



MEETING OF  
COUNCIL

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ORDER PAPER AND DOCUMENTS

- PUBLIC -

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11.00 AM, MONDAY, 23 MARCH 2026  
ROOM RH1209, LEVEL 12,  
RUTHERFORD HOUSE

## COUNCIL

Order paper for the meeting to be held in  
**Room, RH1209, Level 12, Rutherford House, Pipitea Campus, Wellington**  
at 11.00 am on Monday, 23 March 2026

### PUBLIC BUSINESS

11.00 am	<b>PROCEDURAL ITEMS</b>		
<i>All timing approximate</i>	1. a) Karakia		<i>Chancellor</i>
	b) Welcome and Apologies		
	2. Disclosure of Interests		<i>Chancellor</i>
	3. Council Minutes, meeting held 9 February 2026		<i>Chancellor</i>
	<b>MATTERS for CONSIDERATION</b>		
11.10 am	4. Report from the Chancellor	Oral report	<i>Chancellor</i>
	5. Report from the Vice-Chancellor	VUWC 26/16	<i>Vice-Chancellor</i>
11.20 am	6. Financial report to 28 February 2026	VUWC 26/17	<i>CFO</i>
	<b>ITEMS for APPROVAL</b>		
11.25 am	7. Conferment of Qualifications	VUWC 26/18	<i>Chancellor</i>
11.30 am	8. 2025 Annual report	VUWC 26/19	<i>CFO</i>
11.35 am	9. Council process – Modernising meeting procedure	VUWC 26/20	<i>Chancellor/Chair FC</i>
11.40 am	10. Changes to Audit & Risk Committee to include Finance Committee remit	VUWC 26/21	<i>Chancellor Chair A&amp;R</i>
	<b>ITEMS for NOTING</b>		
11.45 am	11. DVC Māori and Kaitiakitanga update	VUWC 26/22	<i>DVCMK</i>
12 noon	12. VUWSA President and Ngāi Taurira Co-President reports	VUWC 26/23	<i>Student Presidents</i>
12.15 pm	13. Forthcoming Events and Next Meeting	VUWC 26/24	<i>Chancellor</i>
	14. <b>Committee and Academic Board Minutes</b>		<i>Chairs</i>
	• Academic Board, 24 February 2026		
	• Audit & Risk Committee, 9 March 2026		
	<b>PROCEDURAL ITEM</b>		
12.20 pm	15. Resolution to Exclude the Public	VUWC 26/25	<i>Chancellor</i>
Attached	<b>Governing Documents</b>		
	Council Manual/Standing Orders/Code of Conduct		
	Te Tiriti o Waitangi Statute/Committee Terms of Reference		

## **Agenda Item 1**

- a. Karakia
- b. Welcome/Acknowledgements/Apologies

**To resolve:           that the apologies be sustained**

## **Agenda Item 2**

### **Disclosure of Interests**

**To receive:** any declarations and disclosures of interest by members of Council.

**To note:** that the Disclosure of Interests register is attached.

**To consider:**

- 1 **declarations and conflicts of interest by Council Members.**
- 2 **whether a conflict of interest exists or is perceived to exist and, if so, how the matter should be managed.**

<b>NAME</b>	<b>ENTITY</b>	<b>POSITION</b>	<b>START DATE</b> <b>(or entry date)</b>	<b>END DATE</b>
<b>Richard Arnold</b>	Tertiary Education Union	Member	2001	
<b>William Bell-Purchas</b>	Parliamentary Services	Employee	28.11.22	
	New Zealand Labour Party	Member	11.02.22	
	E tū Union	Member	19.09.22	
	Living Wage Movement	Volunteer	26.05.22	
<b>Brigitte Bönisch-Brednich</b>	Nil			
<b>Megan Evans</b>	MinterEllisonRuddWatts	Partner		
	Foundation Board of Trustees	Trustee	1.1.26	31.12.26
<b>Pania Gray</b>	Kororā Consulting	Managing Director	August 2010	Ongoing
	Education Services Limited	Independent Chair	July 2014	Ongoing
	Te Wānanga o Raukawa	Part-time student	2021	Ongoing
<b>Asifa Hanif</b>	Wairarapa Women Centre Board	Member	1.3.24	
	Carterton Youth Council	Member	1.9.22	
<b>Mei Fern Johnson</b>	Russell McVeagh	Partner		
	Board of Directors at SEADRIF Insurance Company (Southeast Asia Disaster Risk Insurance Facility),	Director	Dec 2025	
<b>Alan Judge</b>	Biotelliga Holdings Ltd	Shareholder	13.7.17	
	Victoria University of Wellington Foundation Board	Trustee	15.2.21	
<b>David McLean</b>	Bibi McLean Trustee Limited	Trustee	17.9.19	
	Kiwi Group Capital Ltd	Chair	23.11.22	
	NACEW	Member	18.11.19	
	NZ War Memoria Trust	Chair	13.2.24	
	Wheel Holdings Pty Ltd	Director	1.9.24	

<b>NAME</b>	<b>ENTITY</b>	<b>POSITION</b>	<b>START DATE</b> (or entry date)	<b>END DATE</b>
<b>Nic Smith</b>	Queensland University of Technology	Adjunct Professor	1.9.22	
	University of Auckland	Visiting Professor	24.3.20	
	Victoria University of Wellington Foundation Board	Trustee	16.1.23	
	Business Central	Board member	1.1.25	
	University Strategy Group	Member	1.1.26	
<b>David Smol</b>	Contact Energy	Director	2018	
	Cooperative Bank	Director	2021	
	Earth Sciences New Zealand	Chair	2025	
	NZTA	Board Member	2019	
	MSD Risk and Audit Committee	Chair	2018	
	DIA External Advisory Committee	Chair	2018	
	HUD Strategic Advisory Committee	Chair	2023	
	Rimu Road Consulting Ltd	Director	2017	
	Tait Communications	Director	Sep 2024	
	Various financial investments in funds and companies Consultancy projects for government from time to time			
<b>James Te Puni</b>	Barnados NZ Board	Chair	Nov 2015	
	Te Ahuru Mowai	Kaiwhakahaere Matua/CEO	Mar 2020	
	Waikanae Christian Holiday Park	Trustee	March 2021	
	Titahi Ltd	Director and Shareholder	March 2021	
	Community Housing Aotearoa (CHA)	Council Member	Dec 2024	

### **Agenda Item 3**

#### **Council Minutes, Meeting held 9 February 2026**

**To receive:** the public Minutes of the Meeting of Council held 9 February 2026.

**To resolve:** that the Minutes of the Meeting of Council held 9 February 2026 be approved.



## COUNCIL

Minutes of the Council Meeting held on Monday, 9 February 2026  
in the Council Chamber, Level 2, Hunter Building, Kelburn Campus, Wellington  
from 11.00 am to 1.15 pm and the Victoria Room from 1.15 pm to 2.30 pm

**PRESENT:** Mr Alan Judge (Chancellor) (Chair)  
Professor Richard Arnold  
Mr William Bell-Purchas  
Professor Brigitte Bönisch-Brednich  
Ms Megan Evans  
Ms Pania Gray (Pro-Chancellor)  
Ms Mei Fern Johnson  
Mr David McLean *via Zoom*  
Professor Nic Smith (Vice-Chancellor)  
Mr David Smol  
Mr James Te Puni  
Ms Caroline Ward (Secretary to Council)

**APOLOGIES:** Ms Asifa Hanif

**IN ATTENDANCE:** Ms Jackie Anderson, General Counsel  
Dr Logan Bannister, Deputy Vice-Chancellor, Students  
Ms Rachel Bruce, Chief Financial Officer  
Ms Sarah Forster, Content Manager  
Professor Rawinia Higgins, Deputy Vice-Chancellor Māori & Kaitiakitanga  
Professor Bryony James, Provost  
Mr Simon Johnson, Director, Campus Operations  
Professor Robyn Longhurst, Deputy Vice-Chancellor, Academic  
Mr Sam Mackay, Deputy Director, International  
Ms Megan McPherson, Director of Communications, Marketing, and Digital Engagement  
Mr Reece Moors, Director, Office of the Vice-Chancellor  
Ms Amy Rutherford, Director, International  
Mrs Rachel Scott, Director, Governance, Risk, and Assurance  
Ms Kate Tibbitts, Chief People Officer  
Ms Tina Wakefield, Chief Operating Officer

### 26.01 WELCOME / ACKNOWLEDGEMENTS / APOLOGIES

- Noted:**
- 1 that Ms Pania Gray gave the Karakia. She extended condolences on behalf of Council to the whānau of Dame Karen Poutasi who had deep connections with the University, including several years as Chair of Wellington UniProfessional.
  - 2 that the Chancellor acknowledged and welcomed all present.
  - 3 that an apology was received from Ms Asifa Hanif.

**Resolved:** that the apology from Ms Asifa Hanif be sustained.

**Judge/Smith  
Carried  
260001**

**26.02 DECLARATIONS AND DISCLOSURE OF INTERESTS**

**Received:** declarations and disclosure of interests by members of Council.

**Noted:**

- 1 that Ms Megan Evans advised that her son was on today's conferment list.
- 2 that the Chancellor acknowledged both Megan's son, and the Secretary to Council's son who will have their qualifications conferred at today's meeting.
- 3 that Council members were reminded to advise the Secretary to Council of any changes to their disclosure of interests listing between meetings.
- 4 that for item-specific disclosures, the Chancellor asked that Council members alert him at the time.

**26.03 COUNCIL MINUTES, MEETING HELD 1 DECEMBER 2025**

**Received:** the public Minutes of the meeting of Council held 1 December 2025.

**Resolved:** that the public Minutes of the meeting of Council held on 1 December 2025 be approved.

**Arnold/Gray  
Carried  
260002**

**26.04 REPORT FROM THE CHANCELLOR**

**Received:** an oral report from the Chancellor, Mr Alan Judge.

**Noted:**

- 1 that the Chancellor outlined events and activities since his last update to Council as follows:
  - attended the 24 November Finance Committee Workshop regarding the 320 The Terrace demolition business case
  - met with members of Te Hiwa (the senior leadership team) regarding the Vice-Chancellor's annual performance review
  - attended the Te Herenga Waka VUW 2025 Leadership programmes awards
  - attended the 1 December Finance Committee meeting
  - chaired the 1 December Council meeting
  - attended the farewell for Professor Margaret Hyland, Deputy Vice-Chancellor, Research
  - chaired the People & Culture Committee meeting to complete the Vice-Chancellor's performance review
  - hosted a lunch for the two honorary doctorate recipients
  - attended and addressed the Pasifika graduation ceremony
  - presided over five graduation celebration ceremonies, three at the Michael Fowler Centre, and two at Ngā Mokopuna on the Kelburn Campus
  - attended the Foundation Board of Trustees meeting

- chaired the Council Workshop hui on 27 January 2026 which Te Hiwa joined for the afternoon session which included presentations on Demographics, AI, and Social Licence.
  - had regular meetings with the Vice-Chancellor, and the Secretary to Council.
- 2 that Council member, David McLean is working on a Council paper to bring to the March meeting to remove the need for Council to 'move' and 'second' motions.

**Resolved:** that the Chancellor's oral report be noted.

**Bönisch-Brednich/Arnold**  
**Carried**  
**250003**

26.05

### REPORT FROM THE VICE-CHANCELLOR

**Received:** a report from the Vice-Chancellor, Professor Nic Smith, dated 21 January 2026 (document VUWC 26/01).

- Noted:**
- 1 that the report was taken as read.
  - 2 that the honorary doctorate luncheon mentioned by the Chancellor had provided a wonderful opportunity to develop an appreciation of the restorative justice work carried out by honorary doctorate recipient Sir David Carruthers.
  - 3 that the end of year unaudited Financial result shows a \$10m surplus. This was a good result given the financial challenges the University has faced. It was explained that although a small surplus was budgeted for FY25, the better-than-expected result was largely due to returns from the Foundation.
  - 4 that an agreement will be signed this week with the George Mason Trust for a philanthropic donation of \$5m. This will support ecological research for years to come.
  - 5 that a celebration of the success of the Taiawa Wellington Tech Hub, home to a wide range of innovative, high-growth Wellington businesses, will take place this week. The Hub was launched 18 months ago, and there are now 14 tech companies involved, and a waiting list to join. Patrons include Mayor Andrew Little, and Stephen Tindall, and it has provided an \$11.8m boost to the Wellington economy.
  - 6 that the Victoria University Exchange Aotearoa was launched mid-January. This is an initiative that gives second-year students in their second semester the opportunity to study at Otago, or AUT (and for students at those universities to study here). Students will have the chance to experience study at a very different university as well as build their own networks.
  - 7 that the University's new sponsorship with CubaDupa is in place and the upcoming event (from 28-29 March) is keenly anticipated. The team will continue to look for opportunities where the University can engage with its Civic mission.
  - 8 that in the run-up to this year's general election, a series of debates on key discussion topics will be hosted at Victoria. The Vice-Chancellor will update further once details are confirmed.
  - 9 that the two-year Cycle 6 Academic Audit report was positive, so much so there is no need for a mid-cycle review. The leadership of Professor Robyn Longhurst, Deputy Vice-Chancellor, Academic was commended for this result, as well as the success of the He Kokonga project she is leading to ensure students have the right support to achieve their academic qualifications.

- 10 that a celebration was held to recognise one year since Ngā Mokopuna opened. The Living Building certification process, led by the DVCMK, Professor Rawinia Higgins, is continuing and it is hoped a red-letter day is on the horizon if this is achieved.
- 11 that the University's first Artificial Intelligence (AI) hackathon was an exposition of the way AI tools can be used. This will continue to be an area of ongoing engagement and discussion around the opportunities and challenges it presents.
- 12 that domestic enrolments are looking good with a small increase on the same period in 2025 and real confidence in the international student pipeline. There is a minor concern around the delay in some Wellington based students returning, however final numbers will not be known until the March census.

**Resolved:** that the report from the Vice-Chancellor be noted.

**Bönisch-Brednich/Te Puni  
Carried  
260004**

26.06

#### **FINANCIAL REPORT TO 31 DECEMBER 2025**

**Received:** the Financial report to 31 December 2025 from the Chief Financial Officer, Ms Rachel Bruce (document VUWC 26/02).

- Noted:**
- 1 that the report was taken as read.
  - 2 that the unaudited Consolidated Group surplus of \$9.8m includes the Foundation surplus which was driven by higher donation revenue and investment gains.
  - 3 that Core University results were close to the year-end forecast of \$5m, and there were no surprises in the final result.
  - 4 that a breakeven budget has been set for 2026, a year that has several headwinds due to factors outside the university's control, including the impact of government funding decisions.
  - 5 that TEC monitoring was discussed given the University's improved financial performance. The Vice-Chancellor explained how because some lag indicators are used by TEC within their metrics, there is a residual effect still in play. This does not distract from the University's risk rating being lowered last year.
  - 6 that in 2027 we will start to move beyond the low enrolment numbers of 2023 and the position will continue to improve.

**Resolved:** that the Financial report to 31 December 2025 be noted.

**Bönisch-Brednich/Te Puni  
Carried  
260005**

26.07

#### **CONFIRMATION OF QUALIFICATIONS**

**Received:** the list of degrees, diplomas and certificates granted on 9 February 2026 (document VUWC 26/03).

- Resolved:**
- 1 that Council grants the degrees, diplomas and certificates in this University on the persons listed in document VUWC 26/03, and that their names be entered on the Roll of Graduates on 9 February 2026.
  - 2 that a motion of congratulations to the Graduates be recorded.

Bell-Purchas/Johnson  
Carried  
260006

26.08 FOUNDATION BOARD OF TRUSTEES APPOINTMENTS

**Received:** a Council paper dated 28 January 2026 from the Chancellor, Mr Alan Judge, regarding Foundation Board of Trustees appointments (document VUWC 26/04).

**Noted:**

- 1 that the Council paper was taken as read.
- 2 that the Chancellor thanked Megan Evans for agreeing to be appointed to the Foundation Board of Trustees so soon after the commencement of her Ministerial appointment to Council.
- 3 that appreciation for the service of Pania Gray, as the appointed member of Council on the Board of Trustees during 2025, was recorded.
- 4 that there is scope to build a closer relationship between Council and the Board of Trustees particularly on issues including sustainability and guidance on responsible investments in keeping with the University's strategic plan sustainability intentions.

**Resolved:**

- 1 that Megan Evans, being a member of the Council, be appointed as a Trustee of the Victoria University of Wellington Foundation under rule 2.2 of the First Schedule to the Trust Deed for a term of office of one year from 1 January 2026 to 31 December 2026.
- 2 that Aidan Donoghue, being a student of the University nominated by the Victoria University of Wellington Students' Association, be appointed as a Trustee of the Victoria University of Wellington Foundation under rule 2.3 of the First Schedule to the Trust Deed for a term of office of one year from 1 January 2026 to 31 December 2026.

McLean/Smol  
Carried  
260007

26.09 APPOINTMENT OF DIRECTOR TO U.S. FRIENDS OF VICTORIA  
UNIVERSITY BOARD OF DIRECTORS

**Received:** a Council paper dated 9 January 2026 from the Chancellor, Mr Alan Judge, regarding the appointment of a Director to the U.S. Friends of Victoria University of Wellington Board of Directors (document VUWC 26/05).

**Noted:** that the Council paper was taken as read and Council members were unanimously supportive of the recommendation.

**Resolved:** that Shivali Gulab be appointed to the Board of Directors of the U.S. Friends of Victoria University of Wellington, Inc. for a term of three years commencing on 1 March 2026.

Smol/McLean  
Carried  
260008

**26.10 2026 NEW YEAR HONOURS**

**Received:** a Council paper from the Secretary to Council dated 28 January 2026 regarding New Year Honours (document VUWC 26/06).

**Noted:**

- 1 that the Council paper was taken as read.
- 2 that the success of members of the University's community in these awards demonstrates the extraordinary variety, depth and contribution of Te Herenga Waka's alumni.
- 3 that the appointment of Graham Le Gros to KNZM; and Professor Bev Lawton to CNZM was particularly acknowledged.

**Resolved:** **that Council conveys its congratulations to all Te Herenga Waka - Victoria University of Wellington graduates, staff and stakeholders honoured in the 2026 New Year Honours.**

**Judge/Smol  
Carried  
260009**

**26.11 FORTHCOMING EVENTS AND NEXT COUNCIL MEETING**

**Received:** a Council Paper from the Secretary to Council, Ms Caroline Ward, dated 28 January 2026 regarding Forthcoming Events (document VUWC 26/06).

**Noted:**

- 1 that the Council paper was taken as read.
- 2 that the next meeting of Council will take place at 11 am on Monday, 23 March 2026 in Room 1209, Level 12, Rutherford House, Pipitea Campus, Wellington.
- 3 that Council meetings during the remainder of 2026 will be held at venues as follows:

4 May, Council Chamber  
15 June, Ngā Mokopuna  
27 July, Alan McDiarmid Building, Room AM103  
14 September, Rutherford House, Level 12  
19 October, Council Chamber  
30 November, Rutherford House, Level 12

**Resolved:** **that the Council paper on Forthcoming Events and the date and details of the next Council meeting be noted.**

**Gray/Bönisch-Brednich  
Carried  
260010**

**26.12 RESOLUTION CONCERNING THE EXCLUSION OF THE PUBLIC**

**Received:** a recommendation that certain items be taken with the public excluded (document VUWC 26/08).

**Resolved:** **1 that the public be excluded from the following parts of the proceedings of this meeting, namely agenda items 13-22).**

**The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official**

Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter The public conduct of each item below would be likely to result in the disclosure of information for which good reason for withholding would exist under the sections of the OIA identified below.		Ground(s) under section 48(1) for the passing of this resolution
<b>13. Minutes of previous meeting held 1 December 2025</b>	Privacy, commercial prejudice, commercial activities.	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
<b>14. Health, Safety, and Wellbeing Q4 report and Officers' briefing</b>	Privacy, commercial prejudice, commercial activities, confidential basis.	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
<b>15. Vice-Chancellor's report</b>	Privacy, commercial prejudice, commercial activities, confidential basis.	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
<b>16. Financial report to 31 December 2025</b>	Commercial prejudice, commercial activities, Confidential basis	s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
<b>17. 2027 International (full fee) tuition recommendations</b>	Commercial prejudice, commercial activities, confidential basis.	s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
<b>18. Digital roadmap – Q3 report, and end of year 2025 status report</b>	Commercial prejudice, commercial activities, confidential basis	s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
<b>19. Report on Appeal Committee hearings</b>	Privacy	s9(2)(a)	LGOIMA s48(1)(a)(ii)
<b>20. National Music Centre update</b>	Commercial prejudice, commercial	s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)

	activities, confidential basis.		
<b>21. Committee update</b>	Privacy, commercial prejudice, commercial activities, confidential basis.	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA, s48(1)(a)(ii)
<b>22. Council only time</b>	Privacy, commercial prejudice, commercial activities, confidential basis.	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA, s48(1)(a)(ii)

In relation to each of the above items, no public interest consideration has been identified favouring disclosure of the particular information in public proceedings of the meeting that would override the need to withhold the information.

This resolution is made in reliance on section 48(1)(a) of the Local Government Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 or section 9 of the Official Information Act 1982, as the case may require, which would be prejudiced by holding of the whole or the relevant part of the proceedings of the meeting in public are set out above.

- 2 that such members of the senior leadership as the Chancellor and the Vice-Chancellor request be permitted to remain at this meeting, after the public has been excluded, with the exception of agenda item 22, because of their knowledge of the relevant matters identified above which will be of assistance in relation to those matters.

Bönisch-Brednich/Arnold  
Carried  
260011

## **Agenda Item 4**

### **Report from the Chancellor**

**To receive:** an oral report from the Chancellor, Mr Alan Judge.

**To resolve:** that the oral report from the Chancellor be noted.

## **Agenda Item 5**

### **Report from the Vice-Chancellor**

**To receive:** a report from the Vice-Chancellor, Professor Nic Smith, dated 10 March 2026 (document VUWC 26/16).

**To resolve:** **that the report from the Vice-Chancellor be noted.**



## COUNCIL PAPER

To	Members of Council
From	Nic Smith, Vice-Chancellor
Author	Nic Smith, Vice-Chancellor
Date	10 March 2026
Subject	<b>Vice-Chancellor's report – public</b>
Document #	VUWC 26/16

### Executive Summary

This Vice-Chancellor's public report covers early-year delivery and priorities across student experience, international engagement, digital services, operations, research, academic quality, people and collaboration.

Student Experience and Wellbeing activity focused on supporting a strong start to Trimester 1. New Students' Orientation (16–20 February), following Tau Mai for hall residents, recorded strong engagement across the core programme and cohort-specific welcomes for Māori, Pacific, and international students, alongside faculty and campus-based sessions at Pipitea and Te Aro.

The Confucius Institute's Mandarin Language Assistant programme has expanded, with 28 assistants now teaching in 64 schools across the lower North Island (up from 24 assistants in 50 schools in 2025), maintaining the largest programme of its kind in New Zealand and the wider Oceania region.

Digital Solutions prioritised reliability and "friction reduction" during the peak start-of-year period. Key work included delivery of the 2026 NCEA load, stabilisation of bulk student invoicing to support timely and accurate billing.

In campus operations, accommodation occupancy is tracking ahead of 2025 by 26 confirmed residents. Increased independent-living and international demand has offset lower catered-hall and domestic demand. Capital Hall has accommodated more than 60 displaced Massey University students following the closure of Kāinga Rua Hall, enabled through rapid cross-university coordination. The Park Hotel has been established as overflow independent-living capacity, with six students residing there while wider portfolio options are reviewed.

Research and innovation updates include ongoing engagement with government on science system reforms, submission of 113 Marsden Fund expressions of interest, endorsement of an International Research Funding Strategy, and receipt of Horizon Europe funding (€508,745) for marine/aquatic natural products research.

For the first time, the University is partnering with the free Wellington street festival [CubaDupa](#), being held on 28–29 March. This collaboration is a unique opportunity to invite the public into our creative spaces and showcase the vibrancy of our university community.

### **New Student Orientation**

Another successful New Students' Orientation (NSO) week from 16-20 February, which followed Tau Mai for first-year Hall residents. NSO was complemented by the VUWSA-run O'Week with evening events. There was strong student engagement across all aspects of the programme, which included tailored orientations for Māori, Pacific, and International students, as well as Faculty-specific and other student cohort welcomes. Orientation sessions were also available and tailored for both Pipitea and Te Aro campuses as part of the programme.

Evaluation of the overall programme will commence in March, kicking off with the Getting Started survey and staff debrief session to inform ongoing enhancements to how we support students transitioning to the University.

### **Mandarin Language Assistant programme growth**

In January, the Confucius Institute welcomed 28 Mandarin Language Assistants (MLAs) who are now teaching Mandarin language and Chinese culture in 64 schools across the lower North Island. This represents strong growth from 2025, when 24 MLAs were placed in 50 schools. This year, the programme has expanded to support an additional 16 primary, secondary, and community schools. It remains the largest MLA programme in New Zealand and the wider Oceania region.

### **Getting ready for the start of Trimester 1**

The Digital Solutions team focus has been on improving the student experience during the most demanding and busy period of the academic year. The team delivered the 2026 NCEA load, kept essential student systems operating and resolved issues that had the ability to affect students' ability to enrol, access services, and start their studies smoothly. This included stabilising bulk student invoicing, ensuring students received accurate invoices in time, and resolving a significant Student ID card issue so that new students could print, access facilities, and move around campus without disruption.

At the same time, we invested in changes students can see and feel. The O Week Digital Solutions desk provided face-to-face support at scale when students most needed it, helping new arrivals navigate systems and get started with confidence. Behind the scenes, we moved key school and faculty IT equipment into a professional data centre to improve reliability and resilience of student facing teaching/learning services. The transition of the IT Service Desk call centre to Genesys Cloud strengthens our ability to support students consistently during peak demand, while the rollout of the new ScreenCloud digital displays gives students clearer, more timely information across campus. Collectively, these actions reflect a sustained focus on reducing friction for students and ensuring their first experience of the University in 2026 was as seamless as possible.

