucy McKenzie</p>	<p>The Chancellor moves that the Update from AUTSA be received.</p> <p>The Chancellor moves that the Update from the Council member Elected by the Academic Staff of the Auckland University of Technology be received.</p> <p>The Chancellor moves that the Update from the Council member Elected by the Professional Staff of the Auckland University of Technology be received.</p> <p>The Chancellor moves that the Sustainability Update be received.</p>
<p>14. Items moved from Part B of the agenda to Part A and General Business</p>		

PUBLIC EXCLUSIONS

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

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter. The public conduct of each item below would be likely to result in the disclosure of information for which good reason for withholding would exist under section 9 of the OIA identified below.	Ground(s) under section 48(1) LGOIMA for the passing of this resolution
15. Council Meeting Part B of the meeting held on 2 December 2024	s 9(2)(b)(ii), s 9(2)(i), 9(2)(k)	7(2)(f)(i), 7(2)(h), 7(2)(i), 7(2)(j)
20.1 Draft Minutes of the People Culture Committee held on 28 November 2024. Draft Minutes of Council Executive Committee, 18 December 2024.	s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k)	s7(2)(b), 7(2)(h), 7(2)(i), 7(2)(j)
22. Other Business	s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k)	s7(2)(b), 7(2)(h), 7(2)(i), 7(2)(j)



Part A OPEN AGENDA ITEM	3.1
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Council Agenda Paper

Subject: **GRANTING, RESCINDING, REVOKING AND AMENDING QUALIFICATIONS – FEBRUARY 2025**

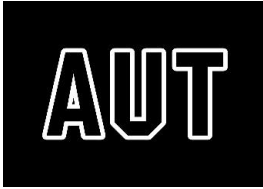
Date: **13 February 2025**

RECOMMENDATION:

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

- 1. GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE 2025 FEBRUARY MONTHLY CORPORATE CYCLE ON 13 FEBRUARY.*
 - 2. GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE 2025 FEBRUARY MONTHLY CERTIFICATES CYCLE ON 13 FEBRUARY.*
 - 3. GRANT QUALIFICATIONS TO THE GRADUANDS ON THE ATTACHED SCHEDULE FOR THE 2025 FEBRUARY CERTIFICATE OF PROFICIENCY (COP) CYCLE ON 13 FEBRUARY.*
 - 4. AMEND THE QUALIFICATION FOR THE STUDENT IN THE ATTACHED SCHEDULE.*
 - 5. REVOKE QUALIFICATIONS FOR THE STUDENTS ON THE ATTACHED SCHEDULE AHEAD OF THE 2025 FEBRUARY MONTHLY CORPORATE CYCLE ON 13 FEBRUARY.*
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The schedules are in supplementary papers.



PART A	4.1
OPEN AGENDA ITEM	

Council Agenda Paper

Subject: Minutes of Part A of the Council Meeting held on 2 December 2024

Date: 5 December 2024

Author: A Vujnovich

RECOMMENDATION:

THAT THE MINUTES OF PART A OF THE COUNCIL MEETING HELD ON 2 DECEMBER 2024 BE CONFIRMED AS A TRUE AND CORRECT RECORD OF THAT MEETING

CONFIDENTIAL



MINUTES

Council Meeting

Meeting held 2 December 2024 at 3.30 pm

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

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

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

IN ATTENDANCE: L Williams (Chief Financial Officer and AVC Finance and Infrastructure); W Lawson (DVC Academic); V Smith (Kaihautū Māori) - Item 9.

IN APOLOGY: M Darrow; W Ings.

PART A OPEN AGENDA

The meeting was opened with a karakia led by S Clarke.

1 WELCOME, APOLOGIES AND APPROVAL OF AGENDA ITEMS

Resolved

1. *THAT AN APOLOGY FOR ABSENCE FROM M DARROW AND W INGS BE RECEIVED.*
2. *THAT THE ASSIGNMENT OF AGENDA ITEMS TO PART A AND PART B OF THE COUNCIL AGENDA BE APPROVED.*

2 DECLARATION/RECORDING OF INTERESTS

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

Resolved

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

3 CONSTITUTIONAL MATTER, CONFERMENT OF DEGREES AND POLICY

3.1 Granting, Rescinding, Revoking and Amending Qualifications

None.

4 COUNCIL MEETINGS AND MINUTES OF PREVIOUS MEETING(S)

4.1 Minutes of the previous meeting

Received

Draft Minutes (Part A), of the Council meeting held on 21 October 2024

Resolved

THE MINUTES OF PART A, COUNCIL MEETING HELD ON 21 OCTOBER 2024 BE CONFIRMED AS A TRUE AND CORRECT RECORD OF THAT MEETING.

4.2 Matters Arising

Noted in discussion

- Noted the status of matters arising.

5 VICE CHANCELLOR'S REPORT

Received

Vice Chancellor's Report

Noted in discussion

- AUT had a strong performance in 2024 but uncertainty and volatility expected post 2025, including risk of unfunded students;
- Appointment process of DVC Māori was close to finalisation with strong group of candidates;
- Significant multi-year donation recently received to support development of young leaders;
- Delegation to Executive Committee for matters needing to be dealt with outside of formal meetings that could not wait for February Council meeting;
- Capital underspend and deferred maintenance backlog levels, noting Management assurances the Long Term Academic & Capital Plan and fewer resourcing gaps would improve forecasting and level of capital projects completed in future years;
- Feedback from People and Culture Committee should be considered in relation to Management's action plan post staff survey;
- Reporting on Te Kete would start in 2025 following development of KPIs;
- Request to identify appropriate demographic benchmarks for AUT student cohorts and report on them;
- Student accommodation needed a strategic approach, with clarity of direction expected to be put to Council early next year;
- How to define and engender sustainable high performance within the University and required focus on improved leadership capability and time.

Actions

- Management to distribute Trouble in Paradise publication to Council members wanting a copy.
- Management to identify appropriate demographic benchmarks for AUT student cohorts and report against them;

Resolved

1. *THAT THE VICE-CHANCELLOR'S REPORT BE RECEIVED; AND*
2. *THAT COUNCIL DELEGATE TO COUNCIL EXECUTIVE COMMITTEE MATTERS THAT ARISE WHILE COUNCIL IS NOT IN SESSION AND WHICH ARE WITHIN THE DELEGATION PROVIDED IN THE TERMS OF REFERENCE FOR THE COUNCIL EXECUTIVE COMMITTEE.*

6 CHANCELLOR'S REPORT

Noted in discussion

- Increasing politicisation of the environment which has involved discussions with interest groups.

Resolved

THAT THE CHANCELLOR'S REPORT TO COUNCIL BE RECEIVED.

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

7.1 Academic Board Report and Minutes, 30 September 2024

Received

Academic Board Report and Minutes, 30 September 2024

Noted in discussion

- Acknowledged the positive results of the preliminary academic audit report noting an uplift from the previous audit.

Resolved

THAT THE ACADEMIC BOARD REPORTS AND MINUTES OF THE MEETING HELD ON 30 SEPTEMBER 2024 BE RECEIVED.

8 HEALTH, SAFETY AND WELLBEING REPORT

8.1 Health, Safety and Wellbeing Report, August – October 2024

Received

Health, Safety and Wellbeing (HSW) Report, August – October 2024

Noted in discussion

- Timeframes to close out incident reporting would be added to the report following discussion at People & Culture.

Resolved

THAT THE HEALTH SAFETY AND WELLBEING REPORT FOR AUGUST 2024 BE RECEIVED.

9 TE TIRITI REPORT

Received

Kaihautū Tiriti Report

Noted in discussion

- Management developing KPIs for Te Aronui that also aligned with the wider University strategy;
- Implementation of Aronui Ora had been handed over to People & Culture who had brought in specialist capability to support the mahi;
- Supported Council members undertaking Aronui Ora in its current form and noted release of application to encourage use of te reo Māori;
- Information about iwi and hapū affiliation of AUT's Māori students was collected now dependent on student willingness to disclose;
- Update on developing relationships with iwi and hapū in AUT's rohe, noting care to ensure appropriate diligence and tika undertaken;
- Requested Council receive updates on progress of Te Aronui at appropriate intervals.

Action: Dates of Aronui Ora courses to be distributed to Council members so they can identify available dates.

Resolved

THAT KAIHAUTŪ TIRITI REPORT BE RECEIVED.

10 STRATEGIC REPORTS

No report.

11 STUDENT SUCCESS

No report

12 CORRESPONDENCE REFERRED BY THE CHANCELLOR

No correspondence

13 OTHER MATTERS FOR DECISION OR NOTING

13.1 Update from AUTSA

Verbal Update

- AUTSA's constitution updated to new legal requirements and would support better governance practice;
- Low turnout to student council elections with some representative vacancies not filled;
- University student council presidents had met with the Universities Advisory Group;
- Student Advocacy services had increased around appeals from papers.

Noted in discussion

- Management had resolved a problem with a paper ensuring a fair outcome for students, noting implementation of the assessment policy was likely to improve consistency of approach;
- An effective students association provided a voice that was important for both students and the university.

Resolved

THAT COUNCIL THE UPDATE FROM THE PRESIDENT OF AUTSA BE RECEIVED

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

No report

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

Verbal Update

- Positive response to first professional staff conference which included session on demystifying Artificial Intelligence;
- For future conferences, consideration of how to unite staff from all three campuses.

Resolved

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

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

None

RESOLUTION TO EXCLUDE THE PUBLIC

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

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15. Minutes Part B of the Special Council meeting – 21 October 2024	s 9(2)(b)(ii), s 9(2)(i), 9(2)(k)	7(2)(f)(i), 7(2)(h), 7(2)(i), 7(2)(j)
16. Report from AUT Ventures	s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k)	s7(2)(b), 7(2)(h), 7(2)(i), 7(2)(j)
17. Report from AUT Millennium	s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k)	s7(2)(b), 7(2)(h), 7(2)(i), 7(2)(j)
18. Report from AUT Ethics Committee	s 9(2)(a), 9(2)(b)(ii), s 9(2)(i), 9(2)(g)(i)	s7(2)(a), 7(2)(c), 7(2)(j), 7(2)(F)(i), 7(2)(f)(ii)
20.1 Draft Minutes of Finance and Audit Committee, 18 November 2024	s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k)	s7(2)(b), 7(2)(h), 7(2)(i), 7(2)(j)
22. Other Business	s 9(2)(b)(ii), s 9(2)(i) and s 9(2)(k)	s7(2)(b), 7(2)(h), 7(2)(i), 7(2)(j)

COUNCIL MEETING RAISED	ACTION	WHO	STATUS/ TARGET DATE
30 September 2024	5 Vice Chancellor's Report <ul style="list-style-type: none"> Management to present options for Council participation in the Aronui Ora programme to the next Council meeting. 	Kaihautu Tiriti	Actioned
2 December 2024	5 Vice Chancellor's Report <ul style="list-style-type: none"> Management to distribute Trouble in Paradise publication to Council members wanting a copy. 	Vice Chancellor's Office	Actioned
2 December 2024	5 Vice Chancellor's Report <ul style="list-style-type: none"> Management to identify appropriate demographic benchmarks for AUT student cohorts and report against them. <i>Update: Participation target rates for Māori and Pacific students to be reported on via VC report.</i> 	Group Director Strategy & Planning	Actioned
2 December 2024	9 Te Tiriti Report <ul style="list-style-type: none"> Dates of Aronui Ora courses to be distributed to Council members so they can identify available dates. 	Group Director People & Culture	Actioned



PART A	5
OPEN AGENDA ITEM	

Council Agenda Paper

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

Date: **24 February 2025**

RECOMMENDATION:

THAT THE VICE CHANCELLOR'S REPORT BE RECEIVED

This year marks a significant milestone in AUT's journey—our 25th anniversary as a university and our 130th year as a learning institution. As a young university with a strong future focus, we also embrace a rich history of applied knowledge and real-world impact—this unique blend defines AUT. I am proud of what we stand for as Aotearoa New Zealand's university of technology and university of opportunity.

As we reflect on and celebrate our journey over the past 25 years, it's equally important to look ahead. The next 25 years will bring new challenges, innovations, and opportunities that will shape the future of education, research, and our role in society. With our commitment to excellence, equity, and impact, we will continue to push boundaries, embrace new technologies, and foster a learning environment that empowers future generations.