### **Student accommodation**

Accommodation Occupancy continues to track higher than 2025 levels at headcount level. There are 26 more confirmed students in VUW halls than at the same time last year (March 6). Increases in demand for independent living and from international students have offset declines for catered halls and from domestic (largely Wellington region) students.

The team at Capital Hall has welcomed over 60 Massey University students who were displaced due to the closure of Massey's Kāinga Rua Hall. This required an immense amount of work including with colleagues across the University to respond to Massey's call, get relevant agreements and documentation in place quickly, open spaces in Capital Hall that we had intended to use for other purposes, and ensure that our Massey students felt just as welcome when they moved in as our VUW students.

The Student Accommodation team have stood up the Park Hotel as overflow independent living accommodation in response to the increased demand for accommodation from international students this year. Currently, six students are being accommodated in the Park Hotel, and we are trialling its performance as we look at options for our wider independent living portfolio.

Move-in days for student accommodation were on Sunday 8 February for our catered halls and Sunday 15 February for our independent living halls. Preparing for student move-in involves a significant amount of work, from receiving applications and making offers, responding to questions and queries, right through to ultimately getting our halls ready for move-in. Both days went smoothly.

### **Science System reform consultations**

Science System reform consultations continue with Ministry of Business, Innovation and Employment on the Intellectual Property policy and commercialisation metrics, and with Ministry of Education/Tertiary Education Commission on the Tertiary Research Excellence Fund metrics (the Performance Based Research Fund replacement). Specific details on all of these changes have not been announced, but we continue to provide significant feedback to all of the calls for feedback and attend consultation sessions.

### **Research Grants and Operations**

We have submitted 113 expressions of interest to the 2026 Marsden Fund. With the removal of the humanities funding in 2024, we have seen increases in submission to the Economics and Human and Behavioural Sciences panel. There is a total pool of \$55 million to be awarded over eight expert panels.

A new International Research Funding Strategy was endorsed by the University Research Committee in December; this underpins how we will deliver the University's KPI to grow external research income from non-NZ contestable funding.

Our efforts to gain Horizon Europe funding have been boosted with €508,745 for Dr Jeremy Owen in the School of Biological Sciences for *Bioprospecting and optimised production of marine/aquatic natural products in the omics & artificial intelligence era*.

A successful meeting was held with a delegation of Estonian Vice-Chancellors and the Director of their Funding Council—the aim was to find mutual areas for Horizon Europe collaboration.

### **Doctoral scholarships**

In 2025, the University supported 505 doctoral candidates for part or all of the year. In addition, we provided small grants to 26 doctoral candidates who were in financial hardship, and small completion scholarships to 121 doctoral candidates to support them in the final months of writing their theses.

There were 191 doctoral submissions in 2025, and a higher number is expected in 2026.

### **Strengthening doctoral admissions**

FGR Board has agreed that, in light of the challenge of AI and given a number of recent cases, from January 2026, interviews of all applicants will be a compulsory requirement of the admissions process.

### **Building communities for doctoral candidates**

Many schools, institutes and faculties run events that are designed to help build community amongst their doctoral candidates. However, there remain candidates who find themselves isolated, with little contact with their peers. FGR Board is working with Associate Deans, VUWSA, and the PGSA to socialise good practice and to provide resourcing to encourage more of this community building.

### **UniVentures**

UniVentures is pleased to report that the company finished 2025 with an operating surplus for the first time in 14 years, demonstrating the positive impact of the re-organisation implemented in August 2025.

UniVentures' spinout Liquium has successfully raised \$2m in a pre-series A round on a back of a positive review of its technology to produce "greener" ammonia from industry leaders.

More direct financial support from Ministry of Business, Innovation and Employment to commercialisation teams is being considered.

### **He Kokonga Whare e Kitea**

Four workstreams (all linked to data-driven student success) have now been completed. These enabled us to create an integrated Student Success Plan. The Plan will be reviewed by the new Student Success Committee (SSC). Formed in February 2026 as a delegated subcommittee of Academic Board, the SSC replaces the advisory Student Experience Committee and will provide ongoing stewardship and oversight of the plan's implementation. Strong progress in He Kokonga over the past six months means VUW is now substantially aligned with our partner, the University of Canterbury, in relation to project pace and scope. The work conducted to achieve the Student Success Plan is being closely dovetailed with that of the Curriculum Enhancement Programme.

### **Teaching Intensive Pathway Survey**

A staff survey as part of the review of the Teaching Intensive Pathway closed at the end of January with nearly 500 responses. The thoughtful commentary provided by staff indicated a high regard for the University's commitment to teaching excellence and pedagogical research. There was also a strong mandate to improve certain aspects of how the TIP is structured, including workload, professional development, and career progression. The Steering Group met in February, and a project plan and timeline will be scoped and communicated back to all staff in April.

### **National Music Centre**

The National Music Centre is entering an exciting phase of development with a celebration for donors on 20 February, to mark one year until the opening of the Town Hall. The model for the ongoing operation of the NMC is evolving with input from all the partners and enthusiastic leadership, on the part of VUW, from Professor Kim Cunio, head of the Te Kōki New Zealand School of Music. The "Take a Seat" campaign has launched with a refreshed webpage and a creative approach under the brand "Become a Chairholder" (<https://becomeachairholder.co.nz/>). Promotion of this campaign will have numerous creative pop-ups around the city, kicking off in March with a competition to win a seat run on The Breeze radio station.

**CupaDupa – March 28-29**

For the first time, the University is partnering with the free Wellington street festival [CubaDupa](#), being held on 28–29 March. This collaboration is a unique opportunity to invite the public into our creative spaces and showcase the vibrancy of our university community.

Te Aro Campus will transform into Whanga (The Cove) an immersive visual arts sanctuary. Visitors will be able to explore exhibitions, installations, student films, video games, and creative activations led by our talented students and staff. It's a place to relax, be inspired, and discover the breadth of our creativity. We will also be inviting journalists to come and be part of the wonder. Further, as part of our partnership, the Glover Park stage will also be renamed the Vic Uni Glover Park Stage, celebrating our ongoing investment in arts, design, and performance in Wellington. Across the festival footprint, some of our music school graduates will be playing to the crowds. All Council members and Te Hiwa are encouraged to come along and enjoy the event.

**Recommendation:**

**that Council note the Vice-Chancellor's public report.**

## **Agenda Item 6**

### **Financial report to 28 February 2026**

**To receive:** the Financial report to 28 February 2026 from the Chief Financial Officer, Ms Rachel Bruce (document VUWC 26/17).

**To resolve:** that the Financial report to 28 February 2026 be noted.



**FEBRUARY 2026**

**SUMMARY MONTHLY PUBLIC FINANCIAL REPORT**

## CONSOLIDATED STATEMENT OF FINANCIAL PERFORMANCE

STATEMENT OF FINANCIAL PERFORMANCE	Feb 26 YTD		
	Act	Bud	Var
	\$m		
Government Grants incl. PBRF	34.1	34.2	0.0
Tuition Fees	24.6	26.8	-2.2
Research, Commercial & Other	27.5	28.3	-0.9
<b>REVENUE</b>	<b>86.2</b>	<b>89.3</b>	<b>-3.1</b>
People	45.5	46.9	1.3
Occupancy	7.9	8.7	0.8
Operating	29.9	34.0	4.1
<b>EXPENDITURE</b>	<b>83.4</b>	<b>89.6</b>	<b>6.2</b>
<b>EBITDA</b>	<b>2.9</b>	<b>-0.3</b>	<b>3.2</b>
Depreciation & Amortisation	10.1	9.9	-0.2
Interest Expense	0.5	0.5	0.1
<b>UNIVERSITY GROUP SURPLUS/DEFICIT</b>	<b>-7.6</b>	<b>-10.7</b>	<b>3.1</b>
%	-9.0%	-12.0%	
<b>CONSOLIDATED GROUP SURPLUS/DEFICIT</b>	<b>-3.1</b>	<b>-11.8</b>	<b>8.7</b>
%	-3.5%	-13.1%	

*Presentation of figures rounded to nearest \$100k can lead to minor rounding differences in tables.*

### YTD overview

- Revenue is unfavourable to budget by \$3.1m, primarily due to the timing of discounts for full fee students.
- Expenditure is favourable to budget by \$6.2m, primarily due to lower spend on operating expenses and people costs.
- The Consolidated Group Deficit of \$3.1m includes the Foundation Surplus.
- The Foundation Surplus of \$4.5m is favourable to budget by \$5.6m, primarily driven by higher donation revenue.

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

STATEMENT OF FINANCIAL POSITION	As At:	
	Feb-26 Actual	Feb-25 Actual
	\$m	
Cash & Cash Equivalents	107.3	108.8
Investments	121.5	111.7
Accounts Receivable & Accruals	60.3	60.7
Pre-Paid Expenses	9.9	11.3
Other Current Assets	9.1	10.0
<b>TOTAL CURRENT ASSETS</b>	<b>308.1</b>	<b>302.6</b>
Property, Plant and Equipment	1,229.2	1,195.2
Intangibles	8.3	8.8
Investments in Related Parties	8.3	7.6
<b>TOTAL NON-CURRENT ASSETS</b>	<b>1,245.8</b>	<b>1,211.6</b>
<b>TOTAL ASSETS</b>	<b>1,553.9</b>	<b>1,514.1</b>
Accounts Payable & Accruals	66.4	55.3
Revenue in Advance	206.8	206.8
Bank Borrowings – Current	-	-
Employee Entitlements – Current	20.1	18.4
Other Current Liabilities	3.7	6.4
<b>TOTAL CURRENT LIABILITIES</b>	<b>296.9</b>	<b>286.9</b>
Employee Entitlements – Non-current	21.6	19.7
Bank Borrowings – Non-current	40.0	53.0
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>61.6</b>	<b>72.7</b>
<b>TOTAL LIABILITIES</b>	<b>358.5</b>	<b>359.7</b>
<b>NET ASSETS</b>	<b>1,195.4</b>	<b>1,154.5</b>
Accumulated Surplus	510.7	503.0
Current Year Earnings	(3.1)	(2.6)
Other Reserves	687.8	654.0
<b>TOTAL COMMUNITY EQUITY</b>	<b>1,195.4</b>	<b>1,154.5</b>
<b>TOTAL LIABILITIES &amp; COMMUNITY EQUITY</b>	<b>1,553.9</b>	<b>1,514.1</b>

*Presentation of figures rounded to nearest \$100k can lead to minor rounding differences in tables.*

## **Agenda Item 7**

### **Conferment of Qualifications**

**To receive:** the list of degrees, diplomas and certificates granted on 23 March 2026 (document VUWC 26/18).

- To resolve:**
- 1 **that Council grants the degrees, diplomas and certificates in this University on the persons listed in document VUWC 26/18 and that their names be entered on the Roll of Graduates on 23 March 2026.**
  - 2 **that a motion of congratulations be recorded.**



**DEGREES, DIPLOMAS AND CERTIFICATES  
TO BE GRANTED ON 23 MARCH 2026**

**Doctor of Health**

**Parore**, Nora Jayne

**Doctor of Musical Arts**

**Dannenbring**, Noelle Wang, *in Classical Performance*

**Doctor of Philosophy**

**Adie**, Boniface Ushaka, *in Information Systems*

**Al-Hafid**, Susan Burhan Ismael, *in Geology*

**Albot**, Olga Borisovna, *in Geology*

**An**, Yujia, *in Philosophy*

**Boswell**, Hannah Elizabeth, *in Biomedical Science*

**Cameron**, Duncan Ewan, *in Engineering*

**Cunningham**, Patrick John, *in Chemistry*

**Deinhart**, Mari Elisabeth, *in Marine Biology*

**Edyvean**, Jago Harris, *in Physics*

**He**, Li, *in Applied Linguistics*

**George Koshy**, Ben, *in Engineering*

**Ghofrani**, Mahdieh, *in Chemistry*

**Harrop**, Rebecca Ann, *in Education*

**Hasan**, Mehedi, *in Marketing*

**Idelchik**, Polina, *in Biology*

**Karim**, Nazi, *in Cultural Anthropology*

**Kearse**, Jesse Ryan, *in Geophysics*

**Kwong**, Stephen Sai Kit, *in Geophysics*

**Laksana**, Ben Kristian Citto, *in Education*

**Liu**, Xuemeng, *in International Business*

**Luong**, Brenda Sharon, *in Chemistry*

**McCormick**, Rowan Michael Alexander, *in Cultural Anthropology*

**Meng**, Na, *in Applied Linguistics*

**Naschitzki**, Annika Carla, *in Public Policy*

**Nicholls**, Matthew Danver, *in Education*

**Nop**, Olivia Kay, *in Psychology*

**Otter**, Sam Jack Ericksen, *in Chemistry*

**Pallege Ralalage**, Dilini Chathurika, *in Education*

**Payne**, Jordan Michael, *in Psychology*

**Rosario**, Yolande Christine, *in Education*

**Sathe**, Mallika Chandrashekhar, *in Design*

**Senanayake**, Rebekah Chantal, *in Cultural Anthropology*

**Smith**, George William Albert, *in Chemistry*

**Sun**, Fengyang, *in Computer Science*

**Udawatta Kankanamge Don**, Nisal Manisha, *in Computer Science*

**Underwood**, Kotuku Titihuia, *in Creative Writing*

**van der Wielen**, Cassidy Johannes, *in Architecture*  
**Venkataraman**, Sraddha, *in English Literature*  
**Wang**, Qinyu, *in Computer Science*  
**Yang**, Xiaotong, *in Music*  
**Zhang**, Hengzhe, *in Artificial Intelligence*

## WELLINGTON FACULTY OF ARCHITECTURE AND DESIGN INNOVATION

### **Master of Architecture (Professional)**

**D'Urban-Burgess**, George Richard  
**Monaghan**, Quentin Frederik  
**Tiddy**, Locryne Bruce  
**Tomlinson**, Lucy Rose, *with Merit*  
**Vong**, Hui Ling, *with Merit*

### **Master of Architectural Science**

**Cordwell**, Daniel Charles, *in Sustainable Engineering Systems with Merit*  
**Kerr**, Nicholas Peter, *in Sustainable Engineering Systems with Distinction*  
**McGregor**, Hannah Elizabeth Allen, *in Sustainable Engineering Systems with Distinction*  
**You**, Yayun, *in Sustainable Engineering Systems with Distinction*

### **Master of Design**

**Lim**, Siau Jiun

### **Master of Design Innovation**

**Gambles**, Jamie Stuart  
**Rowland**, Kate Lydia Ingman, *with Distinction*  
**Wheeler**, Jacob Aaron Thomas, *with Merit*

### **Master of Design Technology**

**Mihaka-Dyer**, Bethany Gracyn, *in Lighting and Rendering with Distinction*  
**Peng**, Dingcheng, *in Animation with Merit*  
**Wang**, Yuhan, *in Animation with Distinction*  
**Wu**, Chi-Peng, *in Lighting and Rendering with Distinction*  
**Xu**, Naiyuan, *in Animation with Distinction*  
**Yuan**, Jin, *in Lighting and Rendering with Merit*  
**Zhu**, Xiangyu, *with Distinction*

### **Master of Landscape Architecture**

**Gray**, Luke Stewart, *with Merit*

### **Master of Urban and Regional Planning**

**Beauchamp**, Cameron James, *with Merit*  
**Cook**, Samuel Gerry John, *with Merit*

### **Master of User Experience Design**

**Ahmed**, Nabeeh Abdul Sattar, *with Distinction*  
**Arasyi**, Journey Firdausy, *with Distinction*  
**Bezdeka**, Sierra Riley, *with Distinction*  
**Dai**, Wendi, *with Distinction*  
**Gilbert Solomon**, Jedidiah Alan Solomon, *with Merit*  
**Glasgow**, Joel Geoffrey, *with Merit*  
**Kanade**, Rushouti Charuchandra, *with Merit*  
**Kudupoje**, Aadhya Mohan, *with Distinction*  
**MacKenzie**, Zoe Tigerlily Pepper, *with Merit*

**Mackintosh**, Imogen Anne, *with Distinction*  
**Mason**, Elise Rose, *with Distinction*  
**Mohan**, Rohit, *with Merit*  
**Pena**, Daniella Maurice Lulu, *with Merit*  
**Preston**, Jacob, *with Merit*  
**Richards**, Serena Alice, *with Distinction*  
**Rogers-McKee**, Benjamin James, *with Merit*  
**Seumanufagai**, Ronaldo Telea  
**Shin**, Yujin, *with Merit*  
**Wang**, Zhihui, *with Distinction*  
**Wei**, Yuanyuan, *with Distinction*  
**Yan**, Shuo, *with Merit*  
**Yi**, Tian, *with Distinction*  
**You**, Yaye, *with Distinction*  
**Zhong**, Peiyi, *with Merit*

#### **Bachelor of Architectural Studies**

**Bartolomei**, Hugo Michael Georges  
**Bashford**, Pippa Margaret  
**Batchelor**, Cameron Jeffrey  
**Bowman**, Arden Joe  
**Brighton**, Arthur Joseph  
**Butel**, Jacob Andrew  
**Ching**, Isabella Grace  
**Coard**, Isabella Joan  
**Dowty**, Jorja Charlotte Fox  
**Doyle-Sims**, John Andrew  
**Egbers**, Charlotte Yvonne  
**Fauatea**, Juanita Elizabeth  
**Forrest**, Harry  
**Gannon**, Hazel Mereana  
**Girodo Fidel**, Tomas Roque  
**Harunani**, Alysha Sakina  
**Hooper**, Cale Kaza  
**Hume**, Megan Sarah  
**Kaur**, Livleen  
**Kimpton**, Emma Gillian Anne  
**La**, Tran My  
**Landells**, Luca Xavier  
**Lubich**, Davide  
**Mackay**, Hollie Catherine  
**Marsden**, Barney Francis George  
**McNamara**, Lotta Ann  
**Memari**, Helena Rose Elizabeth  
**O'Hara**, Chelsea Marie  
**O'Sullivan**, Xavier Theodore Octavius  
**Oakes**, Brilee Maree  
**Parker**, Connor Kevin  
**Patel**, Riya Manishbhai  
**Pattison**, Richard  
**Pau**, Hau Deih Mang  
**Phillips**, Spencer Paul  
**Plumtree**, Emma Nicole  
**Rabbitte**, Lorcan Patrick  
**Robertson-King**, Guy Peter  
**Rutherford**, Sarah Joan  
**Saiseesod**, Nontasit

**Schwamm, Charlie Alan**  
**Smith, Mya-Rose Paphavarin Johanna**  
**Smith, Trinity Jayne**  
**Snook, Liam Campbell Richard**  
**Stewart, Emily Eileen Patricia**  
**Taylor-Kendrick, Mackenzie Grace**  
**Vargas Gonzalez, Carolina Alejandra**  
**Wada, Manase**  
**Whitty, Thomas Roy**  
**Wilegoda Gamage, Nethmi**  
**Willacy, Oliver Wiremu**  
**Zander, Campbell**  
**Zeng, Jiayuan**

#### **Bachelor of Building Science**

**Assy, Kayla Beverly**  
**Baker, Mikaela Anne**  
**Carter, Forrest Joel Sisarich**  
**Griffin, Campbell Peter Dean**  
**Hamill-Harris, Lilliane Grace**  
**Hitchcock, Hannah Ashlyn**  
**MacPherson, Eli David Hohepa**  
**Ngatoko, Phillip Araithi**  
**Parata-French, Jarden**  
**Robinson, Theodore Leslie**  
**Royds, Joshua Trent**  
**van Lent, Finlay Walker**  
**Wang, I-Chi**  
**Wong, Isaac Nathaniel Quinlan**  
**Woollams, Kanoa**

#### **Bachelor of Design Innovation**

**Arndt, Jessica Tonny**  
**Baker, Summer Blossom**  
**Bennett, Thomas**  
**Booth, Lucy Tabitha**  
**Bushell, Millie Grace**  
**Chanwai, Gabriella Paige**  
**Chemin Tauil De Freitas, Clara**  
**Clarke, Isaiah Timothy Warbrick**  
**Cruz, Maria Clarebel Romero**  
**Fuller, Daniel Alexander**  
**Gamby, Zeke Akea**  
**George Mathew, Thomas**  
**Hart, Bruno Ron**  
**Heeney, Caitlin Claire**  
**Howe, Hannah Lucy**  
**James, Eva Wiki**  
**Ko, Yeojin**  
**Lee, Evelyn Jane**  
**Lindiwalla, Juzer Joshua Coronel**  
**Marshall-Cook, Enzo Tasman**  
**Maule, Ruben Harry**  
**McMillan-Perry, Maggie Alexandra Sixuan**  
**Moffat, Hugo William**  
**Murphy, Tayla Anne**  
**Pollock, Jessica Zara**

**Sopoaga**, Devon Tenshi  
**Suhr**, Abigail Deanna  
**Thompson**, Sarah Frances  
**Timoteo**, Dylan Thomas Yates  
**Townshend**, Harrison Cooper  
**Tuagalu**, Caitlin  
**Tumaliuan**, Cyrus Bien Benedicto  
**Urwin**, Aden Philip  
**Vinogradova**, Valeriya  
**Walker**, Leila  
**Wang**, Chongyu  
**Watt**, Jamie Alexander  
**Wei**, Minghui  
**Weicherding**, Amelie Bao Bao  
**Whaley**, Zoe Alexandra Ansell  
**Whiteman**, Olivia Rose  
**Williams**, Jos Oscar  
**Winchester**, Caitlin Jean  
**Wingfield-Clements**, George  
**Wixon**, Samuel Kiwha  
**Wood**, Abbie Louise  
**Woodmass**, Liam James  
**Yang**, Yujie  
**Zhou**, Yucheng

**Postgraduate Diploma in Designed Environments**

**Pere-Walker**, Karunikah Manjari, *in Interior Architecture*

**Graduate Diploma in Designed Environments**

**Botardo**, Gabriel Enrique, *in Architecture*  
**Espartero**, Eurie Mae Basa, *in Interior Architecture*  
**Ratnaratorn**, Parita, *in Interior Architecture*  
**Wootten**, Francesca Elena, *in Interior Architecture*

**WELLINGTON SCHOOL OF BUSINESS AND GOVERNMENT**

**Executive Master of Business Administration**

**Davis**, Arama, *with Merit*

**Master of Business (Professional)**

**Taotofi**, Orita

**Master of Commerce**

**Aquila**, Wayne, *in Management with Distinction*  
**Banerjee**, Madhura, *in Finance with Distinction*  
**Gopal**, Barath, *in Finance*  
**Kane**, Sophie Therese, *in Management with Distinction*  
**Paul**, Sara Suni, *in Information Systems with Distinction*  
**Phan**, Nhat Thao Uyen, *in Finance with Merit*

**Master of Global Business**

**Amran Safi**, Nadia Zarghona, *with Merit*  
**Cui**, Jianning  
**Gowda**, Madhura  
**Ozhukil Padinjarapat**, Shilpa Gopinadh

**Master of Information Studies**

**Boyd**, Sarah Lynnette, *in Archives and Records Management and Library Science with Merit*  
**Dai**, Xin, *in Archives and Records Management and Library Science with Merit*  
**Houston**, Lindsey Rebecca, *in Archives and Records Management and Library Science with Distinction*  
**Liggett**, Thomas James Nathaniel, *in Archives and Records Management and Library Science with Distinction*  
**Manderson**, Annabel Mary, *in Archives and Records Management and Library Science with Merit*  
**Monaghan**, Katrina Anne, *in Archives and Records Management and Library Science with Distinction*  
**Osborne**, Ava Jane, *in Archives and Records Management and Library Science with Merit*  
**van Wyk-Roseman**, Sophie Christy, *in Library Science with Merit*  
**Wigmore**, Hannah Judith Rose, *in Archives and Records Management and Library and Information Studies*

#### **Master of Professional Accounting**

**Ackers**, William Donald, *with Merit*  
**Ariyasiri**, Srimali Rasadari, *with Merit*  
**Asghar**, Hina  
**Avlar D Souza**  
**Bhatta**, Sanjeeb, *with Merit*  
**Buachum**, Paruth, *with Merit*  
**Deguruge Perera**, Buddika  
**Dhakal**, Subecksha  
**Dhakal**, Sudha, *with Merit*  
**Ei**, Ei Han  
**Eikhoudt**, Larissa Catharina  
**Els**, Annami, *with Merit*  
**Garg**, Vinay, *with Merit*  
**Ge**, Cunyuan, *with Merit*  
**Gonsalves**, Clint Clifford  
**Gourav Kumar**  
**He**, Tingting, *with Merit*  
**He**, Yang, *with Merit*  
**Hsu**, Shu-Yu, *with Merit*  
**Hwang**, Cheolho  
**Iqbal**, Zahra  
**Jose**, Jis Mariya  
**Khatiwada**, Anusha  
**Khatttri**, Kalpana  
**Kunjukunjukutty**, Anwin, *with Merit*  
**Lan**, Jiahui  
**Li**, Changyu  
**Liu**, Tingting  
**Liu**, Yinan, *with Merit*  
**Lyu**, Te, *with Merit*  
**Meng**, Jialu, *with Merit*  
**Neupane**, Rupesh  
**Nizhelskaya**, Zhibek  
**Obguia**, Juvelyn Elle, *with Merit*  
**Palle Dewage**, Shanika Subashini Kumari, *with Merit*  
**Pathak**, Regina  
**Pyatha**, Suman, *with Merit*  
**Qiu**, Xiaowan  
**Rajaratnam**, Kaviraj  
**Ramandeep Kaur**  
**Rice**, Saskia Liv  
**Sarathchandra**, Kasthuri Pathirathnage Gayathri Sammani, *with Merit*  
**Saravanan**, Pratibha  
**Sharma**, Honey, *with Merit*  
**Somera**, Zaldy Bugarin, *with Merit*

**Song, Jinyang**  
**Sun, Yuexiao, with Merit**  
**Walsh, Scott**  
**Wang, Xiangyu**  
**Wang, Ziru**  
**Zhao, Lulu, with Merit**  
**Zhao, Mao**  
**Zhou, Bo, with Merit**

#### **Master of Professional Business Analysis**

**Falcao, Ashwell Ashok, with Merit**  
**Kaur, Ranjeeta, with Merit**  
**Loenardi, Michael, with Merit**  
**Mohankanth, Krishnakaanth**

#### **Master of Public Administration (Executive)**

**Brew-Harper, Rebecca Anne**  
**Bunny, Emma Louise, with Merit**  
**Horne, Sharlene, with Merit**  
**Siu Magele, Setefano Stephen, with Merit**  
**Sullivan, Rebecca Joyce, with Distinction**

#### **Master of Public Policy**

**Choi, Geuhong**  
**Han, Jiamei**  
**Kang, Mikyoung, with Merit**  
**Ludgate, Jessica Caitlin, with Merit**  
**Thurston, Joshua Philip, with Distinction**  
**Trinh, Quyet Vu**  
**Xu, Yuheng, with Merit**  
**Yang, Xiao**

#### **Bachelor of Commerce with Honours**

**Dyer, Mackenzie Bailey, with First Class Honours in Management**  
**Foo Wan Wen with Second Class Honours (first division) in Information Systems**  
**Morgan, Lucca Thomas, with Second Class Honours (first division) in Marketing**  
**Stubbing, Benjamin Walter Purdy, with Second Class Honours (first division) in Economics**  
**Williams, Luke Anthony, with Second Class Honours (second division) in Finance**

#### **Bachelor of Commerce**

**Abel, Nicholas Stuart**  
**Abeyasinghe, Bhagya Sathsarani**  
**Adams, Isaac**  
**Adams, Isla Kate**  
**Akerblom, Daniel Kelvin**  
**Allermo Fletcher, Otto Alexander**  
**Archer, Ruby Angelina**  
**Arkininstall, Cody Brian Vance**  
**Azmi, Raiyan**  
**Baden, Carla**  
**Bakes, Charlotte Emily**  
**Barber-Ward, Max Buster**  
**Barrett, Narin John**  
**Bearman-Riedel, Henry Oliver Montrose**  
**Beaumont, Brooklyn Paul**  
**Bi, Shuming**  
**Bizaare, Esme B Moresi**

**Botham**, Laura Eileen  
**Bridge**, Daniel Cyprian Koh  
**Brown**, Phoebe Emily  
**Brown**, Toby Joseph  
**Bumalay**, Shanille Ann Lat  
**Burdess Cipres**, Max  
**Butterfield**, Joshua Mark  
**Cameron**, Alexandra  
**Catchpole**, Jade Renee  
**Christensen**, Micah Nigel David  
**Coates**, Lucy Catherine  
**Cooper**, Brennan Alexander  
**Corrigan**, Joseph Alan Fitzgerald  
**Cranshaw**, Jak Stephen  
**Dacanay**, Phoebe Kate Calvero  
**Daldorf**, Kelsey May  
**Davidson**, Caleb Bryan  
**Deva**, Nihal  
**Doddridge**, Angus Maclean  
**Durrant**, Indiana Lee  
**Dyer**, Mackenzie Bailey  
**Edwards**, Joshua John  
**Ellison**, Daniell Nepia Te Roimata Koko  
**Faulkner**, Scott James  
**Ferrier**, William Robert Beaumont  
**Forrest**, Daniel Jonathan  
**Fukuchi**, Luna  
**Gilbertson**, Flynn Michael Redvers  
**Goldfinch**, Alfie John  
**Gregory**, Jorja Ray  
**Hanna**, Ailish  
**Hansell**, Jade Kathryn  
**Hargreaves**, Dane  
**Harper**, Sheyda Ngawai  
**Harris**, Jack Su  
**He**, Jiaye  
**Hiddleston**, Michael John  
**Hill**, Macy Jane Warburton  
**Horn**, Luke Sebastian  
**Hoskins**, Maia Brooke  
**Howe**, Hannah Lucy  
**Hunter**, Benjamin Jack  
**Irinco**, Karl Martin Joseph  
**Iswanayar**, Muhammad Adam Haikal Bin  
**Jennings**, Buster Harry  
**Johnston**, Connor Shane  
**Johnstone**, Benjamin Carlos  
**Jooste**, Andréa  
**Kajendraseelan**, Abel  
**Kay**, Daniel Edwin Taishi  
**Koh**, Tiffany Lay Lynn  
**Kovacs**, Harrison Alan  
**Kumar**, Aashank Gaurav  
**Laloo**, Jayda  
**Lamont**, Oliver James Jasper  
**Laothepphitak**, Chawanya  
**Latu**, Yasmina Tauaneai Lusiane

**Lawrence**, Joseph David  
**Leatham**, Caitlin Clare  
**Lee**, Junhak  
**Li**, Penny  
**Lim**, Abbigail Emely  
**Lindstrom**, Sofia Christine  
**Linthwaite**, Kylie Britt  
**Liu**, Johnson Weixin  
**Lockyer**, Cully Edward  
**Luu**, Yen Chi  
**MacDonald**, Jack Johannes  
**Macdonald**, William Alexander John  
**Malifa**, Porotesano  
**Marsh**, Felicity Kate  
**Marshall**, Anthony Taumai Joseph  
**Marshall-McCaskey**, Quinn Tane  
**Martin**, Bella Wendy  
**Mataira**, Kaleb Tepene  
**Mautz**, Julia Els  
**McCorkindale**, Holly Madeline  
**McGregor**, Emma Sophie  
**McLennan**, Christina Lee  
**McLeod**, Megan Victoria  
**Md Haron**, Muhammad Nur Hisham Bin  
**Messini**, Christina  
**Miao**, Ziyu  
**Mintrom**, Danii Lyzabeth Ross  
**Molloy**, Alys Grace  
**Morison-Reesby**, Astrea  
**Mustchin**, Louis Alexander  
**Nairn**, Trey Spencer  
**Nelson**, Connor Matthew  
**Newlands**, Jake Robert  
**Newton**, Gwyneth Esther Isabella  
**Ng Lam**, Monica Moana-Med  
**Nguyen**, Minh Tuan  
**Nguyen**, Sang Thanh  
**Nicholl**, Finley Reeve  
**Niranjan**, Ragavi  
**Nouv**, Rithmoni  
**O'Brien**, Cameron Earl  
**O'Neill**, Tess Ellen  
**Oliveira**, Jeremy Alexander  
**Owen**, Holly Charlotte  
**Pale**, Viliami Sateki Tanginui  
**Palendeng**, Ethan Lang  
**Patchett**, Will Samuel  
**Patel**, Risha Ajay  
**Patel**, Urmi  
**Patel**, Vivek Ishwar  
**Paulsen**, Jack Keith  
**Peterson**, Christopher Bruce Sinclair  
**Philipo**, Andrew King  
**Pinpin**, Vince Carlyle Vicente  
**Rankin**, Jayden David  
**Raynor**, Oliver Michael  
**Robertson**, Jax Bede

**Roy**, Hugo Rowan  
**Sandford-Jury**, Oscar William  
**Saw**, Michael Darien  
**Sayer**, Alana Christine  
**Scragg**, Grace Catherine  
**Shailer**, Tamateakiterangi  
**Sherin**, Leona Teresa  
**Silva**, Vincent Anthony  
**Simmons**, Tara Scarlett  
**Smith**, Stevie Leeann  
**Song**, Jiayi  
**Spenner**, Gabriel Patrick  
**Stephens**, Ella Monique  
**Stephenson**, Aidan Craig  
**Steward**, Isaac Keith  
**Stewart**, Hayden Douglas  
**Stone**, Julia  
**Sun**, Chanvathana  
**Taylor**, Indie Mae  
**Teo**, Campbell Jiayang  
**Thomson**, Oliver Quinn  
**Tinnion**, Gabriel Connor  
**Todd**, Tobie George  
**Tong**, Lachlan Norman  
**Toomey**, Luis Noel  
**Trainor**, Belle Daly  
**Trott**, Will Mathieson  
**Tuffin**, Ethan  
**Tuivaiti**, Paese Sivai Ieremia  
**Turnbull**, Alex Wiremu  
**Valentine**, James Daintith Francis  
**Van Duin**, Devlin Nathaniel  
**Vela Gurovic**, Karen Sidilse  
**Vincent**, Joseph Steven  
**Walter**, Briana Joy  
**Wang**, Zixuan  
**Watkins**, Taylah Tracey  
**Wells**, Beth Lorraine  
**Wells**, Mia-Jade  
**Whitie**, Emily Jasmine  
**Wilkinson**, James Colin  
**Williams**, Luke Anthony  
**Williams**, Vanessa Madeleine Christian  
**Wilson**, Alyssa Jane  
**Wilson**, Archie Jack  
**Windle**, Hannah Rebecca Ellen  
**Woodward**, Robbie Mahadevan  
**Wright**, George William Leigh  
**Young**, Rosie Jane  
**Yussif**, Ahmed Hakim A  
**Zaman**, Syed Shareef  
**Zhang**, Mingyu  
**Zhang**, River  
**Zhao**, Jiajun  
**Zheng**, Jiaying  
**Zielinska**, Susanna Veronica  
**Zlatkov**, Thomas Blagoy

**Postgraduate Diploma in Information Studies**  
**Bensdorp, Simone Amy**

**Graduate Diploma in Commerce**  
**Craig, Angela Lynne, in Finance**  
**Du, Meiqiao, in Marketing**

**Postgraduate Certificate in Information Studies**  
**Bolton, Sarah Jane**  
**Cass, Alexandra Jemima**  
**Seaton, Lindsey**

**Postgraduate Certificate in Public Management**  
**Anderson, Nickolas Charles Thomas**  
**Fernando, Merrenchige Muditha**  
**Kohi, Shontell**  
**Kruger, Peter James**  
**Mahajan, Rupesh Ashok**  
**McKeown, Rebecca**

**Graduate Certificate in Commerce**  
**Burgos, Brett Ivanne Teves**  
**Han, Jiamei**

## WELLINGTON FACULTY OF EDUCATION

**Master of Education**

**Adams, Thomas Lewis, with Distinction**  
**Bartulovich, Violet**  
**Collinson, Elicia Rose, with Distinction**  
**Da Costa Ornai, Eurosia Maria, with Merit**  
**Dawson, Gemma, with Distinction**  
**Eastmure, Senia Maria Samuelu, with Merit**  
**Francis, Liji, with Distinction**  
**Mrdalj, Milan, with Merit**  
**Pooja**  
**Rathnayaka Appuhamilage, Nadeeshani Madhutharanga Rathnayaka**  
**Ridwan, Faizal, with Distinction**  
**Sheehan, Courtney Ellin, with Distinction**  
**Stalman, Megan Charlotte, with Distinction**  
**Wards, Catherine Jane, with Distinction**  
**Yang, Yijia, with Merit**

**Master of Secondary School Leadership**

**Ferris, Michelle Lisa, with Merit**  
**Lazarides, Thomas James, with Merit**  
**Mortimer, Lisa, with Merit**  
**Ward, Deborah Anne, with Merit**

**Master of Teaching and Learning (Primary)**

**Asghar, Fraser Stuart, with Distinction**  
**Balogh, Sara, with Merit**

**Master of Teaching and Learning (Secondary)**

**Baird, Richard, with Distinction**

**Corcoran**, Eileen Margarete Cecilia, *with Merit*  
**McDowell**, Liam Samuel, *with Merit*  
**Williams**, Miriama Therese, *with Distinction*

**Postgraduate Diploma in Educational Psychology Practice**

**Hall**, Bridget MacKenzie  
**Tiwari**, Chitra

**Graduate Diploma of Teaching (Primary)**

**Cameron**, Hannah Rose  
**Maxwell**, Felicity Ann  
**Takle**, Caitlin Jade  
**van Rensburg**, Lize

**Graduate Diploma of Teaching (Secondary)**

**Browne**, Sophie Alice  
**Gardiner**, Henrietta Constance  
**Grace**, Sophie Taylor  
**Pye**, Shannon Jade  
**Tubman-Wallis**, Logan Peter  
**Unac**, Erin Elsie  
**van Staden**, Marius Albert  
**Vujanic**, Alexander Milivoje

## WELLINGTON FACULTY OF ENGINEERING

**Master of Engineering**

**Southon**, Michael Carl, *with Distinction*  
**Tan**, Yee Young Angus, *with Merit*

**Master of Engineering Practice**

**Chang**, Chi-Chun  
**Patel**, Jay Yogeshbhai, *with Merit*

**Master of Renewable Energy**

**Satvir Singh** *with Merit*

**Bachelor of Engineering with Honours**

**Bennett**, Kai Anthony, *with Second Class Honours (first division) in Electrical and Electronic Engineering*  
**Burt**, Nathaniel Philip, *with First Class Honours in Cybersecurity Engineering*  
**Del Puerto**, Bernard James Kenneth Soriano, *with Second Class Honours (first division) in Software Engineering*  
**Dogra**, Arnav, *with First Class Honours in Software Engineering*  
**Edwards**, Simon Craig, *with First Class Honours in Electrical and Electronic Engineering*  
**Fausett**, Alex James Charlie, *with First Class Honours in Electrical and Electronic Engineering*  
**Galloway**, Alexander Andrew, *with First Class Honours in Software Engineering*  
**Gautam**, Chaitanya, *with Second Class Honours (first division) in Cybersecurity Engineering*  
**Grahame**, Lauchlan James, *with Second Class Honours (second division) in Software Engineering*  
**Hayward**, Anfri Douglas Brynn, *with First Class Honours in Software Engineering*  
**Holmes**, Leonard Masa, *with Second Class Honours (first division) in Software Engineering*  
**Jessil**, Tomin, *with Second Class Honours (first division) in Software Engineering*  
**Kaffes**, Nathan Zane, *with Second Class Honours (first division) in Software Engineering*  
**Kendrew**, Anthony James, *with First Class Honours in Software Engineering*  
**Khokgawe**, Sophia, *with Second Class Honours (first division) in Electrical and Electronic Engineering*  
**MacKenzie**, Charlotte Alexandra Grace, *with First Class Honours in Software Engineering*  
**Mamo**, Onil E, *with Second Class Honours (first division) in Software Engineering*

**Palukuri**, Sanjeet Samuel, *with Second Class Honours (first division) in Software Engineering*  
**Pankusz**, Paul Marian, *with First Class Honours in Electrical and Electronic Engineering*  
**Perera**, Wellaveediyage Migada Menuwan, *with Second Class Honours (first division) in Software Engineering*  
**Pike**, Thomas Stanley, *with First Class Honours in Software Engineering*  
**Saily**, Mahesh, *with Second Class Honours (first division) in Software Engineering*  
**Sidorov**, Yuri, *with First Class Honours in Software Engineering*  
**Wells**, Alexander Michael, *with Second Class Honours (first division) in Software Engineering*  
**Weyers**, Suné, *with Second Class Honours (first division) in Software Engineering*  
**Whitmarsh**, Richard Vaux, *with First Class Honours in Electrical and Electronic Engineering*  
**Wilson**, Isaac John O'Connell, *with Second Class Honours (first division) in Cybersecurity Engineering*  
**Wilson**, Reuben Leslie, *with First Class Honours in Electrical and Electronic Engineering*  
**Windle**, Ethan Kane Patrick, *with Second Class Honours (second division) in Cybersecurity Engineering*  
**Zhen**, Addison, *with Second Class Honours (second division) in Software Engineering*  
**Zhou**, Jiale, *with First Class Honours in Software Engineering*

#### **Master of Health**

**Alana**, Olasoji Adeyinka, *in Health Promotion with Merit*  
**Bhalothia**, Shveta, *in Workplace Health and Safety with Distinction*  
**Chin**, Julie, *with Distinction*  
**Denagamuwe**, Lakshani Mekala Ranathunga, *in Nursing*  
**Knowles**, Lisa Teresa, *in Health Leadership and Management with Merit*  
**Kovaleff**, Daniel, *in Health Leadership and Management with Distinction*  
**Krüger-Tagboto**, Vera Seyra,  
**Lagmay**, Agnes Abigail Estoesta, *with Distinction*  
**Mathew**, Melbin,  
**Mexsom**, Stephen Keith, *in Workplace Health and Safety with Distinction*  
**Muthuswamy Gopalan**, Harish Muthusamy, *in Workplace Health and Safety with Merit*  
**Sawale**, Pooja Bhagwan, *in Health Promotion with Merit*  
**Shand**, Ann Christine, *with Merit*  
**Smith**, Caleb Leamon Cameronin *Workplace Health and Safety with Distinction*  
**Smith**, Toni Louise, *with Merit*  
**Wait**, Ebony, *in Health Leadership and Management*

#### **Master of Health Psychology**

**van Velzen**, Luke Raymond, *with Distinction*

#### **Master of Health Research**

**McAra**, Catherine Anne,  
**Tarabo**, Monica, *in Midwifery*

#### **Master of Nursing Practice**

**Ingles**, Kris Linn Rodrigora, *with Merit*  
**Karatas**, Ebru Sena, *with Merit*

#### **Master of Nursing Science**

**Davidson**, Lauren Wendy, *with Merit*  
**Edney**, Samantha Joy, *with Distinction*  
**Magill**, Yvonne Marie, *with Merit*  
**Puran**, Irene Lata,  
**Thelwell**, Catherine Julie, *with Merit*

#### **Master of Physical Activity and Hauora**

**Hill**, Teresa

#### **Bachelor of Health**

**Cohen**, Natalie Genna

**Criscillo**, Brianna Kaye  
**Dempster**, Sophie Ella  
**Halcombe**, Meilla Rose  
**Hartung**, Eria Te Arahori Meta  
**Pollock**, Dylan Fiona  
**Puri**, Nikita  
**Smith**, Stevie Leeann  
**Tuimalo**, Taiese Vj

**Bachelor of Midwifery**  
**Merryweather**, Anna Jane  
**Neale**, Hilary Raima Isobel

**Postgraduate Diploma in Health Psychology**  
**Hilmia**, Mihmidati  
**Murray**, Siobhan May  
**Peters**, Stephanie Marianne

**Postgraduate Diploma in Health Psychology Practice**  
**Barwick**, Kate Naomi Kym-Rae  
**Francis**, Astastia Emma-Jane  
**Hobbs**, Elizabeth Kathryn  
**Job**, Kirsty Annetta  
**Kaur**, Jasmeen  
**Wilson-Burke**, Esta Kelly

**Postgraduate Diploma in Nursing Science**  
**Clay-Mackay**, Te Rongopai Jahna,  
**Loomans**, Nicola Jean,

**Graduate Diploma in Health**  
**Grindlay**, Éva, *in Health Psychology*

**Postgraduate Certificate in Health**  
**Molesworth**, Julia Maria

**Postgraduate Certificate in Nursing Science**  
**Barber**, Georgina Elizabeth  
**Fitzgerald**, Jodie Ellen  
**Lowe**, Joan Percy

## **WELLINGTON FACULTY OF HUMANITIES AND SOCIAL SCIENCES**

### **Master of Arts**

**Allen-Jennings**, Crosby, *in Creative Writing with Merit*  
**Arkind**, Kenneth, *in Creative Writing with Distinction*  
**Brunei**, Eva May, *in Creative Writing with Distinction*  
**Connolly**, Megan Rose, *in Creative Writing with Distinction*  
**Cooke**, Jebbeh Amanda, *in Creative Writing with Merit*  
**Croft**, Lucy Madeleine, *in Creative Writing with Merit*  
**Dawson**, Kenneth Porter, *in Media Studies with Merit*  
**Duffy**, Ada Olive Dolly, *in Creative Writing with Distinction*  
**Elkington-Ball**, Trina Marie, *in Creative Writing with Merit*  
**Enright**, Madeline Isobel Duncanson, *in Creative Writing with Merit*  
**Euringer**, Chantal Claret, *in Creative Writing with Merit*  
**Fa'ara-Reynolds**, Mauatua Naomi Matauteute, *in Creative Writing with Distinction*  
**Hall**, Katherine Mary, *in Creative Writing with Distinction*

**Hayward**, Eleanor Grace, *in Creative Writing with Distinction*  
**Heyhoe**, Danielle Rebekah, *in Creative Writing with Merit*  
**Ho**, Vicci Wing Yiu, *in Creative Writing with Merit*  
**Hoek-Sims**, Anna Claire Katherine, *in Creative Writing with Distinction*  
**Holgate**, Stephenjohn William, *in Creative Writing with Distinction*  
**Jeffs**, Anzac Michael Wheeler, *in History with Merit*  
**Lawrence**, Shinae Paige, *in Creative Writing with Distinction*  
**Leckey**, Madicyn Maraea, *in Creative Writing with Distinction*  
**Lewis**, Victoria Chloe, *in Creative Writing with Distinction*  
**Mackenzie**, Iris Mila, *in Creative Writing with Distinction*  
**Marks**, Michelle Jayne, *in Creative Writing with Merit*  
**Mayer**, Helena Lara, *in Creative Writing with Distinction*  
**Meager**, Zoe, *in Creative Writing with Distinction*  
**Mitchell**, Margaret Campbell, *in Creative Writing with Merit*  
**Murdoch**, Claudia Patricia, *in Criminology with Distinction*  
**Nurkka**, Leroy Paul, *in Creative Writing with Distinction*  
**Patel**, Archanaben Jayantilal, *in Creative Writing with Merit*  
**Perigo-Blackburn**, Hazel Aubrey, *in Creative Writing with Distinction*  
**Prichard**, Tasmin Alice, *in Creative Writing with Distinction*  
**Rudzinski**, Carolyn Ann, *in Creative Writing with Distinction*  
**Salmon**, William Lucas John, *in Creative Writing with Distinction*  
**Smith**, Isabella Elliott, *in Creative Writing with Distinction*  
**Stronach**, Alexandra Mere Pakinui, *in Creative Writing with Distinction*  
**Sweetman**, Simon Clay, *in Creative Writing with Merit*  
**Thompson**, Blaze Mereani Lyon, *in Creative Writing with Distinction*  
**Van Der Velden**, Tristan James, *in Criminology with Merit*  
**Vaughan**, Niamh Jane Ngaire, *in Creative Writing with Distinction*  
**Wi Neera**, Te Ariki Kawhe, *in Creative Writing with Merit*

#### **Master of Communication**

**Bakewell**, Sarah Maryanne, *with Distinction*  
**Dai**, Yuting, *with Merit*  
**Ferrer**, Marie Christine Therese Manantan, *with Distinction*  
**Gillum**, Alissa Renee, *with Merit*  
**Law**, Phoebe Heather, *with Distinction*  
**Li**, Yiting, *with Merit*  
**Li**, Zifeng, *with Merit*  
**Liu**, Anqi  
**Nguyễn**, Hồ Thục Hiền, *with Merit*  
**Patterson**, Abigail Dorothy, *with Merit*  
**Thornton**, Jacob Louis, *with Merit*  
**Tollison**, Hannah Ruth, *with Distinction*  
**Wilson**, Bailey Campbell, *with Distinction*

#### **Master of Criminology**

**Cunningham**, Ellen Joan, *with Merit*  
**Filbee**, Fenella Louise, *with Distinction*  
**Hatten**, Miriam Osnat, *with Merit*  
**Johnson**, Ellen May, *with Merit*  
**Johnston**, Lucy Margaret, *with Distinction*  
**Kerrisk**, Alexandra Dorothy, *with Distinction*  
**Laing**, Isaiah Andrew, *with Merit*  
**Pinkney**, Ailish Rae, *with Distinction*  
**Trlin**, Eva Bea, *with Distinction*  
**Wachter**, Olivia Margaret, *with Distinction*  
**Yiasoumi**, Anjuli Margot, *with Merit*

**Master of Fine Arts (Creative Practice)**

**Abbott**, Clydille Rave Berame, *in Design with Merit*  
**Browett**, David Liam, *in Film with Merit*  
**Bysouth**, Elizabeth Florence, *in Theatre with Distinction*  
**Chapman**, Curtis Robert Reynolds, *in Design with Merit*  
**Chu**, Zeyu, *in Film with Distinction*  
**Clark**, Grace Wheturangi Adjua, *in Design with Distinction*  
**Darrow**, Brooke Mikaila, *in Film with Merit*  
**Davies**, Bronya Ann Elizabeth, *in Theatre with Merit*  
**Davison**, Bryn Henry, *in Design with Distinction*  
**Ford**, Ella, *in Theatre with Distinction*  
**Gardiner**, Ngahaki Christopher, *in Theatre with Merit*  
**Gillespie**, Alyse Kathleen, *in Design with Distinction*  
**Godbert**, Thomas Andrew, *in Music/Sound with Distinction*  
**Gosling**, Jack Lee, *in Film with Distinction*  
**Green**, Ella Mary, *in Design with Distinction*  
**Hartshorne**, Alfie George Byng, *in Film with Merit*  
**Helm**, Sophie Jean, *in Theatre with Distinction*  
**Kalose**, Prajwal Prasada, *in Film with Distinction*  
**Kongsomboon**, Napat, *in Music/Sound with Distinction*  
**Lane**, Caoimhe Iona Eimear, *in Music/Sound with Distinction*  
**MacClure**, Christopher-James Ian Donald, *in Music/Sound with Merit*  
**Marsh**, Katerina Nathanovna, *in Design with Distinction*  
**McKerrow**, Sarah Margaret, *in Design with Distinction*  
**McMorran**, William Stanford, *in Theatre with Distinction*  
**Millikin**, Zara Erica, *in Film with Distinction*  
**Mukaitani**, Moe, *in Music/Sound with Distinction*  
**Nolan**, Catherine Anne, *in Design with Distinction*  
**O'Neill**, Tyrone-Christopher Igor, *in Theatre with Distinction*  
**Pham**, Thu Uyên, *in Design with Merit*  
**Pilbrow**, Benjamin Mark Dixon, *in Design with Distinction*  
**Pye**, Ashley Raera, *in Film with Merit*  
**Taylor**, Sarah Paton, *in Music/Sound with Merit*  
**Thomas-Riley**, Erin Elisabeth, *in Music/Sound with Distinction*  
**Vaivai**, Stella Grace, *in Theatre with Distinction*  
**Woodall**, Lucy Phoebe, *in Design with Distinction*  
**Wrench**, Simon Anthony Stodart, *in Music/Sound with Distinction*

**Master of Intercultural Communication and Applied Translation**

**de Jesus**, Marian Papisin, *with Distinction*  
**Diaz San Martin**, Eduardo Ignacio, *with Merit*  
**Lee**, Jae In, *with Distinction*  
**Lu**, Xueying, *with Distinction*  
**Putriayu**, Belinda Mahira, *with Distinction*  
**Wang**, Yifei, *with Merit*  
**Wu**, Pin, *with Distinction*  
**Yunis Herrera**, Elsa Fariddy, *with Distinction*  
**Zhang**, Kai-Ning Julia, *with Merit*