HIGHLIGHTS

- Congratulations to those recognised on the New Year's Honours List: AUT Pro-Chancellor Marama Royal (MNZM) and former staff member Jillian Jeanette Hooks (CNZM). A well-deserved acknowledgment of their contributions.
- Congratulations to the AUT academics listed in the prestigious 2024 Stanford Elsevier list of the [Top Two Percent of Scientists in the world](#). [Read more.](#)
- AUT is pleased to announce that, effective January 2025, we have six new Professors and 23 new Associate Professors at the University. Congratulations to those staff on this significant career milestone and academic promotion. [Read more.](#)
- I would like to congratulate Professor Guy Littlefair on his appointment as the new Deputy Vice-Chancellor (Education and Student Experience) at the University of Western Australia (UWA). Guy was the Pro Vice-Chancellor (International) and Dean of the Faculty of Design and Creative Technologies. Professor Suzanne Wilkinson has been appointed the acting Dean of the Faculty of Design and Creative Technologies while we recruit for a new Dean.
- AUT has received the Trouble In Paradise artworks and has hosted an exhibition on its campus at Te Wai Ngutu Kākā Gallery throughout February. An event took place alongside partners from the British High Commission and British Council to mark the arrival and display of the Pacific artworks at AUT. [Read more.](#)
- AUT has become an official partner of New Zealand's newest A-League club, Auckland FC. Non-commercial in nature, the partnership will provide a number of mutually beneficial opportunities and

benefits for AUT students, staff and the players themselves - whose team represents a first for Tāmaki Makaurau in 17 years. [Read more.](#)

- AUT continues to rank in the top 500 universities worldwide in most subjects in the 2025 [Times Higher Education Rankings by Subject](#). [Read more.](#)
 - AUT continues to be a proud supporter of Big Gay Out (BGO) - A rainbow festival we have been supporting for 10 years now. AUT remains the only tertiary organisation that supports BGO as a partner, reflecting the strength of the University's diversity and inclusion. The festival took place on Sunday 16 February. [Read more.](#)
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PRIORITY 1: TE TIRITI O WAITANGI

1.1 Māori Leadership Update

I am pleased to share that we have now completed our search for our most senior Māori leader, at the Deputy Vice-Chancellor level, to guide us on our Te Aronui journey. This foundation role is both unique and significant—shaping academic and cultural impact while serving as a pītau whakareī on AUT's waka.

We look forward to introducing this leader soon. While a two-step announcement may be uncommon, it is tika, ensuring the process upholds confidentiality and respects the significance of this appointment.

1.2 World Indigenous Peoples Conference of Education (WIPCE) 2025

Te Wānanga Aronui o Tāmaki Makau Rau (AUT) is preparing to host the World Indigenous Peoples' Conference on Education (WIPCE) 2025 in Tāmaki Makaurau, Auckland, from 16 to 20 November. WIPCE is the largest indigenous education forum in the world and is expected to attract some fifteen hundred representatives from around the world to share strategies for culturally grounded education.

Our highly anticipated conference will now take place at the Aotea – Te Pokapū, Aotea Centre, initially planned for the New Zealand International Convention Centre (NZICC). More information on the conference can be found on the [WIPCE 2025](#) website.

PRIORITY 2: EXCELLENCE AND EQUITY IN EDUCATION AND RESEARCH

2.1 AUT Online

AUT Online has made significant progress, positioning the University for a strong entry into the fully online postgraduate programme market. The external website is now live, marking a major step in establishing AUT Online's presence. Technical solutions have been developed and tested and are ready to support the full student journey from enquiry to enrolment.

Key updates:

- Marketing and sales strategies are confirmed, with paid campaigns and organic social media set to launch over the coming month.
- Recruitment for the core AUT Online team is complete, ensuring the right expertise is in place to support a successful launch.
- Academic content for the MBA and Master of Educational Leadership has been finalised, with course builds commencing in March.

- Fees for AUT Online programmes have been set in alignment with the original positioning in the business case.

The focus now shifts to execution—ensuring seamless market entry, maintaining strong stakeholder engagement, and finalising operational readiness for the first student intake in July 2025. With strong internal collaboration and growing market momentum, AUT Online is on track to establish a sustainable and competitive online offering.

2.2 Research Funding

Te Kāhui Poipoi Rangahau (TKPR) - Research funding activities for January 2025.

External Research Income (ERI) TEC Submission (Source: TechOne)

		NZ Government Contestable (\$)	NZ Non-Government (\$)	NZ Public Sector (\$)	Overseas (\$)	Total (\$)
2017	Unweighted	6,292,624.49	2,154,977.37	2,328,146.21	683,100.96	11,458,849.03
	Weighted	6,292,624.49	4,309,954.74	2,328,146.21	1,024,651.44	13,955,376.88
2018	Unweighted	9,236,190.77	1,172,121.13	3,803,682.01	877,137.52	15,089,131.43
	Weighted	9,236,190.77	2,344,242.26	3,803,682.01	1,315,706.28	16,699,821.32
2019	Unweighted	10,211,710.32	1,245,065.74	3,464,734.56	484,738.87	15,406,249.49
	Weighted	10,211,710.32	2,490,131.48	3,464,734.56	727,108.31	16,893,684.67
2020	Unweighted	11,113,788.50	1,245,497.81	2,814,469.16	562,207.39	15,735,962.86
	Weighted	11,113,788.50	2,490,995.62	2,814,469.16	843,311.09	17,262,564.37
2021 [^]	Unweighted	14,877,971.51	1,054,580.55	2,198,466.58	793,263.90	18,924,282.54
	Weighted	14,877,971.51	2,109,161.10	2,198,466.58	1,189,895.85	20,375,495.04
2022 [^]	Unweighted	16,396,163.03	967,165.92	2,811,532.70	1,026,338.46	21,201,200.11
	Weighted	16,396,163.03	3,868,663.68	2,811,532.70	3,592,184.61	26,668,544.02
2023 [*]	Unweighted	17,987,115.97	960,609.24	2,441,798.21	1,318,086.85	22,707,610.27
	Weighted	17,987,115.97	3,842,436.96	2,441,798.21	4,613,303.98	28,884,655.12
2024	Unweighted					28,456,795.00

Notes:

Unweighted means that ERI is not weighted according to TEC guidelines

* = after Bad Debt Adjustment

^ = after Audit adjustment

External funding activity

Ministry of Business Innovation and Employment (MBIE)	<p>Submissions</p> <ul style="list-style-type: none"> • TKPR is working with researchers on their Endeavour Research Programme proposals. We expect to submit 12 proposals. • TKPR is supporting 2 teams of researchers for the Catalyst call on the NZ – Singapore Biotech in Future Foods. • TKPR is supporting 2 teams of researchers for the Catalyst call on the NZ – Singapore Leveraging AI for Healthy Ageing.
Health Research Council (HRC)	<p>Submissions</p> <ul style="list-style-type: none"> • No submissions - The annual funding rounds commence in Feb.

	<ul style="list-style-type: none"> In January, HRC announced a new funding opportunity – AI implementation in healthcare, with more details to come in early February. We are expecting a short turnaround time, with a likely end-of-March deadline. We have been working closely with Faculty Research Offices to identify and connect with researchers who may be interested. Three have expressed interest from FHES, DCT and BEL. <p>Results</p> <ul style="list-style-type: none"> 4 (3 FHES, 1 BEL) out of 4 successful HRC Activation grants awarded to AUT in Dec 2024. 1 application to the HRC Health Delivery Research Project grant was not successful. But success for AUT collaborating on 1 application led by Otago.
Government	<p>Submissions</p> <ul style="list-style-type: none"> Education NZ - New Zealand-China Tripartite Partnership Fund: TKPR is working with 4 research teams with applications due at the end of February.
Royal Society of New Zealand (RSNZ)	<p>Calls</p> <ul style="list-style-type: none"> TKPR is supporting 12 Fast Start and 11 Standard Marsden expressions of interest (Eoi). The RSNZ deadline is 26 February. RSNZ Prizes and Awards are open for nomination, due 31 March 2025. Please advise TKPR of nominations. More information is available at: https://www.royalsociety.org.nz/news/research-honours-aotearoa-2024-call-for-nominations/
National Collaborations	<p>Results</p> <ul style="list-style-type: none"> 2 MedTech Executive Members' services 4 MacDiarmid Institute AI Discretionary Fund 1 MacDiarmid Institute research funding 2 Coastal People Centre of Research Excellence (CoRE) PhD and Masters applications.
International	<p>Submissions</p> <ul style="list-style-type: none"> 1 Horizon Europe application (AUT as a partner) and an MBIE overhead top-up scheme registration were submitted 1 USFed (FDA) full proposal was submitted 1 Google application was submitted <p>Results</p> <ul style="list-style-type: none"> 1 Horizon Europe overhead top-up scheme contract.
Community	<p>Submissions</p> <ul style="list-style-type: none"> 3 Auckland Medical Research Fund (AMRF) travel grants were submitted.

Internal Funding

- During 2024, over \$170K was awarded in grants from the ERI Support Fund and the Research Engagement and Translation Fund.

2.3 Horizon Europe

New Zealand was invited by the European Union to consider joining the new partnerships being established under the 2nd Strategic Plan of Horizon Europe. The Government has elected to join two new co-fund partnerships. These partnerships are being designed through a process of negotiation between the partners (generally research funding agencies and other public authorities of EU member states and Associated Countries) and the European Commission. The outcome of these negotiations will determine the work programme and activities for the partnership, how the funding is allocated, and what opportunities there are for New Zealanders to get involved. (Further updates will be provided)

- Brain Health New Zealand leads: Professor Louise Parr-Brownlie, Departmental Science Advisor, MBIE and Dr Justin Dean, University of Auckland
- BE READY PLUS: pandemic preparedness New Zealand leads: Alex Semprini and Marina Dzhelali, Medical Research Institute of New Zealand (MIRNZ)

Eligibility for Top-Up funding for projects in the Culture, Creativity & Inclusive Society cluster (Cluster 2) is being removed from 1 February 2025. This change is being made to better align top-up funding settings with the Government's priorities for Science, Innovation & Technology investments and the direction outlined in the Catalyst Fund investment Plan.

2.4 Science System Advisory Group Report

In January, the Prime Minister made some important announcements about the future of the Science sector. He also released the Science System Advisory Group (SSAG) Report, which had been expected last year.

Of special interest is the indication in the SSAG Report that a "Higher Education Council" is likely to be recommended in the University Advisory Group (UAG) report, due to be released next. There are few details; however, the SSAG report indicates that the Higher Education Council will provide more strategic oversight, direction, and strategy – and a more integrated and differentiated university sector than is currently provided by the Ministry of Education and the Tertiary Education Commission.

New Zealand's universities already collaborate and work closely with each other and with ministers and key government agencies. We will be watching closely to understand how the establishment of a Higher Education Council, which is intended to have a "strategic and co-ordinating role over the university system", will impact our already world-class university system.

Beyond this announcement, the SSAG's recommendations will lead to significant changes to the structure and funding arrangements of the science sector in New Zealand. In order to make these significant changes clear - and to understand their potential indications for AUT - I have asked our Deputy Vice-Chancellor Research, Professor Mark Orams to provide a summary and an analysis, which can be found on the [Sector Reviews](#) page on Tuia.

AUT has taken every opportunity to engage in the consultation processes for both the SSAG and the UAG, including seeking input from our staff, providing submissions and hosting panel members. We will continue to proactively engage and respond on behalf of AUT, including preparing to meet with Hon Dr Shane Reti, Minister of Science, Innovation and Technology, Statistics, and Universities and Minister for Pacific Peoples. The AUT submissions to the SSAG and UAG were thorough and well-received by the panel, and these submissions and an outline of our engagement are available [here](#).

We will continue to keep you updated as more details come through and the UAG report is released. In the meantime, we continue to focus on our students, our research, and the difference we make.

PRIORITY 3: ENVIRONMENTAL AND FINANCIAL SUSTAINABILITY

3.1 Financial Performance (detail in Appendix 2)

The full-year net surplus variance to budget of \$7.8M is attributed to stronger revenue performance across the university, partially offset by higher costs incurred to support the revenue delivery.