**Master of International Relations**

**Chatterjee**, Sameer, *with Merit*  
**Hout**, Kimheang, *with Distinction*  
**Nair**, Meenakshi, *with Merit*  
**Rayendra**, Aria Dhika  
**Rekadewi**, Nabila Nurrahma, *with Merit*  
**Suksamai**, Nantida, *with Merit*  
**Vũ**, Hoàng Anh Thư, *with Distinction*

**Master of Migration Studies****Fonseka**, Nilanka Valentine, *with Distinction***Master of Museum and Heritage Practice****Bond**, Athena Bronia Platun, *with Distinction***Gwynn**, Lisa Kelly, *with Distinction***Kodlick**, Kaylina Lauren, *with Distinction***Li**, Yuqiu, *with Distinction***Lyall**, Emily Wanda, *with Merit***Van Siclen**, Jillian Christine, *with Distinction***Visakha**, Richella Joyvana, *with Distinction***Master of Philosophy, Politics and Economics****Austen**, Rosemary Forbes, *with Merit***Bartley**, Zachary David, *with Merit***Casey**, Sarah Rose, *with Distinction***Growcott**, Henry Lloyd Allen**Hyman**, Dylan Patrick, *with Merit***Okab**, Shakir**Palmer**, Jessica May, *with Merit***Reynaldi**, Hendy Achmad, *with Merit***Upton**, Frances Grace, *with Merit***Watson**, John Andrew David, *with Distinction***Weston**, Yasmine Paige**Wright**, Liam John Rayne, *with Merit***Master of Political Science****Bamber**, Holly Violet, *with Distinction***Hema**, Amy Rose, *with Merit***Humphries**, Abigail Charlotte Margaret, *with Distinction***Rowley**, Benjamin Flynn, *with Merit***Master of Strategic Studies****Almustafa**, Awas Mohammad Amin Mahmoud, *with Merit***Anderson**, Christian John William, *with Merit***Auld**, Allissa Jade, *with Distinction***Demirbilek**, Mahmut Berhan, *with Merit***Fernandez**, Ivan Nicholas Raymundo, *with Merit***Fifita**, Sialeseni Andrea, *with Merit***Gifford**, Andrew George Cameron, *with Distinction***Gouk**, Samuel Leigh, *with Merit***Hamilton**, Kimberlee Anne, *with Merit***Hateley**, Andrea Maree, *with Merit***Hewson**, Rebecca Kiri, *with Distinction***Irvan**, Ahmad, *with Merit***Jackson**, Paul Stephen, *with Merit***Jackson**, Peter Dean, *with Merit***Konamete**, William, *with Merit***Larking**, Nicole Frances, *with Distinction***Laurs**, Robert Pearse, *with Distinction***Lee**, Jing, *with Distinction***Morgan**, Bryce, *with Merit***Pettersson**, Michael Richard, *with Distinction***Robinson**, Ieuan Donald Eddy, *with Distinction***Roderick**, David Hilton, *with Distinction***Savino**, William Peter, *with Distinction*

**Seabrook**, John Gibb, *with Distinction*  
**Shanahan**, Liam Peter, *with Merit*  
**Shaw**, Matthew John, *with Distinction*  
**Sherley**, Kathryn Jane, *with Merit*  
**Skeggs**, Melanie Elizabeth, *with Merit*  
**Strobach**, Jan, *with Distinction*  
**Sullivan**, Joshua Anthony Clifford, *with Distinction*  
**Sutherland**, Kane William, *with Distinction*  
**van der Vlerk**, Peter William, *with Distinction*  
**Wickramasingha Weerakkody**, Malindu Bathiya, *with Merit*  
**Wuts**, Steffan Herbert Charles, *with Merit*

#### **Master of Teaching English to Speakers of Other Languages**

**Ayuwardani**, Tiara, *with Merit*  
**Cao**, Dang Le Hai  
**Gunawan**, Aninda Putri, *with Merit*  
**Izuno**, Chitose, *with Merit*  
**Kamihiro**, Kayoko, *with Distinction*  
**Kao**, Davin, *with Merit*  
**Nwe Nwe Hlaing**  
**Phùng**, Tuyêt Lan, *with Merit*  
**Rareethong**, Omthip, *with Merit*  
**Saw Hla Nandar** *with Merit*  
**Trieu**, Kieu Trang, *with Distinction*  
**Vu**, Thi Thuy Dung, *with Merit*

#### **Bachelor of Arts with Honours**

**Anderson**, Soren Patrick, *with First Class Honours in History*  
**Andrews**, Grace Alexandra, *with First Class Honours in Political Science*  
**Arnold**, Melissa May, *with First Class Honours in Political Science*  
**Baird**, Elijah Luke Campbell, *with First Class Honours in Cultural Anthropology*  
**Barclay**, Henry John, *with First Class Honours in Sociology*  
**Bateman**, Gracyn Nga Huia, *with First Class Honours in Sociology*  
**Beamish**, Sarah Mary Leonie, *with First Class Honours in Sociology*  
**Beattie**, Stella Cherie, *with First Class Honours in Cultural Anthropology*  
**Christie**, Isobel Mia, *with First Class Honours in English*  
**Edwards**, Hannah Laurena, *with Second Class Honours (first division) in Study of Religion*  
**Gane**, Ruby Grace, *with First Class Honours in Political Science*  
**Gow**, Abby Patricia, *with First Class Honours in English*  
**Harding**, Joshua Douglas, *with First Class Honours in Film*  
**Jansen**, Nicholas Anthony King, *with First Class Honours in Classical Studies*  
**King**, Gabriella Mae Thandiwe, *with First Class Honours in English*  
**McCaffrey**, Abigail Marie, *with First Class Honours in History*  
**McCowan**, Lily Isabelle, *with First Class Honours in Art History*  
**Mephan**, Sophie Rose, *with First Class Honours in Art History*  
**Oliver**, Aria Michelle, *with First Class Honours in Political Science*  
**Page**, Mia Josephine, *with First Class Honours in Media Studies*  
**Pride**, Wilma Rosamund, *with First Class Honours in Philosophy*  
**Reid-Roe**, Cantona Ann, *with First Class Honours in History*  
**Schwarz**, Maia, *with First Class Honours in History*  
**Smith**, Nathaniel, *with First Class Honours in Classical Studies*  
**Stone**, Alexander Richard Pollard, *with First Class Honours in English*  
**Symons**, Dinah Marie, *with First Class Honours in Cultural Anthropology*  
**Thomson**, Ruben Merlo McRae, *with First Class Honours in Art History*  
**Ward**, Isis Rhiannon, *with First Class Honours in Classical Studies*  
**Watson**, Ella Jane Creamer, *with First Class Honours in Cultural Anthropology*

**Bachelor of Music with Honours**

**Metz**, Tomas Alain Ype, *with First Class Honours in Classical Performance*

**Bachelor of Arts**

**Abdulle**, Salma  
**Abel**, Nicholas Stuart  
**Adam Shah**, Nadia  
**Aitken**, Danielle Jade  
**Al-Aubera**, Redha  
**Allen**, Zoe Marjorie Graham  
**Andrew**, Tini Danicka  
**Anslow**, Olivia Rose  
**Arcus**, Bailey William  
**Arndt**, Jessica Tonny  
**Atkins**, Callan Luke  
**Bailey Kerrison**, Hew William  
**Baker**, Polly Ruth Atilele  
**Barnett**, Katie Lilli  
**Barris**, Finlay William  
**Barron-Orriss**, Emma Rachel  
**Barrowman**, Rachel Marlene  
**Bason**, Eloise  
**Beach**, Kate Olivia Caroline  
**Beckmann**, Marvin Alan Rudi Canuto  
**Beech**, Waitapu Tenika Kevalanis  
**Bennett**, Grace Marama  
**Bentley**, Elizabeth Rose Butler  
**Bishop**, Isabel Ellen  
**Bodman**, Penelope Claire  
**Bomann**, Abigail Hiegel  
**Borrie**, Lily Tereihia  
**Bote**, Frances Anne Tabigne  
**Bowkett**, Ciara  
**Brent**, Emma Gillian  
**Browett**, David Liam  
**Brown**, Annabelle Olivia  
**Buckley**, Roisin Kate  
**Bui**, Thi Thanh Hai  
**Bunce**, Susannah Mae  
**Bunn**, Georgia Louise Joy  
**Bysouth**, Elizabeth Florence  
**Campbell**, Cameron  
**Campbell**, Paige Stacy  
**Castle-McLean**, Theodore Thomas  
**Cera**, Sebastian  
**Chambers**, Gabriella Eve  
**Chandler**, Oliver William Gregory  
**Chapman-Hodge**, Ella Marie  
**Clark**, Henry James  
**Collison**, Theo Tawai  
**Cookson**, Harry Allan  
**Costa**, Unity Maia  
**Costello**, Rona Caoilainn  
**Cowman**, Molly Lucia Blyth  
**Creighton**, Harrison Stephen Kevin  
**Cudby**, Tia Patricia  
**Currie**, Miles Eli Nathaniel

**Dann**, Eleanor Frances  
**Darling**, Willow Beth  
**Davies**, Renèe Daphne  
**Dawson**, Aisha Jayde  
**Dayanghirang**, Daphne Veronique Rodriguez  
**de Klerk**, Megan  
**Dean**, Katrina Sirithon  
**Deligiannis**, Gabriella Despina  
**Dennehy**, Oliver Francis  
**Deo**, Michelle Malvika  
**Devonshire**, Eve Elizabeth Eleanor  
**Dickson**, Ella Jane  
**Do**, Minh Chau  
**Doherty**, Cameron Louis  
**Donnelly**, Joseph Kinso Reilly  
**Doron**, Ido  
**Eilering**, Georgia Grace  
**Elmslie**, Lawson William  
**Elworthy**, August Alois  
**Fa'aiuaso**, Sean Leimani  
**Falk**, Darby Trent Edward  
**Farro Howard**, Christopher Antonio  
**Faville**, Ana Eileen Brady  
**Fink**, Harrison William  
**Fitzgibbon**, Zachary Jim  
**Fitzpatrick**, Cayla Marie  
**Framp**, Tayla Clare Suzanne  
**Francis**, Hamish Pavlas  
**Fulton Buckle**, Madeleine Aroha  
**Gali**, Chrysolite Kiran  
**Gardner**, Eve Alexandra  
**Gartell**, Louis Sebastian  
**Gibbs**, Georgie Rose  
**Gibson**, Lauren Mae  
**Gillies**, Connor Mika Szabo  
**Goodwin-Ford**, Crystal Rose  
**Gow**, Abby Patricia  
**Graham**, Claire Hazel  
**Greaves**, Cohen McKenzie  
**Greville-Wise**, Sarah Rose  
**Griffin**, Isabella Moana  
**Griffiths**, Charlotte  
**Gunawardena**, Githara Shreya  
**Hackett**, Logan Alexander Lang  
**Hall**, Pepper Dee  
**Hampl**, Travis Daniel  
**Hampton**, Kalea Marie  
**Hancock**, Emma Joy  
**Hardstaff**, Elanor Ngaio  
**Harris**, Christian Xavier  
**Harris**, Zoe Claire  
**Hart**, Bruno Ron  
**Higgs**, Lauren Mary  
**Hoerler**, Sven  
**Hollings**, Lucy Annabelle  
**Hourigan**, Amy  
**Hughes**, William Andrew Brandao

**Huriwaka**, Te Awe Mahaka Wiremu  
**Hutchinson**, Jade Anne  
**Inwood**, Georgina Marie May  
**Isaac Hook**, Bede  
**Jackman**, Aspen Sabine  
**Jansen**, Nicholas Anthony King  
**Jennings**, James  
**Jessep**, Lucy Rose  
**Jordin**, Corbin Jane Cameron  
**Kaur**, Inderpreet  
**Kaur**, Nature Preet  
**Kerr**, Noah Harris  
**Kilsby**, Hugo Geoffrey  
**King**, Danielle Christine Balloch  
**Kirkland**, Joshua Claude  
**Koning**, Julia Arcadia  
**Kuresa**, Jarred Ieti Samuel  
**Lambdin**, Fiona  
**Lane**, Otto Stevenson  
**Layzell**, Jemima Clarice  
**Le**, Linh Giang  
**Lee**, Rosa Valentine  
**Lindstrom**, Sofia Christine  
**Livingstone**, Jonty  
**Lloyd**, Matthew James  
**Logger**, Thomas George  
**Lucas**, Ruby Colleen Delamar  
**Lucinsky**, Kate Julia  
**Luke**, Kowhai Lydia Mahae  
**Luscombe-Gale**, Piper  
**Ma**, Báo Châu  
**Ma'alo**, Athena Erika-Ann Saliloimanatu  
**Mabey**, Rhiannon Maree  
**Mackenzie**, Iris Mila  
**Maclean**, Martha Isabella Sophia  
**Main**, Jessica-Lee Florence  
**Mangat**, Marvin Andrew  
**Marriott**, Georgia Denham  
**Marsh**, Felicity Kate  
**Matheson**, Ariana Ngamare  
**Matheson**, Caitlin Jean Shepherd  
**McCorkindale**, Holly Madeline  
**McDonald**, Isla Mary Grace  
**McDougall**, Elliot Margaret Marion  
**McDowall**, Cleo Hennessy  
**McGovern**, Molly Jean  
**McGrath**, Seamus Stansell  
**McKenzie**, Emily Mary Jane  
**McKenzie**, Maddison Olivia Ann  
**McKenzie**, Otis Marco  
**McKeogh**, Sophie Bella  
**McLean**, Katie Morgan  
**McLean**, Shikira Hope  
**Milburn**, Makaiya Dallas  
**Mintrom**, Danii Lyzabeth Ross  
**Molineux**, Ruby Francesca  
**Moorthy**, Thuvashini

**More-Coffin**, Sheylea Paige  
**Mulheron**, Oscar Johnny Tekeepa  
**Mulligan**, Dominic John  
**Munapeyi**, Ashleigh TawanaNyasha  
**Nafatali**, Failelei-Fay  
**Newton-Long**, Maxwell Tui  
**Nguyen**, Tien Anh  
**Nichols**, Matthew Robert  
**Nicoll**, Victoria Maree Joyce  
**Nieh**, Hung-An  
**Pallesen**, Jack Tony  
**Pallister**, Beth Patricia  
**Palmer**, Helena May Wilkie  
**Parini**, Sofia Elizabeth  
**Parlato**, Eden Celeste  
**Parrott**, Devon Paula Grace  
**Patterson**, Ethan Robert  
**Peden**, Summer Grace  
**Peet**, Zoe Elizabeth  
**Penman**, Louis Dominic  
**Pilkinton-Ching**, Hana Joy  
**Porter**, Jack Fraser  
**Pride**, Wilma Rosamund  
**Prom**, Melissa Marema  
**Pugh**, Gemma Kate  
**Reweti-Gould**, Albert Matthew Nigel  
**Richards**, Brianna Jessie  
**Richardson**, Isla Claire  
**Ritchie**, Megan Elizabeth  
**Robinson**, Jasmine Saida-Jane  
**Robson**, Faith Hilary  
**Romijn**, Samantha Grace  
**Ropitini**, Robert Alan  
**Ruston**, Isabella May  
**Schioler**, Bianca Maria  
**Scott**, Ciara Cormac  
**Scott**, Samantha Mary  
**Scrimshaw**, Sophie Ella  
**Shannon**, Grace Elizabeth  
**Sharp**, Tiaki  
**Shaw**, Kimberley Rose  
**Shearer**, Jack Warwick  
**Sim**, Kiri Louise  
**Simmons**, Skyler Jackson  
**Singh**, Amol Nanak  
**Sinton**, Lucy May Adele  
**Smart**, Lola Aroha  
**Smith**, Lilian Joy Bassett  
**Snee**, Benedict Daniel  
**Sneyd**, Roshan Rienzi de Silva  
**Solomon**, Moana Lee  
**Solomon**, Ysobel Rose  
**Solomona**, Emmanuel Leuea Solomona Jnr  
**Sos**, Munadi Zuhri  
**Spencer**, Jessie Maria  
**Stacey-Smith**, Rhyleigh Jill  
**Stapleton**, Zachary Alexander

**Stevenson, Anthony Li**  
**Stewart, Georgia Eve**  
**Sturm, Jack Harry**  
**Summerville, Sophie Kris Patuawa**  
**Taing, Sandy Kiem Kech**  
**Talalelei Amani, Victoria**  
**Tarr, Ellen Jeanetta**  
**Taylor, Ashira Lilly**  
**Te Angina, Korihimihiata**  
**Te Rata-Owen, Piata Titiraukura**  
**Tellick, Claude William**  
**Todd, Ashleigh Jane**  
**Turnbull, Jack William**  
**Turner, Mintra Saffron Nora**  
**Vailini, Hannah**  
**van Wel, Daisy Susan**  
**Vertongen, Luca Baden**  
**Vincent, Rachel Rose**  
**Viqueira, Joseph Leonardo**  
**Vivian-Buckley, Poppy Jill**  
**Wallace, Christie Ngamihi**  
**Ward, Brooke Riley Georgia**  
**Warren, Ciara Annetta**  
**Watson, Bailey**  
**Whaley, Annie Margaret**  
**Whyman, Lily Elaine**  
**Wiffen, Calver Jude**  
**Wilson, Ariana Skye**  
**Wilson, Summer Elizabeth Alofa**  
**Wilton, Brooke Holly**  
**Wood, Elena Shannon**  
**Wood, Lydia Holly**  
**Wotton, Tessa Emily**  
**Yang, Peony Grace**

#### **Bachelor of Communication**

**Bishop, Naomi Rose Tansell**  
**Clothier-Spence, Neisha**  
**Dixon, Emily Jane**  
**Garbett, Andrew**  
**Hannah, Zoe Dawn**  
**Harrison, Luca Serena**  
**Hodgson, Isabel Ann**  
**Joe, Briana Keyla**  
**Leather, Jonathan David**  
**Lloyd, Esme Rosa**  
**Robinson, Claudia Tess**  
**Smout, Elena Rachel**  
**Trafford, Regan Joel**  
**Vodanovich, Cinder Theseus Amber**  
**Witinitara, Aroha Toni**

#### **Bachelor of Global Studies**

**Bustin, Ella Sophia**  
**Calder, Samuel William**  
**Dungan, Lucy Rose**  
**Hannen, Eva Elsie**

**Preston, Hayley Louise**  
**Saez, Sofia Victoria**  
**Schuster, Melekiola Paul**  
**Sherratt, Isabella Kate Kiddle**

**Bachelor of Music**

**Deegoda Gamage, Chamudhi Parindya**  
**George, Liam Beban Llewellyn**  
**Harris, Jack Finn**  
**James, Althea Khirsty**  
**Krakowiak, Lena**  
**Mangubat, Ivandane Aumentado**  
**Struijcken, Seabren**

**Postgraduate Diploma in Communication**

**Ballinger, Tessa Marie**

**Postgraduate Diploma in Strategic Studies**

**Knight-Devlin, Liam Patrick Colin**

**Graduate Diploma in Arts**

**Bole, Morgan Elizabeth Hamilton, in Chinese**  
**Palu, Simina, in Public Policy**  
**Taljaard, Cayla Jaye, in Asian Studies**

**Diploma in Māoritanga/Tohu Māoritanga**

**Boykett, Michael Alan**  
**Kale-Puru, Nawaia Emerson**  
**Moran, Ezekiel Parati**

**Diploma in University Studies (Pasifika Pathways)**

**Ioapo, Gloria**  
**Simati, Alesana Jonathan**

**Postgraduate Certificate in Indigenous Studies**

**Harris-Campbell, Aneta-Rea Bridgette**

**Postgraduate Certificate in Intercultural Communication and Applied Translation**

**Chia, Seu Lee**  
**McComb, Eva**

**Certificate of Proficiency in English**

**Ge, Cunyuan**  
**Hussein, Rayyan**  
**Li, Quanrun**  
**Loenardi, Michael**  
**Nakamura, Koharu**  
**Qin, Zhenxiao**  
**Zhang, Ruoping**

## WELLINGTON FACULTY OF LAW

### Master of Laws

**Vaidya**, Utkarsha Anil

### Bachelor of Laws with Honours

**Castle-McLean**, Theodore Thomas, *with First Class Honours*

**Curzon-Hobson**, George Callaway, *with First Class Honours*

**de Klerk**, Megan, *with Second Class Honours (first division)*

**Fulton Buckle**, Madeleine Aroha, *with First Class Honours*

**Graham**, Claire Hazel, *with First Class Honours*

**Inwood**, Georgina Marie May, *with First Class Honours*

**Jessep**, Lucy Rose, *with First Class Honours*

**Lockyer**, Cully Edward, *with First Class Honours*

**Maddock**, Carter Lyn Elizabeth, *with Second Class Honours (first division)*

**McKechnie**, Emily Kathleen, *with First Class Honours*

**Palmer**, Helena May Wilkie, *with First Class Honours*

**Romijn**, Samantha Grace, *with First Class Honours*

**Sartie**, Cornelia Mattu Jeneba, *with Second Class Honours (first division)*

**Thomson**, Dugal Marcel, *with First Class Honours*

**Wallace**, Christie Ngamihi, *with First Class Honours*

### Bachelor of Laws

**Abbott**, Dominic Charles

**Acland**, Katherine Nicole Ormond

**Al-Aubera**, Redha

**Alsop**, Olivia Ann

**Andrew**, Tini Danicka

**Azmi**, Raiyan

**Bailey Kerrison**, Hew William

**Baker**, Polly Ruth Atilele

**Barber-Ward**, Max Buster

**Barris**, Finlay William

**Beech**, Waitapu Tenika Kevalanis

**Beeler**, Lucy Xiao Feng

**Bodman**, Penelope Claire

**Bote**, Frances Anne Tabigne

**Broughton**, Claire Presley

**Brown**, Phoebe Emily

**Buckley**, Roisin Kate

**Bunn**, Georgia Louise Joy

**Campbell**, Paige Stacy

**Cathcart**, Sarah Claire

**Christensen**, Micah Nigel David

**Clacio**, Ma Eliana Laetitia Castro

**Clemerson**, Tamsyn

**Cookson**, Harry Allan

**Costa**, Unity Maia

**Coughlan**, Sally Mae

**Dean**, Katrina Sirithon

**Dennehy**, Oliver Francis

**Drysdale-Bate**, Charlotte May

**Egan**, Tayla Louise

**Fink**, Harrison William

**Fitzpatrick**, Cayla Marie

**Fraenkel**, Andrew Ralagi

**Fraser**, Olivia May

**Gali**, Chrysolite Kiran  
**Gawtre**y, Jade Mia  
**Gillespie**, Oliver Richard  
**Hancock**, Emma Joy  
**Hiddleston**, Michael John  
**Hill**, Eleana Rosa Jocelyn  
**Hokum**, Joshua Randy John  
**Hurley**, Rhys Lochlan  
**Inman**, Oliver Mark  
**Jansen**, Nicholas Anthony King  
**Jeong**, Grace Daeun  
**Johnstone**, Benjamin Carlos  
**Kaur**, Inderpreet  
**Kawiti**, Te Kohuroa Riripeti Maarara  
**Kilsby**, Hugo Geoffrey  
**Kirkland**, Joshua Claude  
**Koning**, Julia Arcadia  
**Lamont**, Oliver James Jasper  
**Lane**, Otto Stevenson  
**Latu**, Yasmina Tauaneai Lusiane  
**Latus**, Ani Hinemaurea  
**Lloyd**, Matthew James  
**Mabey**, Rhiannon Maree  
**Macdonald**, William Alexander John  
**Marcha**, Marie-Belle  
**Marriott**, Georgia Denham  
**Mataora**, Lynn Taumatangi  
**Matheson**, Ariana Ngamare  
**McDonald**, Isla Mary Grace  
**McGrath-Bruce**, Millie Rose  
**McKeogh**, Sophie Bella  
**Morison-Reesby**, Astrea  
**Nairn**, Trey Spencer  
**Newlands**, Jake Robert  
**Ngarimu**, Aria Kathleen  
**Oliver**, Amanda Jane  
**Palmer**, Pierson Fox  
**Parini**, Sofia Elizabeth  
**Patterson**, Ethan Robert  
**Pedley**, George Nameer  
**Prasad**, Christian Krishay  
**Prom**, Melissa Marema  
**Raja Mohan**, Vishnupriya  
**Richards**, Brianna Jessie  
**Richardson**, Isla Claire  
**Ritchie**, Megan Elizabeth  
**Robinson**, Jasmine Saida-Jane  
**Schioler**, Bianca Maria  
**Scragg**, Grace Catherine  
**Shannon**, Grace Elizabeth  
**Shearer**, Jack Warwick  
**Simmons**, Tara Scarlett  
**Singh**, Amol Nanak  
**Smith**, Lilian Joy Bassett  
**Sneyd**, Roshan Rienzi de Silva  
**Solomon**, Moana Lee  
**Sooalo**, Ete

**Stevenson**, Anthony Li  
**Stewart**, Georgia Eve  
**Steyn**, Sebastian Samuel  
**Sturm**, Jack Harry  
**Thomson**, Oliver Quinn  
**Tyson**, Orlando Louis Zivkovich  
**Vallance**, Jorgia Louise  
**Vertongen**, Luca Baden  
**Walker**, Rewa Sophie  
**Walker-Button**, Rosie Leah  
**White**, Lydia Jane  
**Whyman**, Lily Elaine  
**Williams**, Vanessa Madeleine Christian  
**Wilson**, Alyssa Silia  
**Wilson**, Summer Elizabeth Alofa  
**Withers**, Samuel Alexander  
**Wood**, Elena Shannon  
**Woodward**, Robbie Mahadevan  
**Wotton**, James Stace Watson  
**Xu**, Luyao  
**Yeoman**, Sophie Rose  
**Zhang**, River

## WELLINGTON FACULTY OF SCIENCE

### Master of Artificial Intelligence

**DaRocha**, Maria Olinda, *with Distinction*  
**Huang**, William, *with Merit*  
**Koh**, Zhe Wei, *with Distinction*  
**Shaikh**, Anoof Mohamed Irfan, *with Merit*

### Master of Biomedical Science

**Sweet**, Lucy Patricia, *with First Class Honours*

### Master of Climate Change Science and Policy

**Balzer**, Laila, *with Distinction*  
**Clarke**, Jemma Lisa  
**Dawes**, Dante Kenrick, *with Distinction*  
**Fenwick**, Ciara Aislinn, *with Distinction*  
**Khan**, Imran Ullah  
**Kharisma**, Sulton, *with Distinction*  
**Lewis**, Julia Belmont, *with Merit*  
**McRae**, Claire Michelle, *with Distinction*  
**Mokoena**, Karabo Nanaki Thabang, *with Merit*  
**Permatasari**, Miranda Putri, *with Distinction*  
**Pradnya Paramita**, Dewa Ayu Kade Wida, *with Distinction*  
**Pugh**, Corey Trefor, *with Merit*  
**Salzke**, Jaydan, *with Distinction*  
**Sheth**, Jeetkumar Prataprai, *with Distinction*  
**van den Blink**, Monique Lily, *with Merit*

### Master of Clinical Immunology

**Shaifulizam**, Muhammad Elias Bin, *with Merit*

### Master of Computer Science

**Ashburn**, Oscar William, *with Merit*

**Burke**, Hamish Antoni, *with Merit*

**Guan**, Tianyu, *with Distinction*

**Mishra**, Shikhar, *with Merit*

**Tandun**, Shinzie

**Zhao**, Jie, *with Merit*

#### **Master of Conservation Biology**

**Amos**, Paige Emily Tana, *with Distinction*

**Busby-Harrington**, Amber Clarisse

#### **Master of Data Science**

**Hewa Marambage**, Senuri Yasara, *with Distinction*

**Swati**, *with Distinction*

**Vieto Vega**, Marco Antonio, *with Distinction*

#### **Master of Development Studies**

**Nguyen**, Giang Dang Nhue, *with Merit*

**Peake**, Lucy Elizabeth, *with Distinction*

**Tully**, Scarlett Alessandra Ellen Saoirse Byrnes, *with Distinction*

#### **Master of Drug Discovery and Development**

**Allan**, Sean Gleeson Barclay, *in Chemical Biology with Merit*

**Burdett**, Ella Danae, *in Drug Development with Distinction*

**Trivedi**, Mihir Manish, *with Merit*

#### **Master of Environmental Science**

**Bhuvi**, *with Merit*

**Burns**, Maria Jane, *with Distinction*

**Hunt**, William Joshua, *with Distinction*

**Kull**, Jacinta Wolmou, *with Merit*

**McDonald**, Stacy Eileen, *with Distinction*

**Rowe**, Cameron Isabella, *with Distinction*

#### **Master of Marine Conservation**

**Castro**, Maria Sofia, *with Merit*

**Spedding**, David William, *with Merit*

#### **Master of Science**

**Adlam**, Laura Grace, *in Forensic Psychology with Merit*

**Bishop**, Charlotte Rosemary, *in Psychology with Merit*

**Bucci**, Luisa, *with First Class Honours in Cross-cultural Psychology*

**Clark**, Frances Waveney, *with First Class Honours in Forensic Psychology*

**Crighton**, Charles, *in Computer Science*

**Derby-Hoffman**, William Gerard, *in Geology*

**Gavin-McCabe**, Sequoia Daisy, *in Psychology*

**Lynch**, Aidan Ché Kotahitanga, *with First Class Honours in Chemistry*

**Martin**, Emily Jayne, *in Psychology with Distinction*

**Percival**, Charlotte Evelyn, *with First Class Honours in Forensic Psychology*

**Porter-Rawiri**, Teremoana, *with First Class Honours in Ecology and Biodiversity*

**Uduwawela**, Shehani Romesha, *in Cross-cultural Psychology with Merit*

#### **Master of Science in Society**

**Cushen**, Kate June, *with Merit*

**Layburn**, Catherine, *with Merit*

**Quarles**, Odysseus Khalil, *with Distinction*

**Smith**, Luke James, *with Merit*

**Taillon**, Cealagh Ann, *with Distinction*

**Bachelor of Biomedical Science with Honours**Ashby, Benjamin James, *with Second Class Honours (first division)*Ramachandran, Saran, *with First Class Honours***Bachelor of Science with Honours**Beckett, Holly Georgia, *with First Class Honours in Psychology*Castle-McLean, Iris Vivienne, *with First Class Honours in Geography*Ngarimu, Aria Kathleen, *with First Class Honours in Geography*Ramsay, Troy James, *with First Class Honours in Psychology*Sadler, Hamish William Gittings, *with First Class Honours in Psychology*Salvador, Alvien Tuazon, *with First Class Honours in Computer Science*Seaver, Maren Edith Norfolk Desmond, *with First Class Honours in Psychology*Shirley, Benjamin James, *with First Class Honours in Mathematics*Stevens, James Reuben, *with First Class Honours in Physics*Tan, Mei Jing, *with First Class Honours in Data Science*Warren, Georgina Holmes, *with First Class Honours in Psychology*Winsley, Nicholas Alexander, *with Second Class Honours (first division) in Statistics***Bachelor of Biomedical Science**

Bhakta, Uday Ravindra

Borman, Danielle Jamie Craddock

Cairns, Keeley Briah

Meehan, Grace Hannah

Riley, Piper Emma

Rose, Kathleen Ivy Yseult

**Bachelor of Science**

Acland, Katherine Nicole Ormond

Al Mousa, Qaswar Atheer

Alexander, Cody Jack

Alsop, Olivia Ann

Amarnath Patel, Rochan

Bailey Kerrison, Neve Lily

Balram, Abhishek

Barnard, Lachlan Gray

Beetsma, Joe Ronald

Benefield, Sienna Madeline

Bishop, Madison Gaia Rose

Blackley, Anna Grace

Bo, Justin

Bonkowski Bonkowska, Jorika Magdalena

Braithwaite, Emily Levy

Brandon, Benjamin Andrew

Bridger, Candace Olivia

Broughton, Claire Presley

Buckwell, Sam Ryan

Butler-Baird, Alex Grace

Campbell, Matthew Marc

Castle-McLean, Iris Vivienne

Cerda-Jimenez, Mathias Ignacio

Chang, Philip

Chemin Tauil De Freitas, Clara

Clayton, Lucy Beaumont

Cocker, Esther Jessie

Congdon, Charlotte Elizabeth

Conger, Ethan Rowell

**Cook**, Eloise Elizabeth  
**Cui**, Leon Hao-Cheng  
**Curzon-Hobson**, George Callaway  
**D'Souza-Monie**, Adele  
**Dansted**, Hanne Freya  
**Davies**, Nathan Barry  
**Delaney**, Brooke Elizabeth  
**Drayton**, Nicholas Thomas  
**Dumble**, Jaime Paul  
**Duncan**, Alice Bobbie  
**Egley**, Emma Louise  
**Elvy**, Callum James  
**Esposito**, Alessandro  
**Faulkner**, Isabelle Patricia Rose  
**Ferguson**, Benjamin  
**Ferns**, Niamh Kirsty  
**Forsyth**, Kade Jordan  
**Gawtre**, Jade Mia  
**Geor**, Ari Tutahunga Boutros  
**Goodfellow**, Stazia Mae Glinecka  
**Green**, Nathan David  
**Groves**, Isabella Grace Kay  
**Hargreaves**, Noah  
**Harrison**, Luca Serena  
**Harsh**, Shubham  
**Hewson**, Maximillian Darcy  
**Hill**, Kenzie Rose  
**Holder-Lunn**, India Rose  
**Hyde**, Isabelle Mary  
**Ishver**, Maya Ganga  
**Jackson**, Liberty Anne  
**Jeram**, Dhilan Jai  
**Kemp**, Tyler Craig Tacy  
**Kennedy**, Sarah Ann  
**Khan**, Tashfiq Rahman  
**King**, Danielle Christine Balloch  
**Kirby**, Sophie Jayne  
**Kothiyal**, Priyanshi  
**Lester**, Thomas John  
**Li**, Quanrun  
**Livingston**, Amelia Rose  
**Mackay**, Samantha Shay  
**Manak**, Prabhjeet  
**Manickam**, Yuri  
**Marris**, Michela Joanna Sylvia  
**Mars-Lunn**, Rene  
**Mataora**, Malaetele Tatyana  
**Matheson**, Melody Kayley Clare  
**Maurice**, Lucy Priya  
**Milne**, George Edward  
**Mohammad**, Abdullah  
**Muthui**, Roy Njuguna  
**Namboodiripad**, Niranjan Sooraj  
**Negishi**, Nagare  
**Newman**, Sofia Maraea  
**Ngarimu**, Aria Kathleen  
**Nguyen**, Minh Ngoc

**Nguyen, Tung Phong**  
**Non, Samuel Antonio**  
**Panchal, Renan Henik**  
**Patel, Hinal**  
**Patrick, Harry**  
**Pedraza Jr, Orlando Ty**  
**Petre, Calum Iain Josephus**  
**Pettersson, Amber Kirsten**  
**Pettit, William James**  
**Pledger, Naomi Brenna**  
**Polz, Emily**  
**Potbury, James Borna**  
**Powell, Gabriel Jason**  
**Powell, Rebecca Janine**  
**Qin, Zhenxiao**  
**Quinn, Fiona Patricia Kate**  
**Ramela, Chetna**  
**Robertson, Jack Winiata**  
**Salasiban, Kiefer Cruz**  
**Scott, Lily Marguerita**  
**Sethi, Anmol**  
**Shaw, Fergus Edward Le Comte**  
**Sherpa, Bruce Sonam**  
**Smoldon, Evelyn**  
**Spedding, David William**  
**Straight, Alexander James**  
**Sutherland, Chloe Caprice**  
**Sutton, Caitlin Grace**  
**Szecket, Jonah**  
**Tawharu, Ben Tiaki**  
**Taylor, Georgia Grace**  
**Teesdale, Alan Michael**  
**Thiele, Cameron Isaac**  
**Tither, Adam**  
**Trainor, Belle Daly**  
**Trott, Will Mathieson**  
**Vickers, Benjamin Russell**  
**Walker, Rewa Sophie**  
**Wang, Yao**  
**Ward, Sahya**  
**Watson, Christie Jean**  
**Webb, Jake**  
**Weeds, Vicky Sharon**  
**Wen, Anthony Tiberius**  
**Wildash, Tim**  
**Wills, Harry David**  
**Wilson, Alyssa Silia**  
**Wilson, Isabelle Louise**  
**Wong, Damon Mark**  
**Wong, Jayden Ryan**  
**Yi, Joseph Darahrit**  
**Zhang, Nan**

**Postgraduate Diploma in Clinical Psychology**

**Auld, Mackenzie Helen Alana**  
**Bishop, Charlotte Rosemary**  
**Bucci, Luisa**

**Lyons, Preston Mark**  
**Martin, Emily Jayne**  
**Prujean Fleming, Catherine May**  
**Rose, Helen**  
**Sherrell, Rosalie Emma Graham**  
**Uduwawela, Shehani Romesha**

**Postgraduate Diploma in Environmental Studies**  
**Foye, Keiran James**

**Postgraduate Diploma in Science**  
**Cao, Boyang, in *Cross-cultural Psychology***  
**Saw, Matthew Alexander, in *Biotechnology***

**Graduate Certificate in Science**  
**Cruse, James Richard, in *Psychology***  
**Usoali'i-Jansen, Kepe Filipino, in *Psychology***

## **Agenda Item 8**

### **2025 Annual report**

**To receive:** a Council paper dated 10 March 2026 from the Chief Financial Officer, Ms Rachel Bruce, regarding the 2025 Annual report (document VUWC 26/19).

**To note:** that the Audit & Risk Committee considered the 2025 Annual report in detail at its meeting held on 9 March 2026.

**To resolve:** **that on the recommendation of the Audit & Risk Committee, Council:**

- 1 approve the 2025 Annual report;**
- 2 approve the signing and release of the Representation Letter to EY;**
- 3 authorise the 2025 Annual Report for issue;**
- 4 approve the online publication of the 2025 Annual Report as soon as practical.**



## COUNCIL PAPER

TO	Members of Council
FROM	Rachel Bruce, Chief Financial Officer
AUTHORS	Rachel Bruce, Chief Financial Officer Susan Hockley, Group Financial Controller
DATE	10 March 2026
SUBJECT	<b>2025 Annual Report</b>
DOCUMENT #	VUWC 26/19

### Executive Summary

This paper provides Council with the final 2025 Annual Report, including audited financial statements and the accompanying Representation Letters (hard copies to be provided at the meeting).

### Recommendations:

that on the recommendation of the Audit & Risk Committee, Council:

- 1 approve the **2025 Annual Report**;
- 2 approve the signing and release of the **Representation Letter to EY**;
- 3 authorise the **2025 Annual Report** for issue;
- 4 approve the online publication of the **2025 Annual Report** as soon as practical.

## Supporting information

### 1. Audit and Risk Committee Review

The draft 2025 Annual Report was presented to the Audit and Risk Committee meeting on 9 March 2026, along with an outline of the key accounting judgements contained within.

EY were present to address any questions from the Audit and Risk Committee, and to present a summary of their audit findings. No material concerns were identified or raised by EY.

### 2. Financial Overview

The operating surplus for the consolidated University Group was \$9.5m, 1.6% of revenue. This includes \$13.4m surplus from the Foundation.

The Foundation result relates to earnings from investment returns and donations received.

The 2025 Annual Report is attached as **Appendix 1**.

### 3. Representation Letters

Were reviewed in draft by the Audit and Risk Committee. Hard copies of the following representation letters will be provided at the Council meeting:

- Representation letter from management to Council as **Appendix 2**.
- Representation letter from Council to EY as **Appendix 3**.



VICTORIA UNIVERSITY OF  
**WELLINGTON**  
TE HERENGA WAKA

Te lea nā a /a a—  
Victoria University of Wellington

# Annual Report 2025



# *He tau whawhati kō. A year of breaking spades.*

*This whakataukī represents how much we can achieve collectively, with joint purpose in unison.*

*In te ao Māori, a kō was used to till the earth in preparation for planting. It was never a job done by one person. Together, the spades would break the earth.*

The Annual Report 2025 is published online at [www.vuw.ac.nz/annual-reports](http://www.vuw.ac.nz/annual-reports)

Published by  
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ISSN 1171-2740 (Print)  
ISSN 1174-8184 (Online)

March 2026



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## Renewed growth and global engagement

2025 has been a year of momentum and ambition for Te Herenga Waka—Victoria University of Wellington.

Building on the stability achieved in 2024, we have leaned into opportunities that strengthen our global connections, deepen our local impact, and prepare us for any challenges ahead.

One of our highlights was the record-breaking attendance at our Open Day. Thousands of future students and their whānau and friends came through our doors, a clear signal that the University's reputation and relevance continue to grow.

Our international engagement also reached new heights. The University's work in China this year reflects our commitment to global collaboration and knowledge exchange. These partnerships not only enriched our research and teaching but also positioned Te Herenga Waka as a place for international students to find a welcoming community and an internationally ranked institution that can help them achieve their academic potential.

Council's role is clear: to provide governance that enables bold thinking while safeguarding the University's long-term financial health. In 2025, that has meant backing initiatives that will support and enhance our financial sustainability, and ensuring that our strategic

priorities around talent, belonging and community remain at the centre of decision-making.

Looking ahead to 2026, Council will continue to focus on financial resilience, ensuring the University can invest in innovation while maintaining stability. We will also work on our strategic partnerships to deepen global collaborations and local engagement. Finally, we will support the University to showcase our fantastic student experience by supporting initiatives that foster belonging, wellbeing, and success across all our campuses.

We know the environment for universities remains challenging, but we also know that Te Herenga Waka has the creativity, resilience, and ambition to thrive. As Chancellor, I am proud of the progress we have made and am confident in the direction we are heading. Together—with our staff, students, alumni, and partners—we will continue to build a university that serves its communities, leads with integrity, and contributes to a better world.

**Alan Judge**  
Chancellor



# The importance of belonging and community in a changing world



As technology makes bold new leaps into the future, our university is poised to focus on the human side of the equation—by creating opportunities for our learners, staff and broader community to connect, share stories, and spark new ideas.

Artificial intelligence dominates today's conversation, but beneath the technology lie far deeper questions: *What does this mean for me, my family, my future?* What we're truly navigating is human-level change—how we build connection, make sense of complexity, communicate with diverse audiences, and listen so we stay relevant.

At Te Herenga Waka, these are not abstract questions. We're seated in the heart of Aotearoa New Zealand's political and cultural capital, so connection isn't just a concept—it's our context. We're inherently relational. We connect through stories.

This is why our strategy pivots on Connection, Community, Collaboration. These overlapping values define who we are—and who we're becoming. They guided our work throughout this year, from research breakthroughs to new teaching initiatives, and they will continue to shape our future.

Reflecting on 2025, we see that it was a year of resilience and achievement. We launched two new construction management qualifications to meet

industry demand, appointed the Bob Dykes-funded Professor of Artificial Intelligence, and established a new Professor of Democracy role to address pressing questions of governance and civic trust.

Our researchers secured significant grants and produced work that has the power to influence policy and practice across climate science, health, and technology. The Taiawa Tech Hub went from strength to strength, with the 20 resident businesses at our Pipitea Campus contributing \$11.9 million to the economy and supporting 127 fulltime jobs in its first year. We strengthened our ties with Wellington and beyond through community partnerships, including Mathswell, the Model United Nations 2025, and the annual Shakespeare festival. Student success remained a priority, with a firm focus on improving their experiences with us.

In 2025, we've also created many spaces for people to collaborate and find a sense of belonging—whether through staff bowls, AI hackathons, student-staff debates, or our biggest Open Day yet. These moments showcased the creativity and talent of our people,

and reminded us that leadership is about enabling contributions to a shared mission.

Financial sustainability remains a challenge—we're stronger than we were, but we still face thin margins. Last year, we celebrated "turning the corner". But I must stress that the corner is not the destination.

Business-as-usual might keep the lights on, but it's innovation and new thinking that propel societies forward. Our role as a civic university is to cultivate those pursuits with rigour and conviction.

**Professor Nic Smith**  
Vice-Chancellor

*Ngā mea hirahira o te tau*  
**Year in review**

**Reaching for the stars with our superconductivity research**

The Paihau—Robinson Research Institute was awarded \$71 million and launched a successful payload of new tech into space.

**Funding boost**

In 2025, Paihau—Robinson Research Institute, a pioneer in high-temperature superconductivity (HTS) research, received funding of \$71 million towards setting up and hosting an advanced technology platform.

The funding for the platform was announced by Minister for Science, Technology and Innovation Dr Shane Reti, at Paihau—Robinson Research Institute's facility in Lower Hutt in May 2025. The platform will apply materials and engineering expertise, including space, electric aviation, critical minerals, and technologies for fusion energy. This will play a crucial role in lifting New Zealand's innovation capacity, enabling companies to take technology to market, and accelerating the growth of the domestic manufacturing sector.

Professor Nick Long, director, Paihau—Robinson Research Institute, said: "At Paihau—Robinson, our focus has always been on how applications of HTS can be leveraged to address real-world issues. With proven capabilities in emerging areas like space and advanced aviation, Robinson is well-placed to drive growth in this area."

**Payload launch**

The Hēki technology demonstration payload, a pioneering superconductivity project undertaken by the Paihau—Robinson Research Institute, was launched successfully to the International Space Station (ISS) in September.

The payload includes a high-temperature superconducting magnet, its "flux pump" power supply, and custom control electronics. By combining a high-temperature plasma thruster and a superconducting magnet, this experimental set of novel components can dramatically improve propulsion efficiency in space.

Hēki is a vital validation for novel technologies at the heart of the Kōkako thruster, an electric propulsion system developed at Robinson that exhausts plasma—accelerated by a superconducting magnet—to generate thrust.

Etched onto the Hēki payload's cover is a Māori design by artist Reweti Arapere. The design honours the name of the thruster. The design is inspired by the kōkako bird's graceful flight and its distinctive blue wattles, which mirror the electric blue glow of the thruster.

**Research for transformative impact**

*2025 Highlights*

A machine-learning tool that will help **digital developers create animated characters with more emotional depth** is being developed by a team of researchers spanning four disciplines. The Wiri Project brings together a range of academic fields: Psychology, Computer Science, Theatre Studies, and Design. The researchers are using cutting-edge technology to capture a vast spectrum of real human emotional reactions, bridging the gap between live actors and their digital counterparts.

We **renewed our partnership with the Malaghan Institute of Medical Research** so that we can collectively expand the biotechnology sector in Aotearoa. This collaboration strengthens our ability to build and sustain vital research capacity for the future, through the fostering of joint initiatives in teaching, supervision, and research.

Thirteen projects led by researchers from Te Herenga Waka were awarded **grants by Te Pūtea Rangahau a Marsden, the Marsden Fund**. A total of \$8.48 million was awarded across the nine standard grants, each receiving \$944,000 over three years.

The **Endeavour Fund delivered \$15 million to two major research projects**. One is for research to manage vulnerabilities in domestic and global software supply chains, and the other for research to optimise yeasts for improved flavour in no-alcohol beer and wine, in collaboration with Garage Project.



Hon. Dr Shane Reti, Professor Nick Long, and Professor Margaret Hyland at an event celebrating funding for research.

Ngā mea hirahira o te tau  
**Year in review**

**Champion of HPV self-testing wins Kiwibank New Zealander of the Year**

Professor Bev Lawton ONZM (Ngāti Porou) was awarded the prestigious title for her groundbreaking cancer research which has helped save the lives of countless women.

Celebrating decades of research, Bev Lawton was made 2025 Kiwibank New Zealander of the Year, no small feat for a researcher who is simply intent on doing the mahi and making a difference. Bev spearheaded the move towards HPV (human papilloma virus) self-testing—doing away with the experience of the cold speculum as part of women’s regular health screening.

“This win is such a privilege—not only for me personally, but it reflects the work of my team, the women, and many others who have contributed to research, action, advocacy, and policy and programme changes through the work,” she said.

In both her careers as a GP and as a researcher, Bev has worked on behalf of the women of Aotearoa for decades. Since founding Te Tātai Hauora o Hine—National Centre for Women’s Health Research Aotearoa 20 years ago, the goal of Bev and those on her waka has been simple: the transformation of women’s health, and the reduction of health disparities for Māori.

This goal has seen her drive research and campaigns that highlight the taonga of HPV vaccination, and more recently the adoption by Aotearoa of HPV self-testing as the gold standard of cervical screening. This simple, but better test, replaced cervical smears in primary care centres in September 2023.

“My team work hard to see research translated into real-world policy. This work is not always easy. But the University has supported me and the team and the way we work towards our kaupapa, as they understand it gets results, and most importantly, is informed by our community.”

**Equitable research for all**

*2025 Highlights*

**Rural Māori students are fulfilling their dream of studying technology**, thanks to two new undergraduate scholarships for Māori school-leavers who wish to study STEM-related subjects. Information management services provider TEAM IM NZ is sponsoring the scholarships which are worth \$8,000 per year and include a paid internship.

We hosted **seminars for academic women on applying for promotion**. The panel discussions looked at the issues that might deter women from applying for academic promotions and how we might clear some of those obstacles.

A groundbreaking new research project received **\$1.39M funding to improve healthcare access for Māori communities** through innovative point-of-care testing. Co-led by Associate Professor Liza Edmonds and Dr Kendall Stevenson of Te Tātai Hauora o Hine, the project aims to explore the question ‘Does the implementation of near-to-whānau testing improve access to timely diagnostic and treatment services for Māori?’

Research into **ovarian cancer detection got a funding boost**. Two projects investigating biomarkers for detection of ovarian cancer were among the latest research given Cancer Society of New Zealand funding.



Professor Bev Lawton ONZM (Ngāti Porou) in the cloak gifted to her by Kiwibank as New Zealander of the Year.

Ngā mea hirahira o te tau  
*Year in review*



**Representing the university sector on the PM’s trade mission to China**

Te Herenga Waka strengthened its ties to China in 2025, reinvigorating relationships with research partners, and launching new scholarships.

Vice-Chancellor Nic Smith was invited to participate in the Prime Minister’s trade delegation to China, where he cemented a major research partnership with Shanghai’s prestigious Fudan University, and a study-abroad agreement with Zhengzhou University, one of China’s largest universities.

As the only university in the trade delegation, this visit provided an important opportunity for Victoria University of Wellington to position itself as a top choice for students to consider when looking at studying overseas, Professor Smith said.

“We are committed to deepening our partnerships with China’s leading institutions—united by a shared ambition to blend academic excellence with global citizenship. Together, we are preparing the next generation to lead with knowledge, empathy, and purpose.

“Being part of this delegation reflects New Zealand’s recognition of universities as engines of innovation, diplomacy, and enduring global relationships. It is

a privilege to represent our sector and reinforce education’s vital role in connecting nations.”

Prime Minister Rt Hon Christopher Luxon said New Zealand’s education sector is globally respected for its quality, innovation, and commitment to partnership.

“Our universities, including Victoria University of Wellington, play a key role in fostering long-term academic and research collaborations with countries like China. These connections not only support student mobility and world-class research, but also strengthen the broader relationship between our two countries.”

**Belonging to the Asia-Pacific region**

*2025 Highlights*

The Wellington School of Business and Government (WSBG) and the Southeast Asia Centre for Asia-Pacific Excellence (SEACAPE) **launched Grand Challenges: A Southeast Asian Lens, a three-part International Alumni Speaker series.** These events featured insightful and timely presentations, including by alumna Goh Swee Chen who talked about the erosion of trust in public institutions and its impact on scientific cooperation and innovation.

As part of the commemorations marking 50 years of formal dialogue between Aotearoa and the Association of Southeast Asian Nations (ASEAN), the **University was honoured to host ASEAN Secretary-General, Dr Kao Kim Hourn.** The event brought together leaders from across Te Herenga Waka and the government and diplomatic community to celebrate the enduring partnership between New Zealand and ASEAN, with a particular focus on the people-to-people links that underpin this relationship.

The University deepened its commitment to regional collaboration through the signing of a **new framework agreement with the University of French Polynesia** (Université de la Polynésie française—UPF).