3.2 Student enrolment update (detail in Appendix 1)

In 2024, both Domestic and International enrolments showed growth compared to 2023.

- **Overall, AUT achieved 103% of its total (domestic and international) 2024 budget**, up from 97% of the 2023 budget by the end of the year.
 - This improvement in progress towards the total equivalent full-time student (EFTS) budget was driven by lower targets and improved enrolments compared to 2023.
- **2024 Year-End Domestic EFTS** were up in both new and returning EFTS compared to 2023, with a remarkable recovery in the first-year retention rate. While domestic EFTS showed signs of recovery following the lowest point in 2023, we were still tracking the lowest levels of enrolments in over a decade.
- **2024 Year-End International EFTS** continued to recover from the post-COVID low point in 2022, demonstrating two consecutive years of YoY growth since then. China and India remained our top two source countries for international students. Particularly, India showed strong growth post-COVID.

Summary Table

	Domestic Funded		International Full Fee		Total	
	2024	2023	2024	2023	2024	2023
Year-to-date (YTD) EFTS	15,896	15,555	2,816	2,447	18,712	18,002
% of target	102%	95%	109%	122%	103%	97%

Bullet points:

Year to Date **Domestic Funded** enrolments (2024, compared to the same time in 2023):

- Total: up 2% (+341 EFTS)
- New to Programme: up 3% (+211 EFTS)
- Returning: up 1% (+130 EFTS)

Year to Date **International Full Fee** enrolments (2024, compared to the same time in 2023):

- Total: up 15% (+369 EFTS)
- New to Programme: up 9% (+125 EFTS)
- Returning: up 23% (+244 EFTS)

Year to Date **Māori Domestic Funded** enrolments (2024, compared to the same time in 2023):

Total: up 6% (+102 EFTS)
New to Programme: up 15% (+104 EFTS)
Returning: down 0% (-2 EFTS)

Year to Date **Pacific Domestic Funded** enrolments (2024, compared to the same time in 2023):

Total: up 2% (+44 EFTS)
New to Programme: up 4% (+40 EFTS)
Returning: up 0% (+4 EFTS)

Year to Date **Pre-Degree** enrolments (2024, compared to the same time in 2023):

Total: up 6% (+54 EFTS)
New to Programme: up 6% (+42 EFTS)
Returning: up 8% (+12 EFTS)

Year to Date **Undergraduate** enrolments (2024, compared to the same time in 2023):

Total: up 1% (+177 EFTS)
New to Programme: down 0% (-17 EFTS)
Returning: up 2% (+195 EFTS)

Year to Date **Postgraduate** enrolments (2024, compared to the same time in 2023):

Total: up 12% (+472 EFTS)
New to Programme: up 17% (+313 EFTS)
Returning: up 8% (+159 EFTS)

3.3 Admissions

The summer operations period continued to be busy for the Admissions team. A significant number of emails were received in January 2025, and the team's focus has been making the upcoming intake a priority across all the admission activities. NCEA and CIE 2024 results have been successfully processed within the timeframes set.

3.4 University key performance indicators (detail in Appendix 3)

2024 was a mixed year for AUT when viewed in terms of performance against our key performance indicators (KPIs). We have achieved eight out of the 16 to date, with the potential to achieve at least two more by the time the results are finalised. Some of the highlights included:

- signing \$31.4 million in new research contracts over the year (2023: \$15.3M)
- 363 Māori graduates with bachelor's degrees (up from 324 in 2023)
- Slow but important growth in both Māori (+8) and Pacific (+6) students in research programmes
- Steady growth in the proportion of research outputs with an international co-author (+3pp to 59%).
- The proportion of academic staff who were research active increased 2pp to 60%.

There were three KPIs where we did not achieve the target yet still recorded a creditable improvement from the previous year. These were:

- +2 percentage point increases in both the proportion of students who are satisfied with their programme of study (81%), and those satisfied with teaching quality (83%); and
- The course completion rate for students from lower socio-economic backgrounds increased by 2pp to 78%

The challenges we faced were:

- Our field citation ratio (calculated by Dimensions, our bibliometrics software provider, as one measure of academic esteem) fell from 2.89 to 2.35. While any score over two can be considered a good result, and all New Zealand universities declined in 2024, our fall was sharper and meant we moved from third to last in the sector. We will be determining if this metric was an unusual result or evidence of a wider trend. It should be noted that the field citation ratio is calculated on publications released three years prior to the reporting year (in this case, 2021) so results may have been affected by the pandemic.
- South Campus EFTS continued to decline (-20 EFTS from 2023 to 2024)
- The number of Pacific graduates with bachelor's degrees fell sharply to 386 (2023: 436). This may also indicate the impact of COVID-19 on this cohort.
- Research outputs remain well below the numbers achieved in previous years.

3.5 Marketing and Recruitment

Brand and Marketing Services – activity report for November 2024 to January 2025.

The past three months we have seen strong lead generation despite the school leaver market focusing on NCEA exams. Year-on-year performance has grown significantly, with a 79% increase in new leads from 2023 and 218% from 2022, totalling 101,322 new leads in 2024. January 2025 has seen a slight dip, with 2,831 new leads, 33% of whom have applied.

Inbound channels (web, phone, live chat, and enquiries) drove 25.79% of 2024 leads, while international marketing campaigns contributed 20.77%. These inbound channels also accounted for 88% of applications, reinforcing their role in conversion. Phone calls and Live Chat are the two main channels prospective students like to use.

Some insights into these increases could be attributed to:

- Weaker job market and economic uncertainty
- Expansion of pathway programmes
- Mindset shift – due to uncertainty, future job security is essential
- School leaver growth and demographics are still on the upward trajectory, with more students transitioning to higher education.

Key December and January events included the inaugural UP25 AUT Ready event (98 students), the Stay on Track event (355 students), and the UniPrep transition programme. By week three, UniPrep:

- Total applications were 402
- 235 enrolled in the programme of that cohort:
 - 83% have confirmed or have an offer for a programme at AUT
 - 4% declined or withdrew but have university entrance (UE) (alternative providers)
 - 7% need to go elsewhere (don't meet our cert/dip entries)
 - 6% have no mainstream programme application (yet)

The AUT brand remains steady across most attributes. However, in the last quarter of 2024, for Auckland audiences, brand awareness of AUT dipped just slightly (2%) compared to the preceding quarter. However,

awareness of AUT is still up 4% compared to the same period in 2023. The university's 2026 programme publications were also complete and ready for distribution in February 2025.

Our social media presences continue to do well. Month-on-month, we have experienced an increase in total followers/fans across AUT's four key social media channels. This indicates that our content is reaching audiences who are not only interested in AUT but also want to keep up to date with us. The increase in followers is also reflected in our post engagement (comments, likes, share) results, which have also seen an increase month-on-month across all platforms.

Domestic and International marketing in November and December 2024 wrapped up annual campaigns and activity-driving applications for Semester 1 2025. Some fantastic results and year-on-year growth can be seen across both domestic and international always-on activity.

Recruitment

Schools:

This period has been focused on engaging with key schools, including attending five school-prizegiving ceremonies to award scholarships and holding five debrief meetings to plan for 2025. Additionally, we reviewed 470 Ki Uta Ki Tai Aspire scholarship applications, resulting in 206 offers.

AUT has been actively engaging with Year 10 students across several schools. At Auckland Grammar, we facilitated workshops for 500 students, featuring a keynote address by Professor Grant Schofield. We hosted 100 Year 10 students from Dilworth School on campus for a day of workshops and tours, while at Rangitoto College, we ran workshops for three classes, reaching 90 students. Additionally, we facilitated programme sessions for approximately 100 Year 10 students at McAuley High School during their Juniors Day and welcomed 23 students from Orewa College to our campus.

Events:

- UP25: AUT Ready – Recruitment Day on South campus for UniPrep programme with 214 registrations, 98 students and seven whanau members in attendance. 30 of these students also attended the lunchtime StudyLink session hosted by a member of the StudyLink team who had been invited to take part
- Stay on Track – 355 student consultations across 2 days, including Faculty representation alongside the Future Student team and Admissions, which meant that students could also get enrolment assistance on the day
- PILOT (Pacific Island Leaders of Tomorrow) Year 10 cohort – hosted 140 Year 10 students at South Campus
- High-Performance Sport New Zealand expo
- CATE Conference – bronze sponsor

UniPrep:

Brand and Marketing Services focused heavily on planning, preparing, and promoting the 2025 UniPrep programme. The programme started with a pōwhiri on 24 January and the academic programme commenced on Monday 27 January.

3.6 Places and Spaces

During this period (November 2024 – January 2025), the Estates Group focused on the following key activities:

- Completion of summer project and relocation work.
- Lease-related activities for WR Building exit.

Commercial Services

- AUT Events delivered 549 events in 2024, serving 57,086 guests.
 - Significant events delivered in Nov/Dec: Active Connections Conference, NZ Sport & Fitness Awards, SASBE Conference, EMCONZ Conference, ICONIPS Conference, NZ Finance, Indigenous Nursing Conference, and Graduation celebrations.
- AUT Cafes served 264,745 guests in 2024 with 99% positive feedback.
- Cleaning Quality Control inspections have returned an average 95% pass rate for all campuses.
- Parking finished the year well with a 20.6% increase in net revenue.
 - Casual parking charges were increased in January, and all signage was updated. Cameras have been installed at South to measure usage with a view to getting this information for all car parks in time.
 - The UbiPark app is under review to market test its suitability against other parking solutions.

3.7 Staff Diversity Statistics (January 2025)

Staff by Occupation

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

As at	Academic	%	Professional	%
4th February 2025	1058	47.3%	1181	52.7%

All permanent and fixed-term staff by Prioritised Ethnicity

As at	Academic	%	Professional	%
4th February 2025	1058	47.3%	1181	52.7%

All permanent and fixed-term staff by gender

Gender	Total	Current % of staff	This time last year % of staff
Female	1406	62.8%	62.2%
Male	816	36.4%	37.1%
Gender Diverse	15	0.7%	0.5%
Not Disclosed	2	0.1%	0.2%
Total	2239	100%	100%

Senior Māori & Pacific Staff by Gender

Senior Roles - by Gender	Total	Distribution
Senior Women – Māori	19	79.2%
Senior Women – Pacific	5	20.8%
% of Total Women	24	1.9%
Senior Men – Māori	14	60.9%
Senior Men – Pacific	9	39.1%
% of Total Men	23	3.1%
Total Senior Management vs Total AUT	47	2.3%

3.8 Staff Headcount (January 2025)

Overall headcount

Employee type	Current month headcount	Month on Month change	Month on Month % change	Year on Year change	Year on Year % change
Permanent	2055	20	1.0%	94	4.8%
Fixed Term	184	-15	-7.5%	-37	-16.7%
Total (Perm & FT)	2239	5	-6.6%	57	-11.9%
Hourly Paid	1566	-208	-11.7%	-143	-8.4%
Overall total (Perm/FT/HP)	3805	-203	-5.1%	-86	-2.2%

Academic headcount

Employee type	Current month headcount	Month on Month change	Month on Month % change	Year on Year change	Year on Year % change
Permanent	950	9	1.0%	37	4.1%
Fixed Term	108	-9	-7.7%	-28	-20.6%
Total (Perm & FT)	1058	0	-6.7%	9	-16.5%
Hourly Paid	1096	-139	-11.3%	-94	-7.9%
Overall total (Perm/FT/HP)	2154	-139	-6.1%	-85	-3.8%

Professional headcount

Employee type	Current month headcount	Month on Month change	Month on Month % change	Year on Year change	Year on Year % change
Permanent	1105	11	1.0%	57	5.4%
Fixed Term	76	-6	-7.3%	-9	-10.6%
Total (Perm & FT)	1181	5	-6.3%	48	-5.1%
Hourly Paid	470	-69	-12.8%	-49	-9.4%
Overall total (Perm/FT/HP)	1651	-64	-3.7%	-1	-0.1%

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

- **Permanent Staff:** The overall average permanent headcount for January was 2055. We have seen a 4.8% increase in permanent headcount between January 2024 and January 2025.
- **Fixed-Term Staff:** Fixed-term roles have decreased by 15 month on month.
- **Hourly Paid Staff:** While there are an average of 1,566 hourly paid staff on payroll, only a proportion of these will be working at any one time.

3.9 Student Accommodation

As of 5 February 2025, Mayoral Drive student accommodation has 129 rooms available. Marketing continues as offers of place continue to be processed.

There is a waitlist for the Akoranga Student Village (ASV) accommodation. Meanwhile, we are also receiving cancellations and expired offers, which are being replaced as they come in. ASV is expected to be at full capacity by the start of Semester 1, 2025.

As of 31 January 2025:

Accommodation	Total Rooms	In Room	Total Applications	Live Offers	Confirmed	Rooms Available	% of rooms taken	% of rooms offered
ASV	198	0	339	24	168	30	85%	97%

3.10 Organisational Development

Staff Survey

We've started the year by advancing the AUT Priorities workstreams. We're meeting with each of the Executive sponsors for their respective workstreams to confirm proposed actions and kick off the work. Terms of reference for both the working group and advisory group have been developed. The advisory group members have been selected with support from the HR Business Planners, and the Executive team has provided their input.

We are now collaborating closely with Umbrella's Organisational Psychologists and professionals from the University of Auckland to explore how we can leverage their expertise and evidence-based interventions. These approaches have proven successful in similar organisations, and we're excited to integrate their insights as we move forward.

Professional Staff Conference 2025

We've confirmed the date for the 2025 Professional Staff Conference as 17th September. This year, due to challenges with securing dates and room availability at City Campus, we've decided to hold the event at North Campus. We're now focusing on finalizing the theme before we begin developing the agenda and selecting speakers, etc.

Aronui Ora

For 2025 we have increased the amount of wānanga per semester, which gives opportunity and flexibility for more staff to be part of our cultural capability programme.

Tupukupu continues to gain interest from AUT staff, wanting to create and affirm their foundation of Te Reo (language) and Tikanga (protocols) Māori. We are extending our Tupukupu offerings to include both South and North campuses this year.

3.11 AUT Foundation

- For the period 1 January to 31 January 2025, AUT Foundation has received a total of \$17,120 from 77 donors.

3.12 Government and External Relations

Review of 2024 government and external relations activities.

Auckland Central City engagement

AUT continues to lead engagement with Auckland Council, Central City Advisory Panel, University of Auckland and other stakeholders on improvements to the city centre. The recent focus is on a programme for

developing Auckland into a more welcoming and supportive student city. This includes exploring marketing opportunities, education for hospitality and service businesses about student life (how to tailor offerings to the student market), lobbying for public transport and safety improvements, events and other initiatives.

Government's review of the university sector

The University Advisory Group (UAG) is due to present a final report to ministers this year to inform any policy changes decided by the cabinet. Separately, the government has responded to the release of the Science System Advisory Group's recommendations for the operation of the science sector in New Zealand. We are actively engaged in both policy areas to ensure that the proposed changes meet New Zealand's future needs.

Hosting Members of Parliament

AUT has an active programme of hosting various MPs on campus where we take the chance to engage and educate them about the institution. Last year included:

- Prime Minister Rt Hon. Christopher Luxon officially opened our Tukumutu Building alongside Minister for Education Hon. Erica Stanford, Minister for Tertiary Education Hon. Penny Simmonds, and local MPs Dan Bidois and Shanan Halbert.
- Minister for Education and Immigration Erica Stanford on teacher training policy and improving the student visa process.
- Labour Deputy Leader Hon Carmel Sepuloni, spokesperson for Arts, Culture and Heritage Rachel Boyak and Auckland Issues spokesperson Shanan Halbert who met with the VC and toured the Faculty of Design and Creative Technologies.
- Labour spokesperson on Tertiary Education Hon. Dr Deborah Russell met with the VC and members of the Executive Leadership Team on tertiary policy.
- NZ First Parliamentary Undersecretary for Media Jenny Marcroft visited to the School of Communication Studies.
- Labour health spokesperson Hon Ayesha Verrall to the Faculty of Health
- Minister of Housing Hon Chris Bishop and Associate Minister Social Housing Hon Tama Potaka at the Community Housing Aotearoa conference.
- Greens co-leader Chlöe Swarbrook on student spaces, tertiary policy.
- Ngā Wai o Horotiu hosted MPs Debbie Ngarewa-Packer, Teanau Tuiono, Hon. Phil Twyford and Hon. Jenny Salesa.

Diplomatic relations

AUT remains engaged with representatives of foreign governments in New Zealand as part of our international programme. 2024 engagements included:

- Meeting the new Consul General for Japan, Matsui Shinji, who also attended a Japanese Alumni Dinner.
- Hosting British Deputy High Commissioner John Pearson at the Five Films for Freedom screening.
- US Ambassador Tom Udall visited AUT Law 795 and the Vice Chancellor.
- Hosting Indian High Commissioner Neeta Bhushan.
- Meeting to discuss joint educational opportunities with the Philippines Ambassador Kira Christianne D. Azucena.
- The Thai Embassy sent a delegation to AUT in April 2024, this was hosted by Professor Mark Orams on behalf of Professor Guy Littlefair as PVC International.
- The Thai Ambassador attended a demonstration at the culinary school on 13 August.
- Professor Littlefair visited the New Zealand embassies in Indonesia, Thailand, and China, as well as the Philippines Embassy in Wellington.

PRIORITY 4: STUDENT SUCCESS

4.1 AUT International

Key activities for the International Office during this period:

International Partnerships & Relations:

- AUT International signed a Study Abroad agreement with ICES (Catholic University of Vendée) on 23 January to continue expanding its network.
- AUT had a late December meeting with Nanyang Technological University, and this partnership has given AUT a prestigious footprint in Singapore.
- AUT International travelled to Hong Kong for the annual partnerships visit with a side trip to the University of Macau in December 2024.
- The Pro Vice-Chancellor International and his team travelled to India to visit key partner universities to build further linkages and opportunities and hosted key agent partner events and alumni reception at the NZ High Commission between 22 November and 16 December.

4.2 Student Hub

In December 2024 and January 2025, we focused on concluding the year and preparing for Semester One 2025, particularly Orientation events. The Student Connect team and Peer Advisors worked on converting offers into accepted status through Application Outbound campaigns.

The Student Hub and Disability Support Services received 3,214 digital enquiries in December 2024 and 5,924 in January 2025 and remained within service standards for all enquiry channels. The Student Hub operates a case management approach to providing ongoing support to students. In December, 55% of open cases were resolved, and 75% in January. Those cases that remain open are where students have ongoing support needs.

For the same period, Disability Support Services resolved *57.7% of 71 cases received in December 2024 and 30.7% of 199 cases received in January 2025. This is typical for this period as Disability Services provides assessments for required student accommodations as students commence their studies.

**At the end of each year, the Disability Support Service focuses on case managing and onboarding all new students who declare a disability. This process takes longer than other issue resolution activities (that the Student Hub would case manage over a period). The approach is to interact with and meet with the student, develop—where required—an academic accommodation plan, and submit the resource request if people-based support is required.*

There were 23 students who received financial assistance in December 2024, totalling \$11,756; in January 2025, there were 14 students who were supported financially, receiving a total of \$9,215.

4.3 Graduate Research School

Key highlights and activities from the Graduate Research School Te Kura Tāura Rangahau (February 2025)

- 48% increase in PhD applications compared to the same time last year (source Uni Assist).
- 2024 recorded the most significant number of PhD submissions at AUT; 330 students were admitted.

- A new researcher induction programme has been developed in collaboration with Te Kāhui Poipoi Rangahau (Research Office) and Te Mātāpuna (Library and Learning Service).
- A new programme for doctoral candidates is being designed to support the transition from doctoral programmes into careers (focusing on academic, industry, and entrepreneurial pathways).

Quick Statistics

- 890 Active doctoral students
- 69 Doctoral students in examination
- 55 Active MPhil students
- 44 Deferred PhD students

4.4 Ki Uta Ki Tai Student Success Plan

The focus at a programme level has been on stakeholder and subject matter expert engagement to support how we plan, phase, deliver and measure our work.

For **Project Navigator** (previously Whole of University Service Model), the project team are working closely with a senior leadership working group to test and validate the direction of travel and has received endorsement to progress with focus areas for near-term delivery. One of the initiatives is an action group of key process managers from across the University to help the project team ideate and work towards our desirable service provision future state. Our AUT app-focused continuous improvement workstream is progressing with the establishment of a prioritisation forum in February, the output of which will be a forward-delivery view of features that uplift the student experience.

In the **Pathways project**, near-term recommendations continue with the progression of a support model for students at the beginning of their university journey and at peak periods where there is evidence that students 'drop away'. All leaders who are involved with initiatives across the Disability Action Plan are coming together for a workshop in February to align on our cross-functional team approach for the year of delivery ahead.

The **Recruiting Priority Students project** reached a milestone in December 2024 with the sponsor-level approval of the pilot programme for 2025. Research has been completed in the Non-school Leaver Recruitment project space, with insights being shared in February before options ideation on the next steps.

Project updates and requests for endorsement will be shared with the Academic Transformation Governance Group (ATGG) between March and April before being shared with the Vice-Chancellor's Executive where relevant.

The Transformation Office provides support across the strategic change portfolio and is also working on key information views to support empowered decision-making. This includes how we communicate with stakeholders and subject matter experts in an interconnected and sensible way across programmes of work. For this reason, the Ki Uta Ki Tai programme team and the Academic Portfolio Management programme teams are working closely together as both pieces of work progress.

PRIORITY 5: MATURING UNIVERSITY SYSTEMS AND PROCESSES

5.1 ICT

Key activities and outcomes from ICT for this period:

- **A fresh approach to managing AUT's computer fleet**—For the last 15 years, AUT has managed its approximately 12,000 computers and laptops using a Microsoft tool called System Centre Configuration Manager (SCCM). This product is largely at the end of its life now, and ICT is replacing it with the modern endpoint computer management tool called Intune.
- **Fixed and Wi-Fi network refresh**—In 2024, AUT invested a further \$1.7M in its fixed and Wi-Fi networks. ICT secures annual funding to continually refresh aging network equipment and improve resilience and capacity each year.
- **AI foundations training**—In late 2024, ICT was tasked with implementing a comprehensive GenAI training program that equips AUT staff with standardised GenAI knowledge and skills aligned with our university's safe-use guidelines and AUT strategy. The training material, comprised mainly of self-service videos, has now been developed, and we are working with People & Culture to release this training in early March 2025.

Office 365 CoPilot Trial and next steps

The AUT Microsoft Office 365 Copilot pilot program ran from September to November 2024. It aimed to evaluate the effectiveness of M365 Copilot in enhancing staff productivity and operational efficiency.

- The programme involved 125 staff members from various faculties and divisions nominated by the SLT.
- Participants had access to training resources, workshops, and Q&A sessions.
- Data was gathered through surveys, polls, chats, posts, participant stories, and feedback via email.
- Most participants had a positive outlook on the programme, with 72% responding to the beginning survey and 52% to the ending survey.
- 65% of participants felt that Copilot met their expectations, although there was some frustration with its shortcomings and limitations.
- 48% used Copilot daily, and 92% reported they found it useful. Usage metrics showed initial enthusiasm that tapered off, possibly to more focused use, over time.

The conclusion of the pilot is that M365 Copilot can enhance personal productivity; to make the most of it, users are recommended to invest time and effort in understanding the tool. More analysis is required to understand how M365 Copilot could enhance organisational productivity.

A recommendation on the cost/benefit of the continued use of M365 CoPilot has been submitted to the Executive to consider.

Release of "My Training" in AUTone

After rigorous testing and final preparations, AUTone My Training was launched on 31 January 2025. On the first day, 285 registrations were recorded, with only a handful of enquiries, all of which were resolved swiftly. This reflects the robustness of the solution and the thorough preparation undertaken by the project team. The collaboration between HR Shared Services, Organisational Development, and ICT Application Support has delivered a seamless transition.