People on the trade delegation pose for a picture in Shanghai.



Ngā mea hirahira o te tau  
*Year in review*

**Insights for impact**

Te Herenga Waka is evolving its approach to how it gathers insights about students and uses them for the greatest impact.

We launched initiatives in 2025 with bold goals around attracting and retaining students and helping them achieve their highest potential. An integral component of these initiatives was to use data and insights to continually improve our systems and processes.

He Kōkonga Whare e Kitea was launched in June 2025, starting with a staff survey on student success. The aim of this initiative was to accelerate learner success by using data and evidence to help us make better decisions. It was part-funded by the Tertiary Education Commission and we partnered with the University of Canterbury.

We also kicked off the Student Journey Mapping Project, which aims to develop a holistic and collective view of the student experience at Te Herenga Waka. It involved workshops with a wide range of people—from students to staff and alumni—to map the specific stages within the student journey and beyond. We are now using what we learned to identify gaps and opportunities to improve student experience, success, and retention.

**Transforming the way we work**

*2025 Highlights*

**Ngā Mokopuna, our new marae precinct, won a bevy of awards** in 2025. From recognition in sustainability awards to building and architecture prizes, Ngā Mokopuna was celebrated for both its form and function. The new building is the first urban building in the Southern Hemisphere to undertake the Living Building Challenge®, which is based on seven performance standards: place, water, energy, health and happiness, materials, equity, and beauty.

Academic promotions recognise, celebrate and reward people whose outcomes are consistent with the University's strategic direction and core values. We reviewed and **improved our internal processes around academic promotions** to make sure that we were getting the best out of our people. This involved talking with staff across the whole University. Following their feedback, we progressed a single promotions process, where minor promotions were replaced with automatic progression.

The University **realigned some of its faculties** to ensure that we could achieve our bold strategic goals. This included bringing together some of our previous research strengths into one to create Te Pukenga Wai—Faculty of Education, Health, and Psychological Sciences and Te Wāhanga a Manaia—Faculty of Science and Engineering. Te Kawa a Māui—School of Māori Studies was also moved out of Te Wāhanga Aronui—Faculty of Humanities and Social Sciences (FHSS) and into the Deputy Vice-Chancellor (Māori) portfolio.

Graduates from across the globe gathered at Te Herenga Waka's Te Aro campus over Labour Weekend to celebrate **Paparahi—the 50th anniversary of the Faculty of Architecture and Design Innovation**. The sheer breadth of the faculty's role as a creative hub was on show, demonstrating core values that have sustained our faculty for five decades: a spirit of experimentation, collaboration, and responsibility to place, people, and planet.



# He whakarāpopototanga At a glance

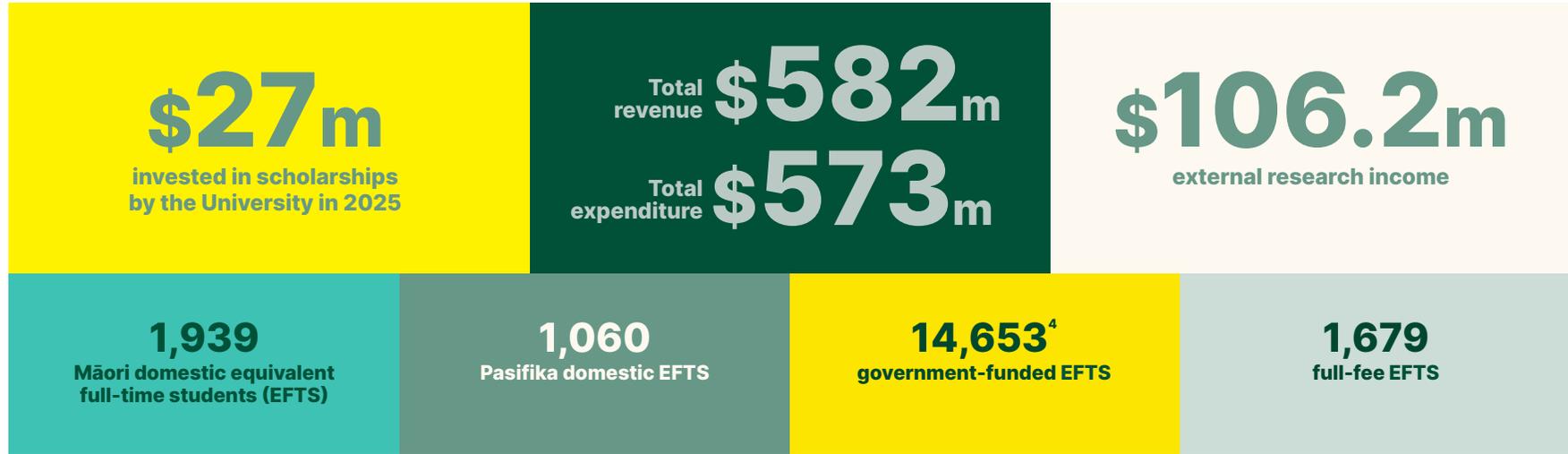
<sup>1</sup> QS World University Rankings 2026  
<sup>2</sup> Times Higher Education rankings 2025  
<sup>3</sup> Shanghai Global Ranking of Academic Subjects

# 4,894

Qualifications awarded

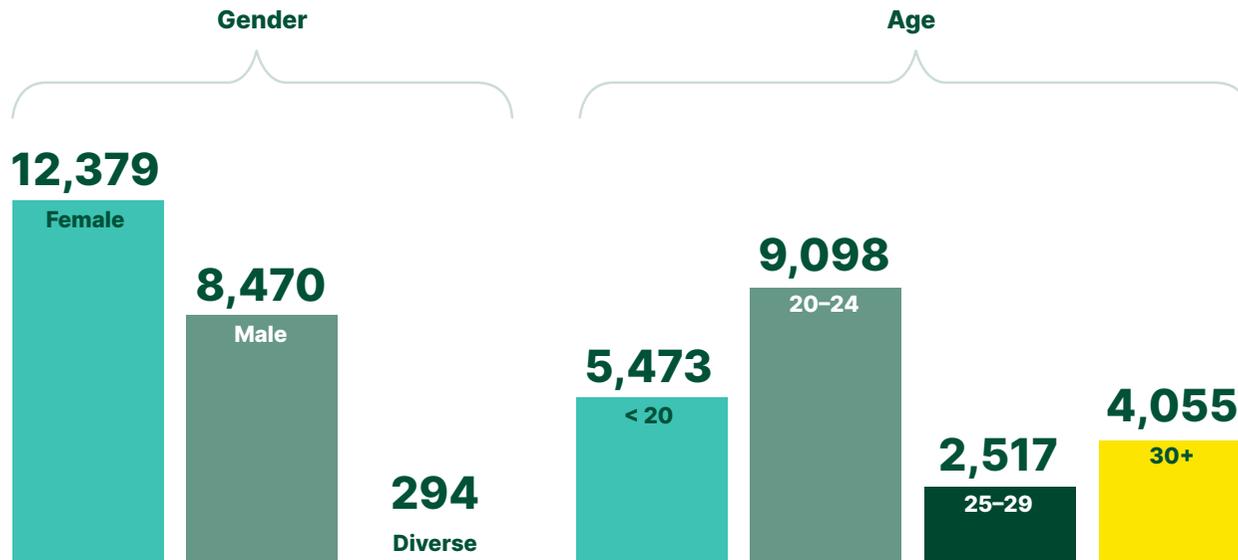
<p><b>Ranked 240<sup>th</sup></b> out of the world's top 1,500 universities in 2025<sup>1</sup></p>	<p><b>1 of 23</b> ★★★★★<sup>+</sup> of the world's 'Five Stars Plus' rated universities, setting the gold standard for higher education<sup>1</sup></p>
<p><b>Ranked 194<sup>th</sup></b> for social and environmental sustainability<sup>1</sup> globally among the world's top 2000 universities, and we're the 1st university in NZ to receive a gold STARS rating from AASHE.</p>	<p><b>In the world's top 1% for 22 subjects<sup>1</sup></b> Accounting &amp; Finance, Anthropology, Classics &amp; Ancient History, Communication &amp; Media Studies, Development Studies, Earth &amp; Marine Sciences, Education, English Language and Literature, Geography, Geology, Geophysics, History, Hospitality &amp; Leisure Management, Law, Library and Information Management, Linguistics, Performing Arts, Philosophy, Politics &amp; International Studies, Psychology, Sociology, Theology/Divinity and Religious Studies</p>
<p><b>Ranked 1<sup>st</sup> in NZ</b> for Library and Information Management<sup>1</sup>, Politics and International Studies<sup>1</sup>, and Law<sup>2</sup></p>	<p><b>Ranked top 50 in the world and 1<sup>st</sup> in NZ</b> for Artificial Intelligence (AI)<sup>3</sup></p>





<sup>4</sup>14,650 SAC funded and 3 STAR funded

### Student distribution



### Staff





*Te Tauāki  
Whakamaunga Atu*  
**Statement  
of service  
performance  
2025**

For the year ended 31 December 2025

The Statement of Service Performance offers a clear and transparent account of how we have delivered against the vision and priorities outlined in our Strategic Plan 2025–2029.

Our Strategic Plan sets out our mission to draw on our whakapapa, knowledge, and unique sense of place to create a better future together. It also defines our vision of excellence as inspirational teaching, outstanding research, and deep engagement—mobilising understanding and action for a better world.

The University's 2025–2029 Strategic Plan can be found on our website: [www.wgtn.ac.nz/about/governance/strategic-plan](http://www.wgtn.ac.nz/about/governance/strategic-plan).

Our strategic plan identifies three priority areas that enable us to achieve our mission and vision.

Our priority areas are:

**P1: Connection**  
We value and understand our diversity

**P2: Collaboration**  
We value and use our strengths together

**P3: Community**  
We create value for our whole society

The Connection priority reflects our commitment to Te Tiriti o Waitangi and diversity. The Collaboration priority emphasises the value of sharing resources and working in partnership. The Community priority demonstrates how we create impact and deliver value across society.

To track the success of our Strategic Plan, we use a comprehensive set of performance indicators that assess our performance in relation to our priority areas. These indicators are a mix of qualitative and quantitative and are accompanied with contextualised information.

We provide an Outcomes and Performance Framework to show how our priority areas and performance indicators align with the national expectations for tertiary education as articulated in the new Tertiary

Education Strategy (TES). The framework highlights the strong connection between the desired outcomes of the TES and those articulated in our Strategic Plan.

**Financial sustainability**

In 2025, the University delivered another surplus, reinforcing Te Herenga Waka's long-term financial sustainability and enabling our continued investment in outstanding research excellence, inspirational teaching, and deep engagement.

**Key outcomes**

The Statement of Service Performance is structured around three key outcomes—Research, Teaching and Learning, and Engagement. These outcomes align both with the characteristics of a university as defined in the Education and Training Act 2020 and with the vision articulated in our Strategic Plan.

A full list of these indicators is provided on [pages 23–24](#).

**Service performance reporting**

This Statement of Service Performance has been prepared in accordance with PBE FRS 48. This standard ensures that our reporting is strategically aligned, provides a holistic view of value creation, and considers the sustainability of the outcomes delivered.

**Disclosure of judgements**

When determining key service performance information for each outcome, we have applied judgement based on the University's strategic priority areas.

We aim to maintain comparability across reporting periods where appropriate and ensure that the information presented is relevant, reliable, neutral, understandable, and complete.

Our strategic plan seeks to advance the University's reputation nationally, across the Pacific region, and internationally. To support this aspiration, where aligned with our strategic priority areas, we have selected measures that are comparable with those used by national and international universities.

Alongside the University-selected measures, we also include the Tertiary Education Commission (TEC) Educational Performance Indicators (EPIs), which are presented on [page 24](#) and discussed in the accompanying commentary.

**Disclosure of linkages between financial and non-financial information**

Service performance information and financial statements form the cornerstones of a public benefit entity's general purpose financial report. When integrated, these components provide a comprehensive and meaningful picture of organisational performance.

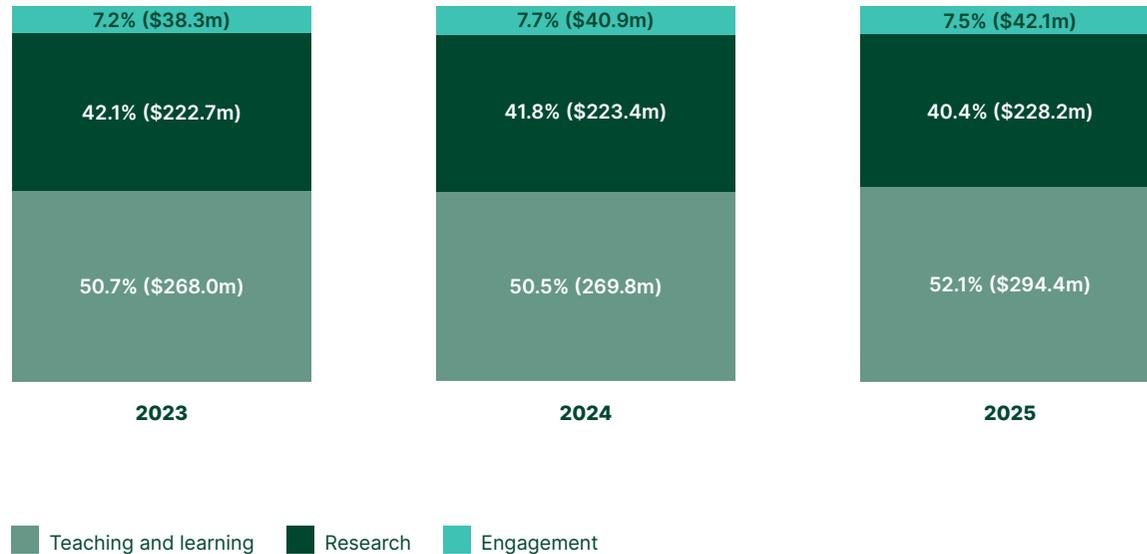
This combined perspective illustrates not only the resources invested to achieve strategic outcomes but also the degree to which those outcomes have been realised. By aligning financial data with performance reporting, stakeholders gain deeper insight into both the efficiency of resource allocation and the effectiveness of delivery against objectives. This approach is particularly critical for assessing progress toward long-term goals that cannot be easily captured through simple output measures or input metrics. Presenting these dimensions together demonstrates transparency and accountability, showing how long-term investments translate into tangible impact and how the organisation advances its strategic priorities over time. For example, research findings and graduate achievements typically emerge over several years, reinforcing the importance of a holistic view that goes beyond annual deliverables.

We estimate that in 2025, 40.4% of total operating expenses were attributable to research, 52.1% to teaching and learning, and 7.5% to engagement and community service. This allocation of expenditure enables us to deliver across our strategic priorities and reflects the distinctive nature of a research-led university.

In developing this expenditure allocation estimate, the University reviewed the major operating expenses reported in the financial statements. Where costs could be clearly attributed to a specific output, that allocation was applied directly. In cases where attribution was less clear the University exercised judgement based on an academic workload model of 40–40–20

(40% research, 40% teaching, and 20% administration, with administration then apportioned across teaching, research, and engagement/community service). Costs that are not directly or solely attributable to teaching and learning or to research, such as general administrative support or facilities management, have been allocated using the same proportional basis as academic salaries. The following pages demonstrate achievements and challenges across each of these areas.

**Estimated expenditure by output category**



**Outcomes and Performance Framework**

**Government national outcomes**

Social and cultural participation and wellbeing

Economic prosperity and growth

**Government priorities**

Lifting economic growth through measures to address New Zealand's long-term productivity challenges.

Deliver more efficient, effective and responsive public services to all who need and use them—in particular, to restore law and order and improve health outcomes and educational achievement.

Building a better country which all New Zealanders can be proud of—this includes building closer partnerships with Māori and improving how the public sector responds to Māori issues.

A world-leading education system that provides all New Zealanders with the knowledge, skills and values to be successful citizens in the 21st century.

**Tertiary Education Strategy (TES)**

**TES priorities**

Learners with their whānau are at the centre of education

Great education opportunities and outcomes are within reach for every learner

Quality teaching and leadership make the difference for learners and their whānau

Learning that is relevant to the lives of New Zealanders today and throughout their lives

New Zealand education is trusted and sustainable

**Te Herenga Waka—Victoria University of Wellington Strategic Plan**

**Te Herenga Waka—Victoria University of Wellington strategies that contribute**

**Connection**

- Commitment to Te Titiri
- Connect distinctive strengths
- Learning that excites and supports diverse students
- Connections across academic disciplines.

**Collaboration**

- Returning time to staff
- Enhancing resource sharing and collaboration
- Trust our staff to innovate
- Advance shared kaupapa nationally and internationally.

**Community**

- Embrace critic and conscience role with respectful debate
- Enhance knowledge for external communities
- Pathways for Māori and Pasifika success
- Empowering students' professional entrepreneurial experiences
- Ecological think for sustainable world.

Te Tiriti o Waitangi

Education and Training Act 2020

Crown Entities Act 2004, and other legislation and government priorities

The outcomes framework is based on the current Statement of National Education and Learning Priorities (NELP) and Tertiary Education Strategy (TES) 2020.

## Rangahau Research

### Service Performance Information indicator

Approximately 53.3% of total revenue is sourced from either government funding, the PBRF, or research-specific contracts. Of this, the University allocates \$129.2m to Research activities. The remainder of revenue has a non-government source (i.e. direct tuition or commercial revenue).

See full list of Performance Indicators (including TEC Educational Performance Indicators) on [pages 23–24](#).

The strategic priority areas of Connection and Collaboration shape how we approach research, ensuring it is informed by diverse voices and strengthened through working together.

### Progress made during 2025

Victoria University of Wellington researchers continued to lead in tackling some of the most pressing challenges of our time, from climate adaptation and digital security to health equity and the arts. This year was marked by significant funding successes, prestigious national awards, and groundbreaking innovations that are already reshaping industries.

External Research Income remains heavily anchored in the New Zealand funding landscape, with the Ministry of Business, Innovation and Employment (MBIE), The Royal Society of New Zealand (RSNZ) and The Health Research Council (HRC) continuing to serve as the University's principal sources.

The University secured two major five-year research programmes through the MBIE Endeavour Fund in the 2025 investment round, reflecting strong government confidence in our applied science and innovation capabilities. Together valued at \$15.6 million, these programmes were selected by the Science Board following rigorous review by independent experts and form part of a national portfolio aimed at delivering

transformative economic, environmental, and societal benefits for New Zealand.

The software security programme, led by Associate Professor Jens Dietrich and Professor Stephen MacDonell, aims to identify, understand, and mitigate vulnerabilities across domestic and international software supply chains. The Future Foods initiative, led by Associate Professor Simon Hinkley in partnership with Garage Project, focuses on optimising indigenous yeast strains to produce high-quality, low alcohol beverages. Both programmes demonstrate our commitment to collaboration by drawing on cross disciplinary and industry partnerships, and to community by delivering innovations that support national wellbeing with global relevance.

Thirteen University-led projects were awarded Marsden funding in the 2025 round, underscoring our strength in high-quality, investigator led research. This included nine standard grants and four Fast-Start Grants, together totalling \$9.0 million in funding.

The nine standard grants spanned a broad range of research areas and were led by Professor David Ackerley, Professor James Bell, Professor Martha Savage, Dr Benji Compton, Dr Mat Anker, Dr Rachael Shaw, Associate Professor Robert Keyzers, Dr Shaun Eaves, and Professor Simon Davy. Their projects advanced fundamental understanding in areas such as next generation plastic degrading enzymes, sea sponge resilience under climate stress, the earthquake and tsunami potential of the southeastern North Island, mRNA vaccine development, high density data storage materials, cognition evolution in wild environments, antifungal peptides in marine organisms, Antarctic ice-ocean interactions, and coral-algal symbiosis.

The four Fast-Start Grants recognised emerging research talent, with awards going to Dr Alistair Brown, Dr Stephen Piva, Dr Stephen Skalicky, and Dr Yao Zhang for innovative work ranging from sustainable bacterial dyes, and Antarctic climate record synchronisation, to AI modelling of irony, and energy efficient memory technologies.

Collectively, these awards reflect our commitment to connection by supporting diverse research communities and disciplines, and to collaboration by enabling

investigators to push the boundaries of discovery together.

The Health Research Council awarded \$3.0 million to our researchers in 2025, supporting projects that address some of Aotearoa's most pressing health challenges. The funding spans dementia risk, infectious disease, cancer equity, and antiviral development, reflecting our growing strength in impactful cross disciplinary health research.

Dr Jeremy Owen was awarded \$1.2 million to develop new antibiotics capable of combating drug resistant superbugs. Dr Fiona McKenzie received \$1.2 million to tackle inequities in colorectal cancer outcomes for Māori and Pacific communities. Dr Lawrence Harris secured a \$150,000 Explorer Grant to investigate novel nucleosides as potential antiviral agents. These projects demonstrate our commitment to research that delivers tangible health benefits for communities across New Zealand. Dr Binh Nguyen also received a \$150,000 Explorer grant to use AI to find new drugs to combat antibiotic resistance.

Professor Bev Lawton, founder and director of Te Tātai Hauora o Hine (the National Centre for Women's Health Research Aotearoa), was named the 2025 Kiwibank New Zealander of the Year. This honour recognises her decades of groundbreaking work in women's health, particularly the development of new cervical screening pathways that are saving lives in Aotearoa and internationally.

Professor Damien Wilkins, Director of the International Institute of Modern Letters, strengthened the University's reputation as a powerhouse of New Zealand literature by winning the prestigious Jann Medlicott Acorn Prize for Fiction at the 2025 Ockham New Zealand Book Awards for his novel *Delirious*. Judges praised the work for its elegant prose, emotional depth, and its assured yet understated navigation of complex themes, recognising it as an outstanding contribution to Aotearoa's contemporary fiction.

Professor James Bell received the 2025 Mana Tūāurangi Distinguished Researcher Fellowship from the Royal Society Te Apārangi, recognising his leadership in marine biology and his development of new approaches to characterise and monitor understudied marine ecosystems.

Dr Mathew Anker received the 2025 Hamilton Award for achieving a breakthrough once considered chemically impossible: the four-electron reduction of benzene. Dr Anker and his team established a simple and accessible method for forming benzene tetra-anions. This advance opens new directions in benzene reduction chemistry and paves the way for future technologies in magnetic data storage, spintronics, and quantum computing.

Dr Ayca Arkilic received the 2025 Early Career Research Excellence Award for Social Sciences for her groundbreaking research on women who have converted to Islam in Aotearoa following the 2019 Christchurch Mosque attack. Her nationwide ethnographic project examines the experiences of Māori and Pākehā Muslim women, exploring the motivations behind their conversions and the impacts on their identities, citizenship, and everyday lives. Her work highlights the complex social and political dimensions of religious conversion in contemporary Aotearoa and has already gained international recognition for its depth, nuance, and interdisciplinary insight.

Dr Rachel Denee and Dr Jesse Kearse received 2025 Mana Tūāpapa Future Leader Fellowships from the Royal Society Te Apārangi. These four-year fellowships support outstanding early-career researchers to develop their leadership capability and advance ambitious programmes of research that strengthen Aotearoa's future science and innovation system.

Led by our alumnus Dr Ratu Mataira, OpenStar Technologies has captured global attention with its pioneering work on a levitated dipole fusion reactor. Built using high temperature superconductor technology originally developed at the University's Paihau—Robinson Research Institute, the company's prototype has now successfully confined plasma within its first device. This achievement marks a significant milestone

and demonstrates the promise of levitated-dipole systems as a viable pathway toward commercially sustainable fusion energy.

Wellington UniVentures announced a new licensing agreement for an innovative winemaking technology developed by our scientists Professor Wayne Patrick and Dr Lee Ann Tejada. Their enzyme-based biosensor enables winemakers to instantly measure sugar levels on-site, replacing the need for costly, time-consuming laboratory testing.

Professor Gina Grimshaw and Assistant Lecturer Laura Kranz released results from a major global survey showing that, contrary to international trends, trust in science remains exceptionally high in New Zealand, underscoring the effectiveness of our science communication.

The number of research postgraduate EFTS, as a proportion of total university EFTS, were 7.5% in 2025, up from 7.4% in 2024, but below our target of 7.7%.

Commencing post graduate research EFTS in 2025 totalled 125, an increase from 123 EFTS in 2024.

There were 15 invention disclosures in 2025, compared with 30 in 2024 and an annual target of 30. This outcome reflects a more constrained operating environment for Wellington UniVentures during the year.

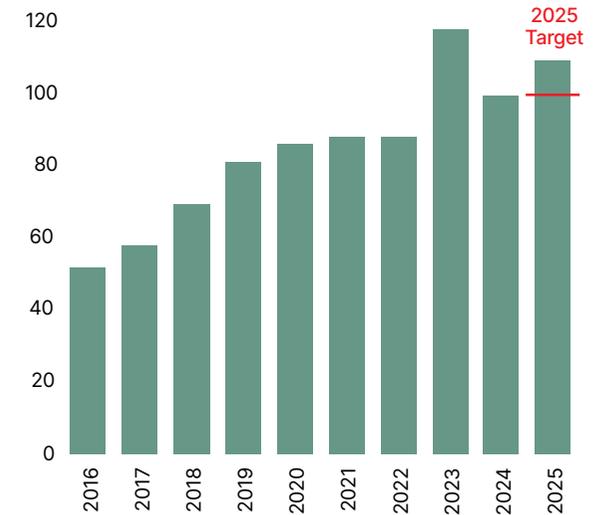
Strong results were sustained in the quality of our publications, with 30% appearing in the top 10% of journals in 2025, ahead of both the 2025 target of 26% and the 2024 result of 27.2%.

External Research Income (ERI), as part of PBRF reporting requirements, was \$94.1m, increasing from 2024 (\$88.0m). Continued success with contestable funds contributed to \$80.2m in contracted research revenue (\$77.4m in 2024) in the University Research Trust. Other research revenue streams within the University were \$13.9m (\$10.6m in 2024), including Wellington UniVentures, \$4.9m (\$6.2m in 2024) and the University Foundation, \$6.8m (\$2.7m in 2024). Sub-contracted research, which is excluded from the figures above, was \$12.1m in 2025 (\$11.0m in 2024). This brings total ERI to \$106.2m (\$99.0m in 2024), above the target of \$100m.