A comprehensive set of support resources, including video, knowledge base articles, and a ServiceNow enquiry form, has been made available to assist staff. With the immediate post-go-live phase now complete, the focus will be refining the broader LMS solution and ensuring ongoing enhancements.

Fit out Innovative Proof of Concept classroom and planned AV technology upgrades for 2025

ICT is working with Estates, Timetabling, and Learning Teaching and Educational Design (LTED) to create a space where teaching staff can set up a room to try out new equipment and designs before committing to rolling them out into our heavily used classrooms. We are currently working to select a room that will be fit for purpose and accessible to most teaching staff.

We are also continuing our annual investment in replacing end-of-life AV equipment and infrastructure, as well as replacing lamped projectors with brighter laser models on all three major campuses.

AI Transcription for Researchers

Meeting transcription is one of the key use cases for generative AI services and is particularly high-value for researchers engaging in qualitative research. With Information Security and data sovereignty a priority for AUT, ICT has begun assessing popular transcription tools in the market and is working with the University Research Office to run a Proof-of-Concept project on an appropriate transcription service.

High Powered Computing at AUT

The need for High-Powered Computing (HPC) in our schools has been growing and evolving for a number of years. In 2024, ICT worked with the School of Engineering, Computer & Mathematical Sciences, and the School of Science to develop a proposed solution that could provide a sustainable, supported university-wide solution that will meet the needs of the majority of HPC requirements.

We have now implemented a dedicated HPC rack into AUT's Orbit Data Centre, which will be the beginning of this service. Trials with our two partnered schools will continue throughout 2025.

5.2 Academic Audit

The AUT Cycle 6 Academic Audit Report was published by the Academic Quality Agency on 21 January. The report was very positive with 24 commendations. Commendations refer to exceptionally good practices or examples of innovative practices that should produce positive impacts on teaching, learning and student experience.

Commendations included the development of Te Kete and Te Aronui and the rollout of Te Aronui. In the area of initiatives to encourage the development of Māori and Pacific academics, the panel praised the Eke Tangaroa programme and the establishment of Te Kāhui to support promotions. Initiatives to support Māori and Pacific students were also commended, including culturally affirming spaces, the commitment to developing culturally responsive curricula and the rich, effective and interconnected support provided by the Office of Māori Advancement, the Office of Pacific Advancement and Student Services. The commitment to having professionally qualified staff to support student well-being was also commended.

In the areas of learning, teaching and student success, the completed rollout of the Learning Management System (Canvas), the development of the Assessment Principles and Policy, which are currently being implemented, and the work of the Office of Learning, Teaching and Educational Design were commended. The panel also commended the use of data to support students, good practice in enabling the student voice to contribute to academic quality and our application and admission processes.

The ways Rautaki Rangahau reflects Te Aronui was commended along with information for postgraduate students and training and support for postgraduate supervisors.

Finally, the commendations referred to the mature approach being taken to change management, the comprehensive processes for programme reviews, and the quality of the self-review report.

The report contained 11 Affirmations. Affirmations refer to initiatives that are planned or in early stages but not yet at a point where there is data to assess impact. Many of the initiatives that were affirmed related to work that is being undertaken in the learning, teaching and student success areas including approaches to generative AI; work that is part of the Academic Portfolio Management programme of work such as review of the graduate profile; clarification of academic delegations; development of a student voice framework and the implementation of a curriculum management system. In addition, the panel affirmed work that is part of the Ki Uta Ki Tai programme such as more targeted use of data to support student success, revision of academic processes such as appeals and complaints, and development of initiatives to support Pacific student success.

There were 12 recommendations. These related to areas across the audit framework, including how our information and data governance processes include principles for Māori and Pacific data sovereignty, strengthening Pacific voices in formal curriculum development processes, developing more capacity to undertake assessment in Te Reo; consideration of how teaching spaces can support the implementation of Te Aronui and Te Kete; processes to support postgraduate research students; monitoring engagement in professional development for teaching; and reviewing terms of reference and activities of Academic Board. The final area, which accounted for two recommendations, reflected a theme that came through strongly in the report, which is the need for more consistency in academic decision-making across the University.

An implementation plan is currently being developed. It is useful that a number of the recommendations fall into programmes of work that are already underway. The full report is available on the [Academic Quality Agency website](#). The report, with an implementation plan, will be provided to the Academic Board and to the Council shortly.

Appendix 1: Enrolments

2024 EFTS Progress to Target Monitoring Report
Year to Date Compared to Target and Equivalent Date Last Year

Programme EFTS as at 29 Dec 2024

Student Achievement Component EFTS	Total	BEL	CSOC	DECT	HEAL	TEAP
Pending	1	0	0	0	0	0
Actual	15,895	2,678	1,820	5,153	6,150	73
Total Pending and Actual	15,896	2,678	1,820	5,153	6,150	73

2024 Target	15,564	2,653	1,896	4,991	5,870	120
Progress to Target (%)	102%	101%	96%	103%	105%	61%
EFTS needed to reach 100%	-331	-25	76	-162	-280	47
Ahead or behind on this time last year:			Behind			Behind
	Ahead by	Ahead by	by	Ahead by	Ahead by	by
	341	83	237	495	24	18
Progress to Target, this time last year (%)	95%	94%	86%	101%	94%	87%
EFTS needed to reach Target this time last year	905	159	345	-37	413	13
Achieved from this time last year to year end	-2	0	0	0	-1	0

International Full-Fee EFTS	Total	BEL	CSOC	DECT	HEAL	TEAP
Pending	0	0	0	0	0	0
Actual	2,816	781	522	1,084	398	2
Total Pending and Actual	2,816	781	522	1,084	398	2

2024 Target	2,592	828	464	983	303	7
Progress to Target (%)	109%	94%	112%	110%	131%	26%
EFTS needed to reach 100%	-224	47	-58	-102	-95	5
Ahead or behind on this time last year:			Behind			Behind
	Ahead by	by	Ahead by	Ahead by	Ahead by	by
	369	5	41	201	110	5
Progress to Target, this time last year (%)	147%	128%	170%	156%	144%	∞
EFTS needed to reach Target this time last year	-784	-171	-198	-318	-87	-7
Achieved from this time last year to year end	0	0	0	0	0	0

AUT South Campus	Total	BEL	CSOC	DECT	HEAL
Pending	0	0	0	0	0
Actual	1,763	189	188	43	1,322
Total Pending and Actual	1,763	189	188	43	1,322
2024 Target	1,746	278	200	38	1,194
Progress to Target (%)	101%	68%	94%	113%	111%
EFTS needed to reach 100%	-17	89	12	-5	-128
Ahead or behind on this time last year:	Behind by 46	Behind by 36	Behind by 16	Ahead by 1	Ahead by 11
Progress to Target, this time last year (%)	109%	5387%	85%	96%	98%
EFTS needed to reach Target this time last year	-144	-221	36	2	21
Achieved from this time last year to year end	0	0	0	0	0

Pre-Degree Total EFTS	Total
Pending	0
Actual	954
Total Pending and Actual	955
Ahead or behind on this time last year:	Ahead by 54

Undergraduate Total EFTS	Total
Pending	0
Actual	14,047
Total Pending and Actual	14,047
Ahead or behind on this time last year:	Ahead by 177

Postgraduate Total EFTS	Total
Pending	1
Actual	4,273
Total Pending and Actual	4,274
Ahead or behind on this time last year:	Ahead by 472

Doctoral	740
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Māori Domestic SAC EFTS	Total
Pending	0
Actual	1,816
Total Pending and Actual	1,816
Ahead or behind on this time last year:	Ahead by 102

Pacific Domestic SAC EFTS	Total
Pending	0
Actual	2,581
Total Pending and Actual	2,581
Ahead or behind on this time last year:	Ahead by 44

Please Note:

- In 2023, 37 SDR SAC Budget EFTS were not assigned to an academic faculty. As a result, the total budget is 37 greater than the sum of the faculty totals for tables presenting Domestic – SAC Funded, South (SAC) and University totals.
- Returning to programme EFTS defined as all EFTS consumed by students enrolled in the same programme code in a previous calendar year, regardless of progress through programme. EFTS consumed by students who enrolled in any Bachelor of Health Science programme (any programme code ending in '3680') in a previous calendar year and then enrolled in a related programme are also considered to be returning. All other EFTS classified as 'New'.
- Budget EFTS pertaining to South Campus have been identified using the following working definition: Where the teaching school name includes the word 'Manukau', 'Manku', 'South', or 'South', OR the teaching school code is 'VK', 'RO', or 'KO', the Budget EFTS are assumed to relate to South Campus.
- (*) Please note that the 2016 South SAC EFTS target of 1,514 represents the University's internal operating budget, as set by central Finance, rather than the 2016 TEC South Campus target provided in the Funding Letter (1,827).

Appendix 2: Financial Performance

Financial Performance – Current Year

As at 31 December 2024 (refer item 5.1)

\$000s	2024 Full Year (\$000s)		
	Actual	Budget	Variance
Income	481,568	455,951	25,617
Expense	465,536	446,000	(19,536)
Surplus before interest	16,032	9,951	6,081
Interest	1,223	2,954	1,731
Net surplus	14,809	6,997	7,812

Comment

The full year net surplus variance to budget of \$7.8M is attributed to stronger revenue performance across the university partially offset by higher costs incurred to support the revenue delivery.

Banking Covenants	2024 Year-end Result		
	Actual	Bank Target	Outcome
Max Net Debt / Net Debt + Equity Ratio	(1.4%)	35%	On target
Min Interest Cover Ratio (EBITDA / Interest Expense)	4,410%	150%	On target
Min Guaranteeing Group Cover	97%	90%	On target
TEC Financial Covenants	Actual	TEC Target	Outcome
Max commercial debt borrowings \$000s	-	\$220,000	On target
Max aggregate financing \$000s	\$7,977	\$243,000	On target
Max Debt / Debt + Equity Ratio	1%	30%	On target
Max Debt / Net Cash Flow Ratio	0.08	3.00	On target
Max Debt / Total Revenue Ratio	2%	55%	On target
Min Net Surplus Ratio	3.1%	>0.0%	On target
Min Cash Flow from Operation Ratio	124%	114%	On target
Min Interest Cover Ratio (EBIT / Interest Expense)	13.1	Suspended until 2026	
Min Liquidity Ratio	30%	2%	On target

Comment

All Banking covenants and TEC financial covenants were met in 2024.

12-month forecast on compliance to banking covenants

Banking Covenants		Last Compliance Certificate	Current Compliance Certificate	Compliance Certificate (Next 12-Month Sliding Forecast)			Comment
				YTD Dec 2024	YTD Jun 2025	YTD Dec 2025	
6 Monthly Reporting		YTD Dec 2023	YTD Jun 2024	YTD Dec 2024	YTD Jun 2025	YTD Dec 2025	Comment
A	Total Net Debt to Total Net Debt Plus Equity Ratio: Max 35%	3.82%	(2.37%)	(1.4%)	1.75%	6.15%	Remain well below the maximum limit of 35%, reflecting strong compliance and a healthy net debt position.
B	Interest Cover Ratio (EBITDA to Interest Expense): Min 150%	4,443%	6,515%	4,410%	9,230%	6,417%	Substantially exceed the minimum limit of 150%, showing no risk of non-compliance.
C	Guaranteeing Group Cover (Total AUT Assets/Total Consolidated Assets): Min 90%	97%	97%	97%	97%	97%	Consistently maintain at 97%, comfortably exceeding the minimum requirement of 90%, indicating strong compliance.

Financial Performance 2024 Compared to 2023

\$000s	Full Year (\$000s)		
	2024	2023	Variance
Income	481,568	436,324	45,244
Expense	466,759	426,022	(40,737)
Net surplus	14,809	10,302	4,507

Higher **income** compared to last year is driven by higher student enrolments this year.

Higher **expenses** compared to last year are driven by the higher costs to support the increased student enrolments, inflation driven commitments and targeted investment to support the rollout of Te Kete.

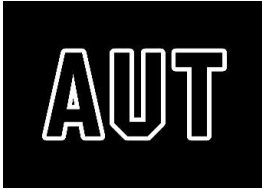
Overall, the **net surplus** is \$4.5M higher than last year reflects the net impact of higher student enrolments, one-off income streams and the impact of inflation pressures on expenditure.

Appendix 3: University key performance indicators – Summary report

University Key Performance Indicators (KPI): Summary 2024

The following table presents results for the University's KPIs for 2024. Results shaded in grey are still provisional at this stage; final results are anticipated shortly.

KPI	Description	Target 2024	Actual 2024	Actual 2023	Result
1	Proportion of students who are satisfied with their programme of study	82.5%	81%	79%	Not achieved
2	Proportion of students who are satisfied with teaching quality	83.5%	83%	81%	Not achieved
3	Proportion bachelors graduates who completed work-integrated learning while studying	90%	86%	92%	Not achieved
4	Proportion of available graduates who are working full time	81.5%	83%	88%	Achieved
5	Course completion rate for students from areas with high deprivation scores	79%	78%	76%	Not achieved
6	Number of quality-assured research outputs	Annual increase	1,949	1,964	Not achieved
7	Proportion of research-active academic staff	Annual increase	60%	58%	Achieved
8	Value of new research contracts signed	Annual increase	\$31.4M	\$15.3M	Achieved
9	Proportion of research outputs with an international co-author	Annual increase	59%	56%	Achieved
10	Ranking amongst New Zealand universities for field citation ratio	Top-four	Eighth place	Third place	Not achieved
11	Number of media articles using AUT staff as expert voices or highlighting AUT research	>1,000	1,404	1,439	Achieved
12	Number of Māori graduates from bachelors degrees	Annual increase	363	324	Achieved
13	Number of Māori students in research programmes	Annual increase	146	138	Achieved
14	Number of Pacific graduates from bachelors degrees	Annual increase	386	437	Not achieved
15	Number of Pacific students in research programmes	Annual increase	83	77	Achieved
16	Number of EFTS at South Campus	Annual increase	1,844	1,864	Not achieved



PART A	6
OPEN AGENDA ITEM	

Council Agenda Paper

Subject: Chancellor's Report

Date: 24 February 2025

RECOMMENDATION:

THAT COUNCIL RECEIVE THE CHANCELLOR'S VERBAL REPORT



PART A OPEN AGENDA ITEM	7
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Council Agenda Paper

Subject: Report from Academic Board

Date: 16 January 2025

RECOMMENDATION:

THAT COUNCIL RECEIVE THE ACADEMIC BOARD REPORT AND MINUTES OF THE MEETING HELD ON 25 NOVEMBER 2024.

The minutes are in supplementary papers.

Academic Board Report to Council

Meeting held 25 November 2024

Strategic Matters and Policy Developments

- **Proposed Research Data Management Policy, Guidelines and Project**

An overview was provided of a project being undertaken by the Research Office and the Library to develop a Research Data Management policy, guidelines and plan. A plan for the management of research data is necessary to ensure that is managed in ways that preserve its integrity and value. Underlying principles were outlined and included the need for data to be findable, accessible, interoperable and reusable. Definitions of data sovereignty and Māori data sovereignty were provided and the benefits of well managed data were outlined. The draft policy was included in the agenda.

- **Moanaroa Pacific Research Guidelines**

Work being undertaken by the Moanaroa Pacific Research Network Governance Group to develop AUT's Pacific Research Guidelines was outlined. The guidelines will be an ethical framework, guide and resource for researchers undertaking Pacific research both locally and internationally. The development process and timeline were provided in the agenda.

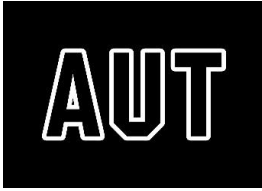
Committees of Academic Board

The following recommendations from the Programme Approval and Review Committee were approved:

- Academic Board approved notification of deletion to CUAP for the following specialisations and one qualification:
 - *Occupational Practice, Psychotherapy Practice* in the Master of Health Practice
 - *Occupational Practice, Physical Activity and Nutrition, Prescribing Practice* in the Postgraduate Diploma in Health Science and Postgraduate Certificate in Health Science
 - Postgraduate Diploma in Clinical Child and Adolescent Psychotherapy
- Academic Board approved closure to new enrolments from Semester 1, 2025 for the following:
 - Pre-Chiropractic pathway in the Diploma in Applied Science
 - Diploma in Sport Management and Exercise Science

Other

A proposal for how Academic Board will acknowledge the contribution of long-standing members of the Board who are leaving the University was discussed and approved in principle.



PART A	8
OPEN AGENDA ITEM	

Council Agenda Paper

Subject: Health Safety & Wellbeing Report

Date: 18 February 2025

RECOMMENDATION:

THAT COUNCIL RECEIVE THE HEALTH, SAFETY AND WELLBEING REPORT FOR FEBRUARY 2025

Health, Safety and Wellbeing Report February 2025

Purpose

The purpose of Health Safety and Wellbeing reporting to Council is to support its Officers in meeting their HSW due diligence duties (see Annex A). As the first report of the year this report focusses on providing a summary of activity from 2024 and any impacts that will follow through into actions for this year.

While the intended governance reporting approach is outlined here the detail of how that will look is dependent on several key requirements expected to be addressed prior to the next People and Culture Committee meeting in April including:

- Alignment of current policy including the Due Diligence Framework agreed in 2024 with the Health and Safety Good Governance Guidance issued by the Institute of Directors at the end of last year.
- Delegation of PCBU duties (see Annex A) to members of ELT collectively and individually where appropriate, as a means of ensuring Officers meet their compliance duty, and
- Consequential planning by individual ELT members for their areas of responsibility and progress reporting back to Council to confirm execution

1. 2024 Health, Safety and Wellbeing Progress in Review

The 5 Year AUT Health Safety and Wellbeing Plan developed and initiated in 2024 proposed the following approach:

- a. 2024 Establishing Foundations
- b. 2025 Engaging and Reporting Enhancements
- c. 2026 System Refinements and Compliance
- d. 2027 Implementation and Adjustment
- e. 2028 Review and Strategic Planning

2. HSW Governance

- a. Central to the establishment of HSW foundations in 2024 were consideration of the development of the broader HSW regulatory framework including the introduction of the Health and Safety at Work Act 2015 (based on Australian Model Law). The Act attempted to clarify the separation in responsibilities between governance and management and has been tested following the Whakaari White Island Eruption and, more recently, in Maritime NZ vs Tony Gibson, CEO POAL.
- b. The paper put forward to Council in July last year proposed a Governance framework that differentiated HSW Governance and PCBU duties between the Council and Executive Leadership Team (ELT) respectively. While the framework has been approved the delegation to ELT of the organisations PCBU (employer) responsibilities is due for consultation with ELT shortly and once agreed forwarded to Council the next meeting for sign off.

3. HSW Oversight of the Estates function

- a. An additional HSW Specialist role was established to more closely align oversight at a strategic level of the Estates portfolio with that of other faculties and divisions. An operationally focussed HSW role was advertised by Estates to manage day to day responsibilities but at this stage is being covered by contractors. A high-level review was initiated at the end of last year to support assurance reporting to Council but has been delayed until later this month.

4. Reporting, Escalation and Accountability

- a. A project to ensure the consistent, timely notification to senior leaders of serious events or incidents was commenced through review of the capability of the Noggin (HSW) reporting system. Escalations are currently a manual process through the HSW team to Group Director People and Culture to the Vice Chancellor. The ability of Noggin to automatically escalate events is being reviewed as part of a larger piece of work to improve Noggin usability for Critical Risk Management.

5. Psychosocial Harm

- a. A programme of work to develop the context for consideration of Psychosocial Harm in the workplace at AUT has been undertaken. Safe Work Australia has developed a model Code of Practice for adaptation and implementation by Australian States. New Zealand has not yet followed suit.
- b. The causes of harm are reasonably well understood and include job demands, low job control, poor support, lack of role clarity and other predominantly organisational / management failures.
- c. Unfortunately, determination of where and when HSW intervention / engagement should occur is unclear particularly considering the organisational development nature of the root causes. Discussion with the Organisational Development team is clarifying at what stage HSW might become involved in any potential case of harm.

6. Employee Assistance Programme (EAP) Service Review

- a. Between 10-15% of AUT staff use the EAP programme for personal or work-related counselling and support. Staff and immediate family are entitled to five sessions at no cost to the individual. Our current provider, Habit Health, has generally met staff expectations with only amount of feedback regarding delays in making initial contact. Total cost for the service averages around \$130k annually which is in line with other providers. There had been consideration of a collective NZ Universities contract, and we extended our contract upon review for a further 12 months in anticipation of this. However, this approach is now unlikely.
- b. Habit Health also has an Occupational Health section which has become useful in several interactions with both staff and managers recently. The ability to assess injured staff members capacity to re-enter the workplace following an injury or illness or, to extend an injured or older staff members ability to constructively contribute to the workplace has become a more common expectation supporting the value of having this capability available when needed.

7. Risk Profile and Critical Risk Management

- a. The intent for the HSW team to produce a critical HSW risk list for each part of the organisation prior to the (2024) year end is still in progress and has provided a learning opportunity for the HSW team and others.
- b. It became clear during the roll out of this work that the HSW context for risk management across the organisation was not well understood, documented or communicated. While the intent had been to keep it simple by only identifying critical risks i.e. those of both high likelihood and/or consequence. The outcome tended to reflect several schools of thought including:
 - i. A focus on the completion of the series of steps in the risk management process rather than producing a relevant, usable outcome
 - ii. Listing every potential risk with little focus on prioritisation for treatment
 - iii. The lack of recognition of HSW risks either due to a general lack of awareness or an assumption of legal distance from liability or assumption that liability lies elsewhere
- c. The intended outcome of each faculty and division having a starting point for a HSW discussion based on their most likely or potentially consequential risks was in-part achieved in that lists have been developed and will be worked through with priority focussed by HSW input.
- d. As a result of enquiries over the course of 2024 significant issues (risks) were identified and (to a large degree) rectified primarily with regard to the Health and Environmental Science Faculty. These have been reported to Council over the last year and are worth reporting here to set the scene for 2025.

8. Hazardous Substances Management

- a. A new 'Test Location Certificate' was achieved to assure the regulator that our management of hazardous substances storage, and use practices is appropriate. A change of certifier; reorganisation of the central store; training of staff using hazardous substances, and completion of a single inventory across the University have significantly improved compliance. The development of a Hazardous Substances Technical Advisory Group to better manage our procurement, transport, storage, use and disposal of hazardous substances will, once in place, add significant value to our current arrangements.

9. Occupational Health Effects of Hazardous Substance Use

- a. The presence and use of hazardous substances and their potential to impact the health of staff requires action by employers to prevent exposures including through inhalation, skin contact or other methods. Organisations are obligated to take measures to identify any potential exposures and undertake necessary environmental exposure or health testing to establish the risk to workers and the effectiveness of any existing controls.
- b. An Occupational Health survey was undertaken between April - October 2024 identifying several non-urgent concerns primarily in the Health and Environmental Science and Design and Creative Technologies faculties. Potential exposures have been identified

including solvents, wood dusts, noise and carbon nano fibres requiring redress and ongoing monitoring is likely to be required for future years.

- c. Given the completion of testing late in the year communications with the relevant faculties has commenced in the new year with the intent being to incorporate the response into planning for this academic year.

10. Biological Containment

- a. Management of Biocontainment has previously been reported with recent successful audits by MPI in both August 2024 and January 2025 evidencing improvements. The recent completion of remedial works to seal absorbent surfaces in the Physical Containment Lab (PC1) in WN, now leaves an alarm on the negative pressure system in the PC2 Lab to warn of potential non-containment, and management arrangements for biological waste disposal until arrival of the Autoclave in WS as the primary remaining issues.
- b. Minor updates to the Biocontainment Manual will close the loop on a significant programme of work commenced in March 2024.

11. Gas Reticulation in Laboratories

- a. The University of Waikato recently accepted an Enforceable Undertaking with WorkSafe, at a cost of approximately \$1M rather than face prosecution following a fireball that engulfed a lab technician and caused minor injuries to other staff. A review in late 2024 has confirmed similarities between gas reticulation arrangements in labs at AUT with those at the University of Waikato that led to the incident.
- b. A relationship developed through the Australasian Universities Safety Association, has facilitated access to the most up to date Gas Reticulation Installations and Maintenance Technical Guide to support our review of current arrangements and implementation of improved control measures.