In 2025, Wellington UniVentures delivered research commercialisation support, bringing \$1.5m new revenue to the University while continuing to focus on financial sustainability. Wellington UniVentures also managed 27 commercialisation projects in 2025, and 19 projects under its Commissioned Research & Advisory mandate, connecting academics with opportunities in industry and government. It protected new ideas, bringing its portfolio of patents and applications to 324. Wellington UniVentures now holds \$8.3m in shares across 11 spinouts that are collectively worth \$224m.

In October 2025, the University implemented Panoho, a new research candidate management system. Panoho provides a streamlined platform for managing research candidature by tracking milestones, progress, documentation, and examinations. The introduction of this system has reduced administrative burden and strengthened our ability to support and effectively manage research candidates.

**External Research Income 2016–2025 (\$m)**



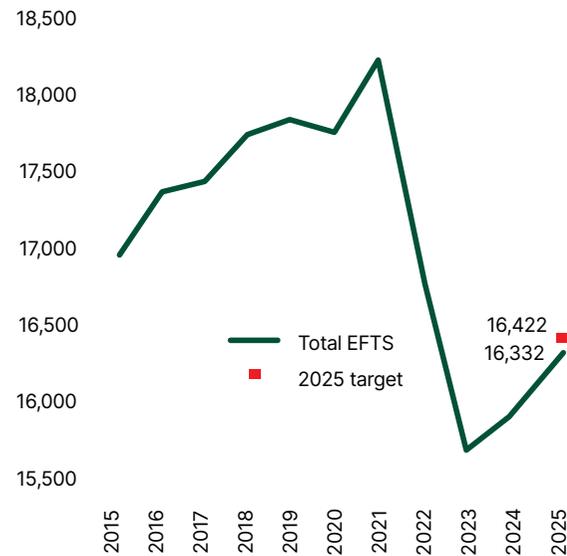
# Ako Teaching and learning

## Service Performance Information indicator

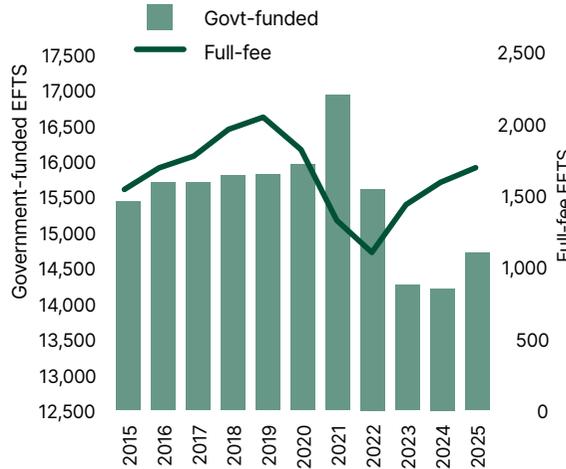
Approximately 53.3% of total revenue is sourced from either government funding, the PBRF, or research-specific contracts. Of this, the University allocates \$170.0m to Teaching and Learning. The remainder of revenue has a non-government source (i.e. direct tuition or commercial revenue). Of this, \$151.9m can be attributed to Teaching and Learning activities.

See full list of Performance Indicators (including TEC Educational Performance Indicators) on [pages 23–24](#).

## Total EFTS 2015–2025



## EFTS by funding source 2015–2025



## Progress made during 2025

Government funded EFTS continue to rise to 14,653 EFTS in 2025. This was ahead of our planning target of 14,572. The number of taught postgraduate EFTS as a percentage of total EFTS 14.3% were slightly down from 14.7% in 2024 reflective of our increase in total EFTS. The strongest domestic EFTS growth in 2025 was in Commerce, Humanities (notably Linguistics) and Architecture and Design (notably Media Design).

The University continues to be a popular destination for international students. International full-fee EFTS for 2025 were 1,679, up from 1,630 in 2024, an increase of 3.0%. However, the total international full-fee EFTS remained below our investment plan target of 2,000.

Māori student participation increased from 12.8% in 2024 to 13.4% in 2025. Māori commencing EFTS increased, from 538 in 2024 to 608 in 2025, exceeding the University target of 550 EFTS.

Pasifika participation increased from 7.2% in 2024 to 7.3% in 2025. Pasifika commencing EFTS rose from 331 in 2024 to 348 in 2025, just short of the target of 350 EFTS.

Māori participation rates at level 7 (degree) increased, from 13.7% in 2024 to 14.7% in 2025. At Postgraduate level, Māori participation decreased from 8.9% in 2024 to 8.7%, against our target of 9.0%.

Pasifika participation rates at level 7 (degree) increased, from 7.7% in 2024 to 7.9% in 2025. At Postgraduate level, Pasifika participation decreased from 4.4% in 2024 to 4.3% in 2025, against our target of 5.0%.

Māori level 7 retention rates continued to increase from the 2024 rate of 73.2% to 77.5% in 2025, slightly below our target of 78.0%.

Pasifika level 7 retention rates continued to increase from the 2024 rate of 75.0% to 77.1% in 2025, but this increase fell short of the 2025 target of 82.0%.

Improvements in both Pasifika and Māori retention rates are expected to continue into 2026, supported by a range of new student-focused initiatives. Refer to the TEC-defined Educational Performance Indicators (EPIs) on [page 24](#).

In 2025, Taihonoa continued to strengthen Te Herenga Waka's strategic partnerships with Iwi and He Herenga Tangata organisations. Through these partnerships, 347 students were supported with scholarships and summer internship opportunities. A total of \$359,430 was distributed to enable Māori student success and enhance connections between taura and our partner communities.

Across 2025, evaluations were completed for 916 courses and 591 teachers. Overall, 87% of courses and 93% of teachers were rated good, very good, or excellent. These results are similar to previous years, with courses and teachers rated at 86% and 97% in 2024, and 85% and 95% in 2023. These results indicate consistently strong performance in both teaching and course quality over time.

Student satisfaction with services and facilities, as measured through our Have Your Say student survey, increased to 82%. This represents a 5% improvement on 2024 and a 7% increase on 2023, demonstrating a clear and sustained upward trend.

Taught postgraduate EFTS, as a proportion of total EFTS, decreased slightly from 14.7% in 2024 to 14.3% in 2025, remaining just below the 2025 target of 15.0%.

Our holistic approach to student success is centred on creating an environment that supports equitable, meaningful, and sustainable learner outcomes and enables students to thrive. We recognise the strong relationship between educational achievement, enhanced earning potential, and socioeconomic wellbeing.

Strengthening collaboration and connection across the University remains central to this work. Our strategic priorities bring academic units, professional teams, and student-facing services together to provide coordinated support that responds to the diverse needs of our learners. These partnerships help create a more cohesive and consistent student experience, particularly in the first year, where meaningful engagement and smoother transitions are critical.

Our priorities include enhancing the first-year experience, strengthening progression pathways, and enabling students to complete their qualifications with confidence. We remain committed to achieving the milestones in our Learner Success Plan (LSP), supported through our relationship with the Tertiary Education Commission (TEC).

Our commitment to improving student retention was in part demonstrated through a targeted focus on first-year courses that play a critical role in learner success and progression. Seven courses were selected for redesign based on historically low completion rates, particularly for Māori and Pasifika learners, high enrolments, and the strategic importance of the courses as introductory pathways into key disciplines. The redesign contributed to improved learner performance, higher pass rates, and strengthened progression into 200 level study. We anticipate that this work will result in stronger student engagement, better connected support pathways, and improved retention in 2026.

We have advanced several initiatives to support and enhance work-integrated learning. These initiatives reflect our commitment to providing students with learning opportunities that connect to real-world work

and the professional context. These initiatives include the implementation of an enterprise tool for effectively managing work-integrated learning administration, the establishment of a central work-integrated learning hub to provide central support for work-integrated learning activity, and ongoing reporting of work-integrated learning opportunities.

The University has progressed through the Cycle 6 AQA process, with the audit report published in March 2023 and the two-year update report tabled and accepted by the Transitional Academic Audit Committee in October 2025. This updated report detailed the University's considerable progress against the 2023 Audit report's affirmations and recommendations. Specific areas of progress included investments across our digital learning environments and organisational data capability, an updated academic approval process, the completion of student journey mapping, implementation of a new academic promotion framework, progress on an updated teaching workload model, and an increased focus on artificial intelligence across the University.

Several initiatives were implemented to strengthen the student accommodation experience across both catered and self-catered residences. Tau Mai week was introduced in 2025 as a week-long programme of activities designed to help give students a solid foundation to begin their first year of study and to settle into their new hall and home in Wellington City. First year hall students moved in a week before the busy schedule of New Students' Orientation and OWeek began, enabling students to begin to foster their friendships and build a sense of belonging. The inaugural Tau Mai week exemplified broad cross-functional collaboration to deliver a coordinated programme of almost 200 events. Feedback from students, staff and whānau made it clear the week delivered tangible benefits for first-year student transition and additionally led to growth in participation in the interhall events programme throughout the academic year. Tau Mai week has now been established as a regular programme for the first-year hall calendar.

A further focus was to create a more differentiated experience for mature students living in the University's

self-catered accommodation. A central after hours hub was created with the opening of 222 Willis Hall to enable a coordinated approach to after-hours staff support. Additionally, the event programme shifted from hall-based events to a larger number of events offered to all Independent Living residents, which also led to higher student engagement and more opportunities for connection for residents in their second year of study and above.

In 2025, we advanced the He Kokonga Whare e Kitea programme, delivered in partnership with the University of Canterbury, building on its commencement in late 2024 as a TEC-funded initiative under the Tūwhitia—Accelerating Learner Success Fund. The programme adopts a whole-of-institution focus on student success, emphasising the development of data-informed approaches to support learner outcomes across both institutions.

Progress during the year was achieved through staff-wide engagement activities, including institution-level surveys and collaborative workshops that brought together academic and professional staff. These activities enabled the exploration of shared definitions of student success, the celebration of effective practice, and the identification of priority areas for development. They also informed the establishment of initial workstreams and strengthened cross-functional capability in the use of data and evidence to support learner success.

The He Kokonga Whare e Kitea programme partnership with the University of Canterbury was further strengthened through reciprocal site visits and shared learning between project teams, supporting progress toward the programme's longer-term objective of developing scalable, sector-relevant approaches to accelerating student success.

The annual graduate destinations survey showed that 94% of graduates were in employment, further study, or not seeking work in their first year after graduating, compared with a target of 97%. This result was anticipated, reflecting the impact of government restructuring in Wellington and prevailing unemployment conditions in 2025.

## Ruawhetu Engagement

### University Collaboration

In September 2025, Te Herenga Waka signed a Statement of Intent with the University of Otago and Auckland University of Technology (AUT), formalising a commitment to deeper collaboration across the three institutions. The partnership provides a framework for enhancing the student experience while enabling a more coordinated response to shared challenges facing the tertiary sector. Through closer cooperation, the universities aim to share expertise, strengthen services, and use resources more effectively, with a focus on delivering improved outcomes for students, staff, and the communities they serve. Central to this approach is an emphasis on expanding inclusive and flexible learning opportunities, supporting innovation, and improving the efficiency of investment in teaching, learning, and infrastructure.

See full list of Performance Indicators (including TEC Educational Performance Indicators) on [pages 23–24](#).

### Progress made during 2025

The University's engagement programme continued to strengthen and expand in 2025, guided by a commitment to community and ensuring initiatives remained grounded in shared values and long-term aspirations.

Early activity during 2025 focused on a number of priority initiatives. Collaboration with the University of Otago progressed the development of a co-teaching approach in selected languages, including Greek, Latin, and German, alongside exploratory work to extend this model to additional disciplines and to AUT. Planning also advanced for Uni Exchange Aotearoa, a domestic student exchange programme that will enable students to spend a trimester studying at one of the partner universities, scheduled for launch in Trimester 2 of 2026.

In parallel, a professional staff exchange programme was progressed to support capability development through short-term placements across the institutions, with implementation planned for mid-2026. Work also continued on shared accommodation arrangements to improve access to university accommodation for students studying across partner universities. Together, these initiatives establish strong foundations for a more connected, collaborative, and student-centred partnership across the three universities.

Our supporters continue to have a significant impact on the success of our wider community by creating positive pathways for students through scholarships and awards, enabling critical research and innovation, and helping us deliver meaningful public engagement, including lectures and visiting fellowships.

The 2025 Winter Energy Grant campaign raised \$50,000 through the combined generosity of alumni, staff, corporate suppliers, and a private donation. The Grants help subsidise expensive power bills so students can stay warm during the Wellington winter. The massive success of the campaign meant that 1,600 students were supported by the Grants in 2025, a significant increase from 894 total students in 2024.

Thanks to the incredible generosity of our alumni community, we were able to increase the number of Alumni Appeal Scholarships we awarded from 17 in 2024 to 20 in 2025. Our Ngā Hoe a Kupe Pathfinder Scholarships programme also went from strength to strength, with eight scholarships awarded in 2025.

Our community also came together in 2025 to support the Girls\* on Ice Aotearoa programme, whose 2026 expedition to Mount Ruapehu was in doubt after their funding was cut. Thanks to the dedicated support of alumni and friends of the University, the programme will be able to continue in 2026.

Master's student Cara Schlebusch began her research into immune regulation in Multiple Sclerosis under the supervision of Professor Anne La Flamme. Cara received the Hargreaves Family MS Scholarship which was funded by a community fundraising

campaign and generous gift from the New Zealand Multiple Sclerosis Research Trust.

We offered a number of scholarships that supported our students to thrive, including the Charlotte Badger MA Scholarship in History, which was awarded to Ashleigh Hickey. The scholarship was established by Emeritus Professor of History Charlotte Macdonald with contributions from other generous donors, and supported Ashleigh to complete her Master's thesis.

Nine new scholarships were created in 2025, and several scholarships were awarded for the first time, including the L G Peacocke Scholarship, which was established to increase the human capital available to contribute on matters associated with international relations and to enhance New Zealand's place in the global political economy.

Alumna Monica Gruber generously founded the Protect our Islands Pasifika Award to support Pasifika students who are planning to pursue postgraduate studies in the environmental and ecological sciences. This Award reflects Monica's passion for building resilience in the Pacific through nature, and her interest in supporting those who are passionate about being caretakers of the Pacific.

In 2025, the University has raised \$12.3 million. The Foundation successfully met the annual Consumer Price Index (CPI) and target distribution rate for all endowed funds. As of 31 December 2025, the Foundation's total assets stand at \$131.5 million.

Our Open Day on 22 August 2025 was our most successful yet, with a 41% increase in registrations from 2024 and approximately 7,000 people coming through across the three campuses.

The number of commencing international fee-paying students was down slightly from 2024's 804 to 794 EFTS in 2025, below our target of 910 EFTS.

Taiawa Wellington Tech Hub continued to establish itself as a significant site of university–industry engagement during 2025. Opened in June 2024 as a collaborative initiative hosted by Te Herenga Waka in conjunction with Wellington City Council, the co-working space provides over 50 dedicated desks alongside shared meeting, social, and event spaces. By 2025, the hub was home to 12 Wellington-based technology and innovation-focused businesses. Taiawa supports close interaction between resident enterprises, University staff, students, and the wider innovation ecosystem, and has continued to host events and collaborative activities that strengthen connections between academic research, student learning, and industry practice.

The Faculty of Architecture and Design Innovation delivered a programme of public engagement activities, including exhibitions and a symposium, as part of its 50th anniversary. These activities supported the University’s objectives for external engagement and knowledge exchange by connecting alumni, industry partners, and the wider community with the teaching, research, and creative practice.

In 2025, the University launched the Mātātoa sports and the Performance and Innovation school-leaver scholarships. These scholarships recognise our diverse student body, strengthen our engagement with clubs and across Wellington, and highlight our support for the performing arts and innovation sectors. A new Pakohe (sustainability) current student scholarship was also launched to further embed our support for students who contribute in sustainability co-curricular activities and help the University cement our leadership in this space.

## All performance indicators

	2025 ACTUAL	2025 TARGET	2024 ACTUAL	2023 ACTUAL
<b>Growing our Revenue to Invest in Our Capability</b>				
External Research Income	\$106.2m	\$100.0m	\$99.0m	\$115.3m
Revenue retained as surplus for reinvestment	1.7%	0.4%	2.4%	5.4%
<b>Connection</b>				
Teachers assessed as ≥ good by students	93%	96%	97%	95%
Commencing Māori EFTS	608	550	538	527
Commencing Pasifika EFTS <sup>1</sup>	348	350	331	312
Commencing international full-fee EFTS	794	910	804	664
Research postgraduate EFTS/Total EFTS	7.5%	7.7%	7.4%	7.3%
Taught postgraduate EFTS /Total EFTS	14.3%	15.0%	14.7%	12.9%
<b>Collaboration</b>				
New invention disclosures	15	30	30	30
<b>Community</b>				
Publications in top 10% of journals <sup>2</sup>	30.0%	26.0%	27.2%	23.6%
Fundraising campaign	\$12.3m	\$10.0m	\$12.6m	\$33.9m
Graduates in employment, further study, and not seeking work first year post graduation (%)	94%	97%	93%	97%
Doctoral completions	201	N/A	202	179
Proportion of academic staff who are Māori	6.8%	7.0%	6.1%	5.6%
Proportion of academic staff who are Pasifika	2.2%	4.0%	2.4%	2.4%
Proportion of professors who are female	31.4%	31.0%	28.2%	28.2%

<sup>1</sup> Includes international Pasifika students.

<sup>2</sup> Our publications measure has changed from the top 25% of journals (2024 and prior years) to the top 10% of journals in 2025.

### TEC-defined Educational Performance Indicators (EPIs)

EDUCATIONAL PERFORMANCE INDICATORS	ETHNICITY GROUP <sup>3</sup>	NZQCF LEVEL	2025 ACTUAL	2025 TARGET	2024 ACTUAL	2023 ACTUAL
Proportion of SAC <sup>4</sup> eligible EFTS	Māori	Levels 4–7 non-degree <sup>5</sup>	21.4%	40.0%	20.3%	30.1%
Proportion of SAC eligible EFTS	Pasifika	Levels 4–7 non-degree	49.7%	30.0%	51.4%	37.7%
Proportion of SAC eligible EFTS	Non-Māori & non-Pasifika	Levels 4–7 non-degree	35.5%	40.0%	32.2%	32.2%
Proportion of SAC eligible EFTS	Māori	Level 7 degree	14.7%	14.0%	13.9%	13.5%
Proportion of SAC eligible EFTS	Pasifika	Level 7 degree	7.9%	8.0%	7.7%	7.3%
Proportion of SAC eligible EFTS	Non-Māori & non-Pasifika	Level 7 degree	79.0%	77.0%	79.8%	80.4%
Proportion of SAC eligible EFTS	Māori	Levels 8–10	8.7%	9.0%	8.9%	8.5%
Proportion of SAC eligible EFTS	Pasifika	Levels 8–10	4.3%	5.0%	4.4%	3.9%
Proportion of SAC eligible EFTS	Non-Māori & non-Pasifika	Levels 8–10	87.5%	85.0%	87.3%	88.1%
First year retention rate	Māori	Level 7 degree	77.5%	78.0%	73.2%	65.8%
First year retention rate	Pasifika	Level 7 degree	77.1%	82.0%	75.0%	70.1%
First year retention rate	Non-Māori & non-Pasifika	Level 7 degree	84.1%	85.0%	81.5%	76.2%
Course completion rate	Māori	All	81.6%	83.0%	83.7%	79.0%
Course completion rate	Pasifika	All	74.6%	75.0%	73.5%	68.3%
Course completion rate	Non-Māori & non-Pasifika	All	89.2%	89.0%	89.8%	86.7%
ERI <sup>6</sup>			\$106.2m	\$100.0m	\$99.0m	\$115.3m
Total international full-fee EFTS <sup>7</sup>			1,679	2,000	1,630	1,442
Research degree completions (headcount)			511	545	504	495

<sup>3</sup> Ethnicity is a multiple response variable, and the total can exceed 100%.

<sup>4</sup> Student Achievement Component funding.

<sup>5</sup> Participation rates for non-degree EFTS are highly variable due to small numbers.

<sup>6</sup> PBRF definition, excluding sub-contracts to other New Zealand Universities. PBRF ERI result recast following final PBRF audit each following May.

<sup>7</sup> International full-fee paying students plus NZAID and Commonwealth Scholarship Students.



Industrial Design



**Lauren Palmer**

Lauren Palmer is a student of Industrial Design at the University of the West of Scotland. She is currently studying for her BSc (Hons) in Industrial Design. Lauren is a member of the Design Society and has been involved in several design projects. She is passionate about creating functional and aesthetically pleasing products.



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Interior Architecture



**Holly Beals**

Holly Beals is a student of Interior Architecture at the University of the West of Scotland. She is currently studying for her BSc (Hons) in Interior Architecture. Holly is a member of the Interior Architecture Society and has been involved in several design projects. She is passionate about creating functional and aesthetically pleasing interior spaces.



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Architecture



**Skye Duncan**

Skye Duncan is a student of Architecture at the University of the West of Scotland. She is currently studying for her BSc (Hons) in Architecture. Skye is a member of the Architecture Society and has been involved in several design projects. She is passionate about creating functional and aesthetically pleasing buildings.



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*Mana taurite, kanorau  
me te whakawhāiti*

# Equity, Diversity, and Inclusion

**We remain committed to maintaining an inclusive and supportive environment that enables all members of our community to thrive.**

Our strategy highlights the importance of Connection, Collaboration, and Community, and these priorities underpin our proactive approach to equity, diversity and inclusion (EDI).

In 2025, we strengthened our equity, diversity, and inclusion commitments by embedding *Iho*. The Māori Strategic Outcomes Framework—*Mai i te Iho ki te Pae* defines *Iho* as the essence of Māori identity within the University.

As part of this work, Te Kawa a Māui was formally transitioned into the portfolio of the Deputy Vice-Chancellor Māori, strengthening our learning environment by ensuring Māori students and staff see their identity reflected in academic leadership.

Embedding *Iho* has also helped develop a more culturally rich environment that actively promotes equity, diversity, and inclusion by embedding Māori values, normalising the use of *te reo Māori* and *tikanga Māori*, and enhancing cultural safety.

Māori commencing student headcount in February 2025 was notably strong, with 596 new Māori students enrolling, an increase from 517 in February 2024. This growth reflects the early impact of the cultural, structural, and student-focused initiatives underpinning *Iho*.

2025 also brought a refreshed approach to delivering Te Herenga Waka's ambition for Pasifika. Luamanuvao Dame Winnie Laban concluded 14 years of distinguished service as Associate Vice-Chancellor Pasifika, with Dr Emma Dunlop-Bennett appointed to the role on the 1st of September. Working with and alongside Pasifika, the refreshed approach focussed on strengthening impact through integrating delivery across core University activities. From welcoming 345 new Pasifika students in February, to celebrating the graduation of 256 Pasifika students, Vaka Tangata Moana (the Office of the Assistant Vice-Chancellor Pasifika) strengthened its pastoral and academic support by deepening partnerships with faculties and embedding

Pasifika-centred initiatives that enhanced student belonging, connection, and wellbeing.

## Other EDI successes during 2025

Strong progress in disability inclusion was made through the continued implementation of Te Ara Taupuhupuhi—the Disability Inclusion Action Plan 2023–2025. The number of disabled students registered and receiving support increased significantly, rising to 3,283 students in 2025, up from 2,804 in 2024. This growth means that 16.3 percent of the total enrolled student population is now registered for disability support.

Among students registered with Te Amaru—Disability Services, 13.1% identified as Māori in 2025, up from 12.3% in 2024, while 4.2% identified as Pasifika, a slight decrease from 4.6% the previous year.

Te Amaru—Disability Services introduced disability support navigators to help meet growing demand and ensure disabled students are well connected across the University. The introduction of these roles reduced service wait times from four weeks to one week. The new roles also reduced the number of students requiring appointments with a disability and inclusion adviser by 45%, allowing advisers to focus more effectively on students with high and complex needs.

Te Amaru—Disability Services also provided disability inclusive teaching strategies and professional development to various faculties and new academic staff. The service now participates in all faculty teaching and learning committees to advance disability inclusion.

Successful course completion rates for students who declared a disability and engaged with Te Amaru—Disability Services increased from 81.3% in 2022, when we established our first disability action plan to 87.1% in 2025.

Support for rainbow and refugee-background students progressed in 2025. The number of students identifying as LGBTQIA+ or *takatāpui* reached 3,323, representing 16.5% of the enrolled student population—up from 13% in 2024, the first year this self-identification question was included on the enrolment form.

We hosted numerous high-profile events for, and with, rainbow students. These included the Rainbow Students Welcome, which 89% of attendees found useful, up from 78% in 2024, and Pride Fest, a week-long programme for students and staff that showcased available support and celebrated the strength of the University's rainbow community.

We also introduced Creating Rainbow Inclusive Learning Environments professional development for teaching and teaching support staff. Participants reflected on the context of takatāpui and rainbow students and its impact on their wellbeing, focusing on how the learning environment can enable these students to succeed.