12. Noggin Improvements

- a. The ability for Noggin (HSW software platform) to better support the identification, assessment and management of critical risks is currently being developed. While the system has the built-in capability, the inability of leaders to sign off risk controls proposed by their direct reports without significant licensing costs is problematic. This is an important step as it records appropriate oversight and resourcing (of controls).
- b. Opportunities are being sought to avoid an increase of annual licencing fees in excess of \$400k.

13. Summary

Given the above reporting it is likely that the next report to Council in April will cover the following:

- a. A proposal for a learning programme to develop the HSW governance level knowledge of Council for approval
- b. A draft Officer Induction programme for consideration and approval
- c. Current HSW Critical Risks at AUT for your consideration and comment

- d. A brief report on incidents and accidents (with supporting data) that have occurred since Jan 2025 compared to previous years for review
- e. Compliance reports for nominated Statutes for review

Fred Henare
Director Health, Safety and Wellbeing
AUT

Annex A

Due Diligence References from the Health and Safety at Work Act 2015

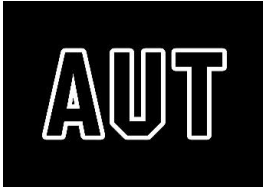
Subpart 2—Duties of PCBUs

36 Primary duty of care

- (3) Without limiting subsection (1) or (2), a PCBU must ensure, so far as is reasonably practicable, —
- (a) the provision and maintenance of a work environment that is without risks to health and safety; and
 - (b) the provision and maintenance of safe plant and structures; and
 - (c) the provision and maintenance of safe systems of work; and
 - (d) the safe use, handling, and storage of plant, substances, and structures.
- and
- (e) the provision of adequate facilities for the welfare at work of workers in carrying out work for the business or undertaking, including ensuring access to those facilities; and
 - (f) the provision of any information, training, instruction, or supervision that is necessary to protect all persons from risks to their health and safety arising from work carried out as part of the conduct of the business or undertaking; and
 - (g) that the health of workers and the conditions at the workplace are monitored for the purpose of preventing injury or illness of workers arising from the conduct of the business or undertaking.
- Subpart 3—Duties of officers, workers, and other persons

44 Duty of officers

- (1) If a PCBU has a duty or an obligation under this Act, an officer of the PCBU must exercise due diligence to ensure that the PCBU complies with that duty or obligation.
- (2) For the purposes of subsection (1), an officer of a PCBU must exercise the care, diligence, and skill that a reasonable officer would exercise in the same circumstances, taking into account (without limitation)—
- (a) the nature of the business or undertaking; and
 - (b) the position of the officer and the nature of the responsibilities undertaken by the officer.
- (4) In this section, **due diligence** includes taking reasonable steps—
- (a) to acquire, and keep up to date, knowledge of work health and safety matters; and
 - (b) to gain an understanding of the nature of the operations of the business or undertaking of the PCBU and generally of the hazards and risks associated with those operations; and
 - (c) to ensure that the PCBU has available for use, and uses, appropriate resources and processes to eliminate or minimise risks to health and safety from work carried out as part of the conduct of the business or undertaking; and
 - (d) to ensure that the PCBU has appropriate processes for receiving and considering information regarding incidents, hazards, and risks and for responding in a timely way to that information; and
 - (e) to ensure that the PCBU has, and implements, processes for complying with any duty or obligation of the PCBU under this Act; and
 - (f) to verify the provision and use of the resources and processes referred to in paragraphs (c) to (e).



PART A OPEN AGENDA ITEM	10.1
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Council Agenda Paper

Subject: Deputy Vice-Chancellor Research – Update Report

Date: 24 February 2025

RECOMMENDATION:

THAT COUNCIL RECEIVE THE RESEARCH UPDATE REPORT FROM THE DEPUTY VICE-CHANCELLOR RESEARCH



Research Update for AUT Council

Mark Orams DVC – Research
February 2025



A quick re-cap

- In March 2024 the government announced two concurrent reviews:
 - The Science System Advisory Group (SSAG)
 - The University Advisory Group (UAG)
- Both reviews are being led by Professor Sir Peter Gluckman (former PM's Chief Science Adviser and Uni of Auckland academic)
- Sir Peter has long advocated for fundamental change in NZ's "science system" and university sector.
- Both the SSAG and UAG has undertaken a consultation process during Q2&Q3 in 2024.
- The reports from both review groups are to be presented to Cabinet for consideration.
- The SSAG Report #1 was publicly released in January 2025 in coordination with the PM's State of the Nation address.



SSAG Report #1: Key recommended changes

- The seven Crown Research Institutes are to be merged into three Public Research Organisations (PRO) based around Bioeconomy (combining Manaaki Whenua Landcare Research; Plant & Food; AgResearch; SCION), Health and Forensic Sciences Services (ESR), Earth Sciences, including Climate and Hazard Resilience (NIWA/MetService; GNS Science).
- The establishment of a new PRO focused on Advanced Technology.
- The disestablishment of Callaghan Innovation.
- The establishment of a Prime Minister's Science, Innovation and Technology Advisory Council.
- The establishment of Invest New Zealand.
- The establishment of a Ministry for Science, Innovation and Technology (which will also likely include universities).



SSAG Report #1: Key recommended changes contd.

- The establishment of a National Research Council (NRC) which will combine mission-led and contestable research funding mechanisms operated by the Crown (including Strategic Science Investment Fund, Endeavour, Marsden, and Health Research Council mechanisms).
- The establishment of a National Innovation Advisory Committee (and two related agencies; Innovation New Zealand and Enterprise New Zealand).
- The establishment of a Research Infrastructure Advisory Committee.
- The establishment of a single set of rules for Technology Transfer Organisations (such as AUT Ventures Ltd) that focus on incentivising inventors by having them retain a higher proportion of the intellectual property they are involved in creating.

SSAG Report #1: Notes from meeting with MBIE 11 February 2025

MBIE have very little capacity to implement all of the changes recommended in the SSAG # 1 Report, so they are prioritising:

- The merger of 7 CRI's into 3 PRO's
- The establishment of the Advanced Tech PRO
- The disestablishment of Callaghan Innovation and the transfer of relevant units into the PRO's (e.g. the Advanced Technologies PRO)
- The development of the new IP policy – with their primary focus being on the PRO's not the universities.
- They recognise the “Waterloo model” for TTOs is not a “drag & drop” and that attributing 100% of IP to “inventors” is not simple.
- The creation of the PM's Science, Technology and Innovation Advisory Council (PMSTIAC). This will work with government to set priorities for research investment.

SSAG Report #1: Notes from meeting with MBIE 11 February 2025

All other recommendations are secondary in priority unless the new Minister (Dr Shane Reti) directs otherwise. So:

- NRC + aggregating govt. contestable research funding = 24 months + away.
- New Ministry establishment – no timeline yet
- The new Higher Education Council + PBRF all wait for the UAG report/s (MBIE not responsible for this)

UNZ + DVC R's (+VC's etc) will have regular updates + the opportunity to provide input into the changes.

SSAG Report #2 “in next few months”

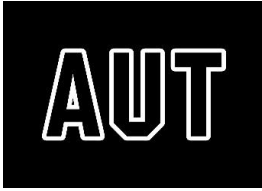
What does this mean for AUT?

- AUT currently receives ~ \$22m p.a. from PBRF and ~ \$31m in ERI in 2024, 80% of which comes from NZ government contestable research funding.
- This is unlikely to be affected by SSAG signalled changes until at least 2027 (but we may be under the new application regime from 2026).
- There are strong signals that the current government will continue to prioritise (and incentivise) STEM subjects and potentially commercialisable research (and de-prioritise Social Sciences, Arts and Humanities).
- The new more centralised approach to funding and priority setting is intended to reduce duplication and force more sharing of resources, approaches and settings (e.g. IP ownership and other TTO policies, sharing of research infrastructure).
- There is a risk that in the details of the SSAG #2 report there could be a re-focussing of research funding towards the University of Auckland to support an ambition of creating one “world-class research university” ranked in the top 50 in the world.



What should we do about it?

- AUT's new strategy aligns well with the government's priorities (e.g. STEM focus, impactful research with clear RoI).
- Because we are still emerging as a research-led university, we are less exposed to financial risk associated with substantive funding changes (i.e. our current research derived revenue is around \$53m).
- The biggest risk is that the changes (in their detail) strongly favour the already dominant player/s (esp the University of Auckland) and disadvantage an emerging/growing university like AUT.
- We need to continue to focus on building our research culture, productivity and impact and remember our why.
- We also need to position ourselves to take advantage of the new settings to maximise our opportunities and minimise the risk of sliding back to being a "teaching-focused university".



PART A	13.1
OPEN AGENDA ITEM	

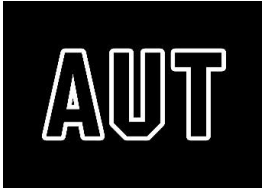
Council Agenda Paper

Subject: Update from the President of AUTSA – Alicia Lemmer

Date: 24 February 2025

RECOMMENDATION:

THAT COUNCIL RECEIVE THE VERBAL UPDATE FROM THE PRESIDENT OF AUTSA



PART A OPEN AGENDA ITEM
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13.2

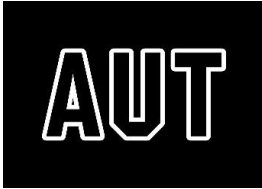
Council Agenda Paper

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

Date: 24 February 2025

RECOMMENDATION:

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



PART A

OPEN AGENDA ITEM

13.3

Council Agenda Paper

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

Date: 24 February 2025

RECOMMENDATION:

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



Council Agenda Paper

Subject: **Sustainability Update**

Date: **24th February, 2025**

RECOMMENDATION:

THAT COUNCIL RECEIVE THE FEBRUARY 2025 SUSTAINABILITY UPDATE.

REPORT BY: LUCY MCKENZIE, HEAD OF SUSTAINABILITY, STRATEGY AND PLANNING

Background / Executive Summary

This paper provides an update regarding the following:

- New AUT Sustainability Plan is progressing to align with Te Kete;
- AUT was Highly Commended in the Creating Impact category of the Australasian Green Gown Awards and won the Powerful Partnerships award with a coalition of New Zealand tertiary education institutions;
- AUT's Climate Scenarios Working Group has formed and begun developing climate scenarios specific to AUT;
- AUT's SDG research publications increased in 2024 after stagnating for two years; and
- AUT's preliminary CO₂e emissions from air travel and energy are below our 2018 baseline and a new programme of work is under development to reduce AUT's emissions.

AUT's Sustainability Plan

AUT's current Sustainability Plan was introduced in 2018 and a mid-cycle review in 2023 identified several opportunities for improvement. These include establishing more targeted metrics and developing targets that are more focused on impact. With the development of Te Kete, we will undertake a significant refresh of this plan and a Sustainability Steering Group has been established. It is Co-chaired by Deputy VC Research Mark Orams and Associate Professor Amanda Yates [Ngāti Rangiwewehi, Ngāti Whakaue, Te Aitanga a Māhaki, Rongowhakaata] and supported by the Head of Sustainability – Lucy McKenzie. The group will begin work on the Plan refresh, with a stronger emphasis on regeneration, rather than just sustainability, as signaled in Te Kete.

Australasian Green Gown Awards

AUT's ambitious commitment to reduce general waste to landfill by 50% by 2025 was recognised with a Highly Commended award in the Creating Impact category, at the Australasian Green Gown awards. The award application encompassed two key components: on-site sorting of general waste, recycling, and organic waste at AUT's campuses to minimise waste sent to landfill, and a target to divert 90% of construction and demolition (C&D) waste from landfill during the refurbishment and construction of Tukutuku at the North Campus.

AUT was also part of a coalition of New Zealand tertiary education institutions that won the [Powerful Partnerships](#) category in the Green Gown awards. The climate scenarios project, ['From Sweet As to Oh Bigger'](#) created a [flexible framework](#) for tertiary providers to ensure their climate change planning follows a consistent approach, while being adaptable to their own needs.

AUT’s Climate Scenarios Working Group

AUT has begun considering how it uses the Climate Scenarios framework. A group of key staff from Risk, Estates, Finance, Strategy & Planning and People & Culture formed a working group to:

- Develop climate scenarios that are specific to AUT;
- Identify AUT’s risks and opportunities specific to each scenario; and
- Prioritise AUT’s climate risks and opportunities.

AUT Research Publications – Sustainable Development Goals (SDGs)

The table below shows that the proportion of AUT’s research publications contributing to a SDG has increased, from 16% in 2019 to 34% in 2024. The Investment Plan includes a target to increase the proportion of research outputs that contribute to an SDG by 1 percentage point per year. At this stage it will be reported in the Annual Report from 2025 to 2027. Increases in the proportion of SDG research publications is assumed to be due to staff becoming more aware of the importance of impact and the SDGs providing a useful framework for researchers to consider how their work benefits society. We continue to make a major and increasing contribution to SDG 3 Good Health and Wellbeing, as well as increasing outputs related to SDG 4 Quality Education, SDG 7 Affordable and Clean Energy and SDG 11 Sustainable Cities and Communities.

Year	Proportion of AUT Research Publications Contributing to a SDG
2019	16%
2020	17%
2021	18%
2022	30%
2023	30%
2024	34%

Source: Dimensions

CO₂e Emissions

Te Kete highlights AUT’s intention to be net zero carbon by 2030. We are focused on emissions reduction and working with our suppliers to reduce their emissions (insetting). AUT is discussing the development of the Living Labs research, at scale, which would provide a nature-based solution and potential carbon offsets of any remaining emissions. This would be a solution tested by our academics, providing AUT with significant confidence that any offsets are authentic, tested and supporting biodiversity.

Our main sources of CO₂e emissions at AUT are:

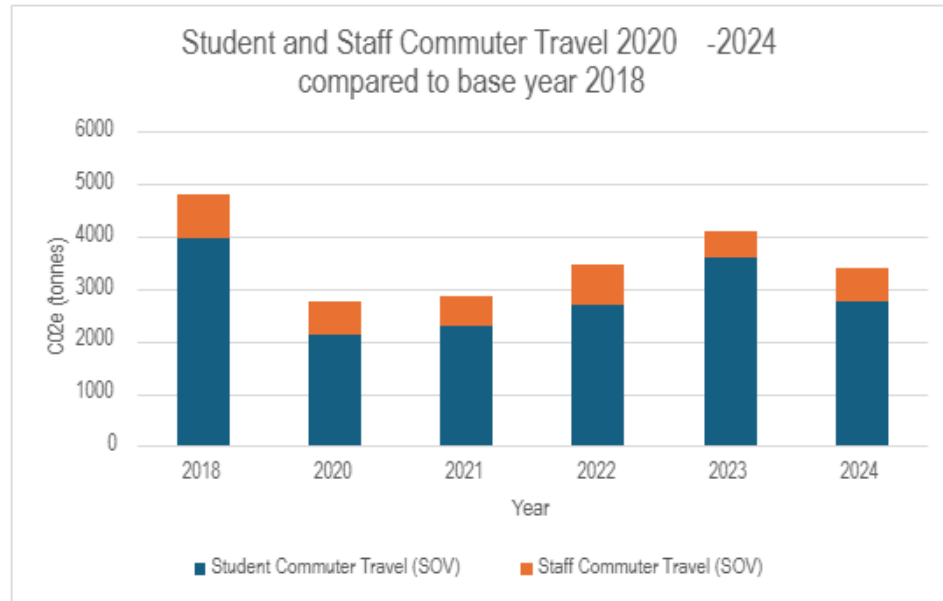
- air travel;
- staff and student commuter travel; and
- energy (electricity and natural gas).

Collectively these emissions sources represent approximately 90% of AUT’s total emissions. Emissions from energy and air travel are more within our sphere of control, using policy, procedure and budgets as levers influencing consumption. There are significant organisational culture and people change aspects to air travel in particular. Staff and student commuter travel are more difficult to influence; our control is limited, and these emissions are hard to abate. Ultimately, staff and students are responsible for accessing AUT’s campuses and there are trade-offs with respect to building a vibrant academic culture and student on-campus experience.

Staff and Student Commuter Travel – Data

Emissions from students travelling to and from AUT’s campuses in a single occupancy vehicle (SOV) form the majority of commuter travel emissions, when compared with staff commuter travel. This is primarily because we have so many more students than staff travelling to our campuses. Pre Covid emissions for students versus 2024 emissions shows a decrease. This is related to fewer EFTS and using people counter information there are fewer students attending lectures in person in 2023 and 2024, than prior to Covid. Between 2023 and 2024 there has been a noticeable decrease in students travelling to the City in a single occupancy vehicle – from 16% in 2023 to 6% in 2024

– so emissions have decreased during this period. This is data from our annual student travel survey.



Staff and Student Commuter Travel – Next Steps

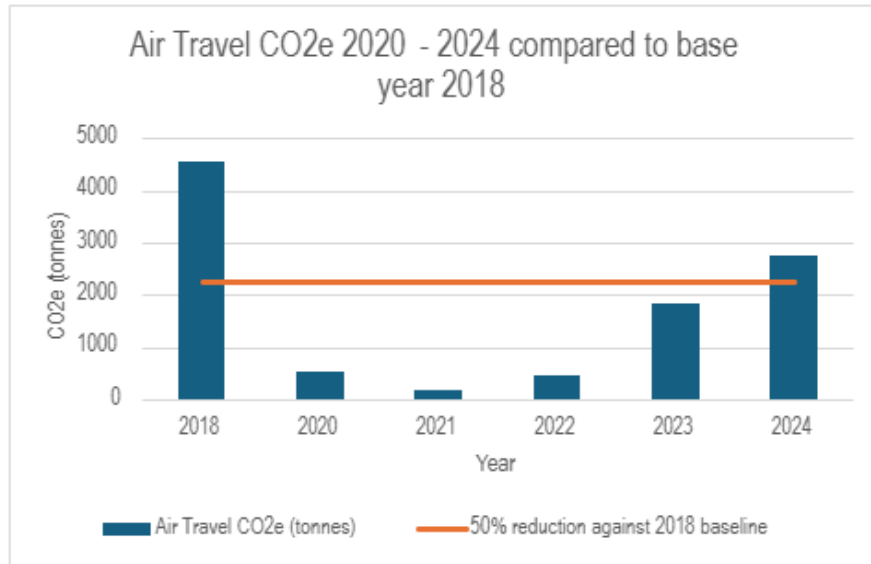
We actively encourage staff and students to choose sustainable travel, sometimes in collaboration with Auckland Transport. The following highlight new and ongoing initiatives for 2025:

- Offering all new AUT staff 2 weeks of free public transport between AUT and home and encouraging AT to extend this to 4 weeks;
- Estates is developing plans (in the first half of 2025) to enhance end of trip facilities at City, North and South campuses. The intention is to complete these improvements by the end of 2025.
- Free e bike trials on campus for staff and students;
- Promote sustainable travel at staff and student orientation;
- AT HOP card Tertiary concession support for new students;
- Bike maintenance workshops for staff and students;
- Existing dedicated secure cycle parking (currently only at City);
- Undertake internal engagement with key stakeholders regarding an employer bike scheme; and
- Investigate the potential benefits of Fareshare (offered by AT) for staff or students

Air Travel - Data

The positive impacts of the Covid-related border closures on AUT's CO₂e emissions from air travel are evident in the graph below. AUT developed an Air Travel Policy that articulated the benefits of air travel for research, staff career development and other academic purposes and which balanced those with the CO₂e emissions from air travel. Post Covid, emissions from air travel are increasing and in 2024 emissions from air travel were 60% of our 2018 emissions.¹

¹ AUT's 2024 CO₂e emissions have not yet been audited, so they are subject to change.

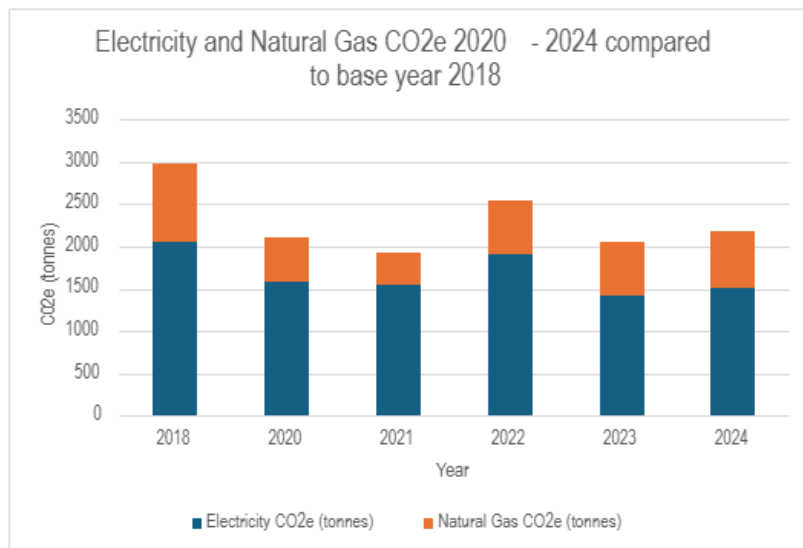


Air Travel – Next Steps

The sustainability team provided a paper to Executive in the latter part of 2024 and agreed to progress a new approach to tackling air travel, including involving staff in the problem and how we avoid increasing emissions. A second paper will be taken to Executive in quarter one of 2025 with proposed options for reducing CO₂e emissions associated with air travel. The intention is that staff and students will be surveyed to ascertain which option they favor, thereby providing a mandate to progress forwards with the preferred option.

Energy – Data

The graph below shows AUT’s emissions from natural gas and electricity have not returned to pre Covid levels. This is due to a reduction in New Zealand’s electricity CO₂e emissions factor (more renewable energy is being generated across New Zealand). And AUT’s consumption of natural gas has decreased by approximately 1,000,000kWh between 2018 and 2024 and this is largely a result of significant energy efficiency initiatives implemented between 2018 and 2020.



Energy – Next Steps

AUT's approach to reducing CO₂e emissions associated with energy is detailed below:

- Switch from natural gas to electricity across our buildings, where feasible;
- Use existing space as efficiently as possible;
- Ongoing energy efficiency initiatives; and
- Investigate power purchase agreements (PPA) for renewable energy (most likely solar PV) across our three main campuses.

By the end of 2025 there will be 11 fewer (6 for AR, 1 for WH, 1 for WM, 1 for AG, 2 for WR) natural gas boilers across the campuses when compared with the beginning of 2024. The now defunct State Sector Decarbonisation Fund provided co-funding to replace gas boilers and old chillers in WM and WH buildings and replace them with electric alternatives. This initiative collectively cost \$5.8 million and AUT provided 60% of the total cost as the project addressed significant deferred maintenance work and forward liabilities. Work began on both WH/WM in 2024, both systems are operational and are now being fine-tuned. It is estimated that the two projects will reduce AUT's CO₂e emissions by approximately 114 tonnes per year. AR building will be demolished in 2025 (and the gas boilers decommissioned) and in early 2025 we vacated WR – student accommodation, which will significantly reduce our gas consumption for 2025, as there were two gas boilers operating in WR.

Once this work is completed there will be nine gas boilers (AA x2, AH x 2, AL, WE x2, WF, WS) remaining and these are more complicated to remove and will require additional investigation. We will also have a clearer understanding of our electricity demand across the campuses and can go to the market to assess PPA offerings.

Conclusion

The key priorities for 2025 include the:

- Finalisation of AUT's Sustainability Plan;
- Development of a work plan of activities that will enable AUT to achieve targets within our new Sustainability Plan;
- Developing AUT's climate scenarios and subsequent risk and opportunities;
- Implementing initiatives relating to reducing emissions associated with energy, air travel and commuter travel

This is peppered with challenges of constrained resources – budgetary and staffing - as well as significant demands on senior staff time given the array of strategic initiatives that are underway at AUT. Lastly, achieving emissions reductions is challenging and there is an additional layer of complexity associated with competing needs to develop international academic collaboration, and creating a thriving on campus experience for our students, all of which are associated with travel and CO₂e emissions.