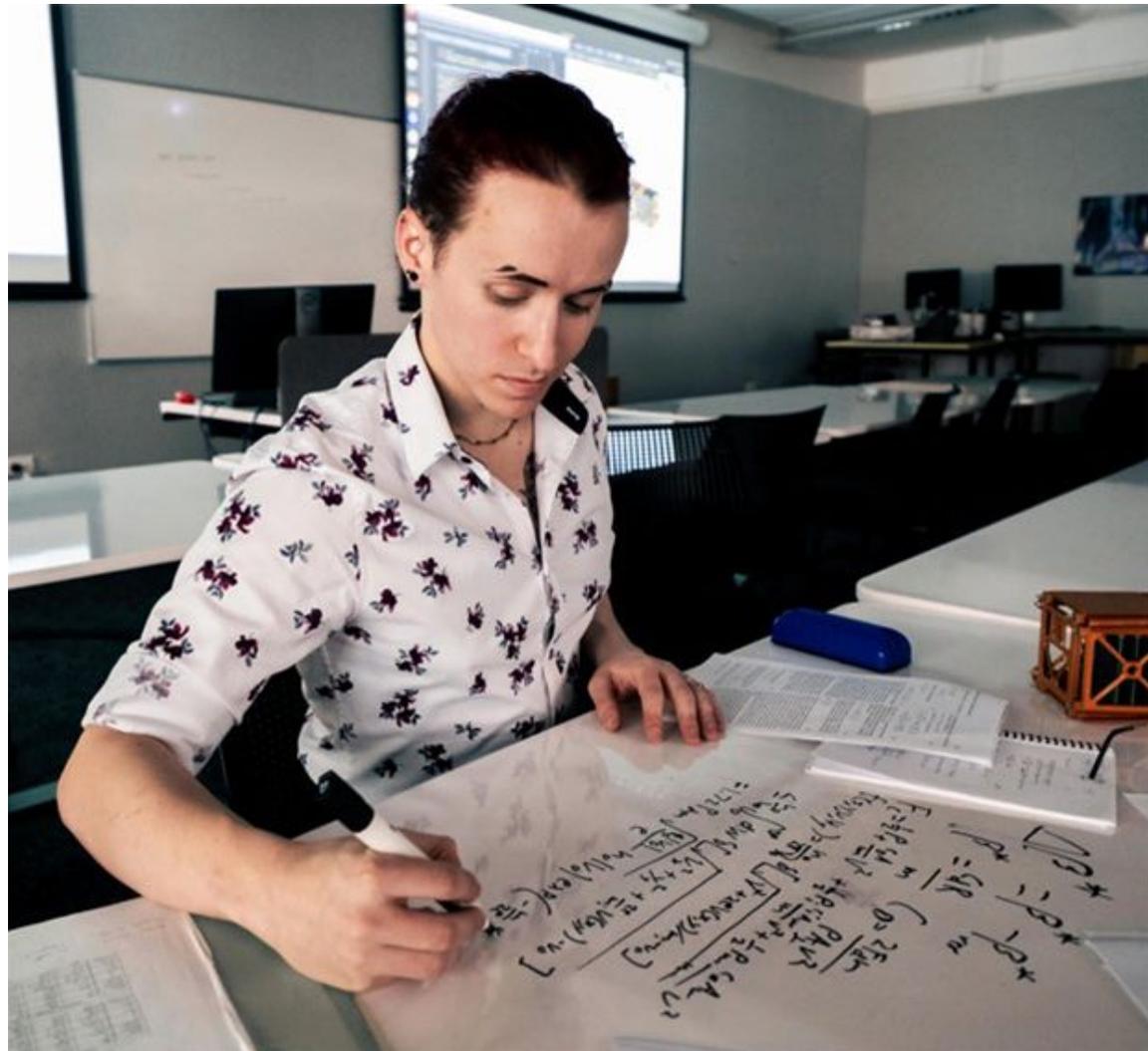
The number of students identifying as having a refugee-background increased to 226 in 2025, representing 1.1% of the enrolled student population. This is a 71% rise from 132 students in 2024, the first year this self-identification question was included.

In 2025, there was a 63% increase, compared with the prior year, in refugee background students attending one-on-one appointments with a refugee background adviser. This growth demonstrates the University's proactive engagement with the refugee student cohort.

Our approach to staff EDI saw a broadened focus from a specific anti-racism initiative to strengthening its wider EDI foundations. This work included collaborative efforts to develop a draft EDI policy for staff and students, establishing a more consistent framework for inclusion, equity, and belonging across the University community.

A programme of staff EDI workshops was delivered, including Engaging with Pasifika, Enhancing Rainbow Inclusivity, and Building Intercultural Competency. Each workshop was offered three times during the year. Engagement was strongest for Engaging with Pasifika and Building Intercultural Competency, reflecting ongoing staff demand for practical, culturally responsive capability-building that supports inclusive teaching, research, and workplace practices.

Te Hāpai, comprising seven interconnected staff workshops, continued to support staff capability in engaging with Māori culture, te reo Māori, and Te Tiriti o Waitangi. A total of 295 staff participated in Te Hāpai in 2025. In addition, almost 131 staff attended extension programmes focused on te reo Māori, applying Te Tiriti in practice, and Ako and Rangahau.



# Toitūtanga Sustainability

## Ngā Mokopuna—our new marae complex—reflects our University’s commitment to sustainability and mātauranga Māori.

As an aspiring Living Building, Ngā Mokopuna provides a template for what a sustainable future could look like. That commitment extends across the University to embed toitūtanga into our learning and teaching, research, engagement, and operational practices.



### Gold STARS Rating

In 2025, Te Herenga Waka became the first New Zealand University to participate in the Sustainability Tracking, Assessment and Rating System (STARS) programme and received a gold rating. This reflects our commitment to sustainability and demonstrates our sector leadership—gold level has only been achieved by two other Australasian Universities.

STARS is the most widely recognised framework in the world for publicly reporting a university’s sustainability performance. It is run by the Association for the Advancement of Sustainability in Higher Education (AASHE) in the United States, and has more than 1,200 participating Universities from 52 countries around the world. Participants report their achievements in five areas—academics, engagement, operations, planning and administration, and innovation and leadership.

There are four possible levels of rating to achieve—Bronze, Silver, Gold, and Platinum.

In 2025, our research and learning received a strong STARS rating, with 92.9 percent of Te Herenga Waka academic departments actively engaged in sustainability research, and 88.6 percent of undergraduate qualifications awarded including sustainability-focused learning requirements. Energy use (per square metre, and per person) was another strength, driven by energy efficiency work across the University. Our people also played an important role in achieving this rating—evident in the high percentage of students (92.9 percent) and staff (78.1 percent) using sustainable means in their commutes to campus.

We now have a strong benchmark to look at how we perform against other leading institutions across the world, and a baseline we can keep improving on.

## Ngā Mokopuna proving itself

Ngā Mokopuna first opened its doors in December 2024. The redevelopment of the marae complex has made it one of the world's most sustainable buildings.

It was designed and built in accordance with the Living Building Challenge (LBC)—the world's most rigorous sustainable building certification, which has only been achieved by a handful of buildings internationally.

Throughout 2025, we have been carefully monitoring the performance of the building to ensure that it delivers on its design intent. So far, the building has been living up to its ambition. In 2025, the solar panels generated 134% of the power used by the building (well ahead of the 105% required for the LBC) and we are on track to go a full 12 months without using the city water supply or sending any wastewater to the city sewage system.

Beyond meeting the technical criteria of the LBC, Ngā Mokopuna has also been delivering on its objectives of building community, growing the reputation of the University, and integrating mātauranga Māori with our sustainability work. Thousands of visitors have taken the opportunity to tour the building or attend events and get inspired by what a sustainable future looks like. The project has been recognised with numerous awards for architecture and sustainability—and even plumbing. It has provided a learning resource for our students, the construction sector and the wider community. The connection between sustainability and mātauranga Māori has been strengthened through co-location of teams in the building, and the establishment of a new senior leadership portfolio for the Deputy Vice-Chancellor—Māori & Kaitiakitanga.

## Te Parahia Contestable Fund

To help embed sustainability action across the University, the Te Parahia contestable fund was established using revenue from an internal carbon levy on air travel. The fund attracts applications from all parts of the University, demonstrating the breadth of expertise and engagement with sustainability across the institution. The first round of projects which were awarded funding were delivered in 2025. They included research by Te Kawa a Māui on the ecological and cultural history of the Kelburn campus site, and

opportunities to honour this today; a curriculum mapping project to assess the depth of sustainability and mātauranga Māori course content across the University; and the establishment of a pool of 11 Pakohe scholarships for current students who have demonstrated excellence in sustainability during their time at Te Herenga Waka.

## Student Engagement

The new scholarships complement the existing school-leaver Pakohe scholarships, which have been in place since 2023. They continue to receive hundreds of applications from new students and help us to attract students who share our values and commitment to sustainability. It is inspiring to see the leadership and enthusiasm for sustainability initiatives amongst high school students across the motu—from establishing community gardens to organising clothes-swaps to participation in UN Youth. With such engaged students enrolling with us, it is important that we deliver on their expectations through their study and extracurricular opportunities.

In our 2025 'Have Your Say' student survey, 86% of students said sustainability was important to them, while 41% said they had become more engaged with sustainability issues while enrolled, and 60% of students felt the University was environmentally responsible. While there's still room for improvement, our students are clearly concerned about having a sustainable future and we are committed to help them be part of the solution.

## Climate Action

Our students will be faced with the impacts of climate change over the rest of their lives. They need the skills to be able to respond to the challenges climate change is already creating for their careers and their daily life. Increasingly, climate issues and implications are being integrated into the curriculum across the University—Environmental Anthropology, International Climate Change Policy, Sustainability in the Built Environment, and Sustainability in Business are examples of a handful of courses that demonstrate the breadth of climate action across our teaching. In addition to course content, our students get the chance to participate in a

range of climate-related, extracurricular opportunities through our Green Impact and Kitea programmes, student clubs such as the Climate Clinic or the Student Volunteer Army, or our annual tree-planting event.

Our researchers are contributing the knowledge and solutions the world needs to respond to climate change. Again, this contribution comes from across the University—from models of Māori resource management and governance to virtual tourism, integrated agriculture and solar farms, or ice core drilling in Antarctica. We are sharing this knowledge and expertise with the wider community through initiatives like the Policy Hub, professional development courses, public lectures and work placements for our students.

We have set ourselves the target of net zero emissions from the University's operations by 2030 in the Zero Carbon Plan. Our 2025 greenhouse gas emissions inventory and our progress towards the target can be found at [wgtn.ac.nz/carbon-footprint](http://wgtn.ac.nz/carbon-footprint)

We have begun the process of moving away from natural gas as our fuel for heating, replacing some of our boiler systems with electric alternatives. There are still many more gas boilers that need replacing, and we are mindful of the natural gas shortages across the country, as well as the need to reduce carbon emissions. Our solar electricity production doubled in 2025 with the commissioning of the panels on the roof of Ngā Mokopuna to complement the large panels already in place on the Faculty of Architecture and Design Innovation building. Air travel volumes continue to increase as we rebound from record low travel during the pandemic (although we are still below 2019 volumes). Air travel is back to being our largest source of carbon emissions and is presenting a major challenge for us to meet our emission reduction targets.

We continued our climate adaptation planning work, assessing how climate change will impact the University over the rest of the century and what actions we need to take to best prepare our people, our practices and our campuses.

Ngā Kaupapa I Utua  
E Ngā Ākonga

# Student Services and Hardship Fee

The Student Services Fee and Student Hardship Fee are paid by all students to contribute to the cost of some services and facilities that support academic success and enhance student experience. A few services are fully funded by the Student Services Fee so they can be provided without individual user charge, while other services are partially funded, to provide services to students at a subsidised rate.

Victoria University of Wellington staff work in partnership with the Advisory Committee on the Student Services Fee (ACSSF), an oversight body with student representatives from the Victoria University of Wellington Students' Association (VUWSA) and Ngāi Tauira executives who consult with representation groups including Postgraduate Students' Association (PGSA) and Pasifika Students' Council. The University works in partnership with students to ensure the Student Services Fee is allocated in students' best interests. After student consultation, the ACSSF makes a recommendation to the University Council to approve the following year's Student Services Fee rate.

The Student Services Fee is calculated and charged on a per-point charging structure (capped at 150 points) and there is a different rate for students studying within the Wellington region and those studying from elsewhere in New Zealand or overseas.

The carried forward balance of accumulated deficits and surpluses was reset at the end of 2024 and began with a nil balance on 1 January 2025. In 2025, Student Services made a net surplus of \$456,957 which will be carried forward to fund initiatives in future years.

In 2025, a Wellington based student was charged \$9.94 per point (up to a cap of 150 points) for the Student Services Fee. For students studying outside the Wellington region, the Student Services Fee was charged at \$4.97 per point (also up to a cap of 150 points). For a Wellington based full-time student studying 120 points, the total compulsory Student Services Fee per student in 2025 was \$1,224.80, which included a Student Hardship Fee of \$32.

The revenue from the fees is only used for services that fall within the following government-specified categories:

### Advocacy and legal advice

Advocacy services delivered by the University manage a range of resolution activities in relation to student complaints, disputes, appeals, pastoral (including accommodation) issues, and academic disputes. VUWSA is contracted to deliver an independent advocacy service and train and support class representatives and faculty delegates to ensure that students have a meaningful and independent voice at Victoria University of Wellington.

### Careers information, advice, and guidance

Career services aim to support students by providing career and course advice and assessment activities. Assistance is also provided for job applications, CVs, and developing interview skills.

### Counselling services and pastoral care

Support services include Student Counselling, Āwhina and Pasifika Student Success for Māori and Pasifika students, peer mentoring, and student support coordinators based in halls of residence. A range of welfare services such as food bank delivery are delivered by VUWSA.

### Employment information

The University provides information on employment opportunities through publications, career expos, employer and industry presentations and the online service CareerHub, which features study-related job vacancies.

### Financial support and advice

The University's student finance advisers provide financial advice to students, administer the Hardship Fund, and teach financial literacy. The Student Hardship Fee contributes to the Hardship Fund (which has had a separate bank account since it was set up in 1991) and is available to assist students if they experience a short-term emergency or one-off immediate need.

### Health services

The University's Student Health and Wellbeing services operate from the Kelburn and Pipitea campuses and include Student Health and Student Counselling.

Counselling services are also available at Te Aro. Disability Services collaborates with students with temporary and ongoing impairments to ensure they can engage fully and achieve in their studies. Wellbeing services operate from the Student Union Building on Kelburn campus along with Rainbow and Refugee student advisory services.

### Media

Media services provide and disseminate information by students, to students: including internet-based media and the weekly magazine *Salient*. *Salient* provides paid work opportunities and skills development for its contributors, who are all students.

### Childcare services

Two early childhood centres at the Kelburn campus provide care and education for children of students at the University.

### Clubs and societies

The University has more than 140 clubs including cultural, performing arts, political, social, religious and sporting groups.

Assistance is offered to clubs and societies through the provision of facilities and spaces including the Hub and Recreation Centre, resources, training programmes, and advice on club financial management.

### Sports, recreation, and cultural activities

Victoria Recreation provides space and equipment for students to keep active. Sports leagues, fitness and other programmes, recreational facilities, and venues for student events and activities are offered.

	STUDENT SERVICES FEE (SSF) REVENUE \$'000	STUDENT HARDSHIP FEE REVENUE \$'000	OTHER REVENUE \$'000	TOTAL REVENUE \$'000	TOTAL COST (SSF RELATED AND SHF GRANTS) \$'000	NET SURPLUS/ (DEFICIT) \$'000
Advocacy and legal advice	2,114	–	–	2,114	1,968	146
Careers information, advice and guidance	1,064	–	29	1,093	984	109
Counselling services and pastoral care	3,634	–	1,095	4,729	4,730	(1)
Employment information	438	–	11	449	404	45
Financial support and advice	304	538	93	935	933	2
Health services	4,641	–	2,552	7,193	6,942	251
Media	161	–	–	161	144	17
Childcare services	249	–	–	249	249	–
Clubs and societies	1,225	–	–	1,225	1,361	(136)
Sports, recreation and cultural activities	2,337	–	–	2,337	2,313	24
<b>Total</b>	<b>16,167</b>	<b>538</b>	<b>3,780</b>	<b>20,485</b>	<b>20,028</b>	<b>457</b>

Ngā tauāki whakahaere  
pūtea

# Financial overview

The operating surplus for the Consolidated Group was \$9.5m, which is 1.6% of revenue.

The 2023 result included the final settlement on an earthquake insurance claim and the financial sustainability redundancy costs. 2024 and 2025 saw increases in domestic students and continuing bounce-back towards pre-COVID-19 levels in international students.

	2025 \$ '000	2024 \$ '000	2023 \$ '000	2022 \$ '000	2021 \$ '000
<b>Financial performance</b>					
Total operating revenue	582,112	554,297	576,743	491,787	525,487
Group surplus/(deficit) for the year	9,458	13,226	30,920	(25,224)	31,655
EBITDA	66,931	64,930	84,918	25,528	70,557
<b>Financial position</b>					
Total current assets	227,164	221,859	201,401	182,328	182,200
Total non-current assets	1,241,114	1,210,193	1,213,853	1,258,084	1,060,463
<b>Total assets</b>	<b>1,468,278</b>	<b>1,432,052</b>	<b>1,415,254</b>	<b>1,440,412</b>	<b>1,242,663</b>
Total current liabilities	183,651	172,661	250,775	177,907	144,899
Total non-current liabilities	91,416	102,548	19,342	102,515	83,440
<b>Total liabilities</b>	<b>275,067</b>	<b>275,209</b>	<b>270,117</b>	<b>280,422</b>	<b>228,339</b>
<b>Total community equity</b>	<b>1,193,211</b>	<b>1,156,843</b>	<b>1,145,137</b>	<b>1,159,990</b>	<b>1,014,324</b>
<b>Statistics</b>					
Surplus/(deficit) to total revenue	1.6%	2.4%	5.4%	(5.1%)	6.0%
Surplus/(deficit) to total assets	0.6%	0.9%	2.2%	(1.8%)	2.6%
Current assets to current liabilities	123.7%	128.5%	80.3%	102.5%	125.7%
Assets to equity	123.1%	123.8%	123.6%	124.2%	122.5%

The Victoria University of Wellington Foundation (the fundraising arm of the University) earned \$11.3m from donations and \$10.1m through investment returns. Funds raised through the generous engagement of alumni and civic supporters of the University are critical to help us invest in key initiatives and scholarships that support the realisation of the Strategic Plan. Total Foundation funds increased to \$131.5m at year end.

Net cash flow from operations at \$72.2m<sup>8</sup> increased by \$3.1m from 2024 mainly due to increases in government grants, tuition fees and research and commercial revenue, partially offset by increased costs.

<sup>8</sup> Net cash flow from operation is derived from the Statement of cash flows on page 38.

*Te Tauāki Pūtea*  
***Financial  
statements***

For the year ended 31 December 2025

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# *Statement of responsibility*

We are responsible for:

- ▶ the preparation of the annual financial statements and statement of service performance and the judgements used in them;
- ▶ establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

In our opinion the financial statements and statement of service performance for the financial year ended 31 December 2025 fairly reflect the financial position and operations of Victoria University and the Group.

**Alan Judge**  
Chancellor  
23 March 2026

**Professor Nic Smith**  
Vice-Chancellor  
23 March 2026

## Te Tauāki whiwhinga, whakapaunga whānui

### Statement of comprehensive revenue and expense

For the year ended 31 December 2025

	NOTE	CONSOLIDATED			UNIVERSITY		
		ACTUAL 2025 \$'000	BUDGET 2025 \$'000	ACTUAL 2024 \$'000	ACTUAL 2025 \$'000	BUDGET 2025 \$'000	ACTUAL 2024 \$'000
<b>Revenue</b>							
Government funding		170,191	167,860	168,797	170,164	167,860	168,759
Performance-Based Research Fund (PBRF) funding		36,406	35,704	35,063	36,406	35,704	35,063
Domestic tuition		102,345	102,177	94,178	102,345	102,177	94,178
Full-fee tuition		49,613	55,854	46,305	49,613	55,853	46,305
Research		92,227	84,061	89,359	32,343	32,640	34,393
Commercial		20,734	24,120	20,283	13,076	14,384	12,964
Other revenue	2	110,596	97,230	100,312	82,766	79,666	75,654
<b>Total operating revenue</b>	<b>2</b>	<b>582,112</b>	<b>567,006</b>	<b>554,297</b>	<b>486,713</b>	<b>488,284</b>	<b>467,316</b>
<b>Expenses</b>							
People	3	294,473	290,896	281,811	273,115	268,501	259,998
Operating and occupancy	4	217,897	214,626	203,526	159,623	162,840	151,660
Finance costs	5	2,153	2,683	479	5,057	6,162	4,656
Depreciation & amortisation	12,13	58,131	56,440	55,255	57,349	55,834	54,194
<b>Total operating expenses</b>		<b>572,654</b>	<b>564,645</b>	<b>541,071</b>	<b>495,144</b>	<b>493,337</b>	<b>470,508</b>
<b>Surplus/(deficit)</b>		<b>9,458</b>	<b>2,361</b>	<b>13,226</b>	<b>(8,431)</b>	<b>(5,053)</b>	<b>(3,192)</b>
<b>Other comprehensive revenue and expense</b>							
Movements in asset revaluation reserve	12	27,042	–	–	27,042	–	–
Net movement in cash flow hedges		(132)	–	(1,520)	(132)	–	(1,520)
<b>Total other comprehensive revenue and expense</b>		<b>26,910</b>	<b>–</b>	<b>(1,520)</b>	<b>26,910</b>	<b>–</b>	<b>(1,520)</b>
<b>Total comprehensive revenue and expense</b>		<b>36,368</b>	<b>2,361</b>	<b>11,706</b>	<b>18,479</b>	<b>(5,053)</b>	<b>(4,712)</b>

The accompanying notes form part of these financial statements.

## Te Tauāki tūnga pūtea

### Statement of financial position

As at 31 December 2025

	NOTE	CONSOLIDATED			UNIVERSITY		
		ACTUAL 2025 \$'000	BUDGET 2025 \$'000	ACTUAL 2024 \$'000	ACTUAL 2025 \$'000	BUDGET 2025 \$'000	ACTUAL 2024 \$'000
<b>Current assets</b>							
Cash & cash equivalents	8	67,635	65,000	64,996	25,344	12,900	28,553
Investments and other financial assets	9	114,292	89,250	109,520	361	1,000	571
Accounts receivable & accruals	10	17,528	24,200	13,890	28,186	19,700	28,863
Pre-paid expenses	11	19,813	23,100	22,982	15,216	19,500	18,369
Other current assets		6,101	6,069	7,688	211	6,100	441
Loans to related parties	19	–	–	–	3,350	5,900	2,297
Non-current assets held for sale	12	1,795	–	2,783	1,795	–	2,783
<b>Total current assets</b>		<b>227,164</b>	<b>207,619</b>	<b>221,859</b>	<b>74,463</b>	<b>65,100</b>	<b>81,877</b>
<b>Non-current assets</b>							
Property, plant, & equipment	12	1,218,871	1,234,586	1,188,493	1,218,386	1,229,278	1,181,974
Intangibles	13	13,474	3,942	13,650	13,436	3,913	13,595
Investments & other financial assets	9	8,769	8,848	8,050	7,050	3,300	3,749
<b>Total non-current assets</b>		<b>1,241,114</b>	<b>1,247,376</b>	<b>1,210,193</b>	<b>1,238,872</b>	<b>1,236,491</b>	<b>1,199,318</b>
<b>Total assets</b>		<b>1,468,278</b>	<b>1,454,995</b>	<b>1,432,052</b>	<b>1,313,335</b>	<b>1,301,591</b>	<b>1,281,195</b>
<b>Current liabilities</b>							
Accounts payable & accruals	15	75,709	62,744	66,806	63,037	41,051	54,498
Revenue in advance	16	87,037	80,500	86,153	37,744	27,900	29,867
Related party borrowings	19	–	–	–	75,000	75,000	75,000
Employee entitlements	17	20,905	19,400	19,702	20,694	19,100	19,436
<b>Total current liabilities</b>		<b>183,651</b>	<b>162,644</b>	<b>172,661</b>	<b>196,475</b>	<b>163,051</b>	<b>178,801</b>
<b>Non-current liabilities</b>							
Employee entitlements	17	21,416	19,300	19,548	21,336	19,300	19,473
Bank borrowings	18	70,000	115,000	83,000	70,000	115,000	83,000
<b>Total non-current liabilities</b>		<b>91,416</b>	<b>134,300</b>	<b>102,548</b>	<b>91,336</b>	<b>134,300</b>	<b>102,473</b>
<b>Total liabilities</b>		<b>275,067</b>	<b>296,944</b>	<b>275,209</b>	<b>287,811</b>	<b>297,351</b>	<b>281,274</b>
<b>Net assets</b>		<b>1,193,211</b>	<b>1,158,051</b>	<b>1,156,843</b>	<b>1,025,524</b>	<b>1,004,240</b>	<b>999,921</b>
<b>Community equity</b>							
Accumulated surplus		511,587	498,196	503,045	343,021	332,502	334,240
Reserves		682,503	659,855	653,798	682,503	671,738	665,681
<b>Total community equity</b>		<b>1,193,211</b>	<b>1,158,051</b>	<b>1,156,843</b>	<b>1,025,524</b>	<b>1,004,240</b>	<b>999,921</b>

The accompanying notes form part of these financial statements.

## Te Tauāki nekeneke tūtanga

### Statement of changes in equity

For the year ended 31 December 2025

	NOTE	CONSOLIDATED			UNIVERSITY		
		ACTUAL 2025 \$'000	BUDGET 2025 \$'000	ACTUAL 2024 \$'000	ACTUAL 2025 \$'000	BUDGET 2025 \$'000	ACTUAL 2024 \$'000
<b>Community equity at 1 January</b>		<b>1,156,843</b>	<b>1,155,690</b>	<b>1,145,137</b>	<b>999,921</b>	<b>1,006,932</b>	<b>1,004,633</b>
Surplus/(deficit) for the year		9,458	2,361	13,226	(8,431)	(5,053)	(3,192)
<b>Other comprehensive revenue and expense</b>							
Increase in asset revaluation reserve	12	27,042	-	-	27,042	-	-
Decrease in cash flow hedge reserve		(132)	-	(1,520)	(132)	-	(1,520)
<b>Total comprehensive revenue and expense</b>		<b>36,368</b>	<b>2,361</b>	<b>11,706</b>	<b>18,479</b>	<b>(5,053)</b>	<b>(4,712)</b>
Transfer of Everton Hall to the University	14	-	-	-	7,124	-	-
<b>Community equity at 31 December</b>	<b>21</b>	<b>1,193,211</b>	<b>1,158,051</b>	<b>1,156,843</b>	<b>1,025,524</b>	<b>1,004,240</b>	<b>999,921</b>
<b>Community equity represented by:</b>							
<b>Accumulated surplus</b>							
Opening balance		503,045	495,835	485,338	334,240	337,555	332,895
Surplus/(deficit) for the year		9,458	2,361	13,226	(8,431)	(5,053)	(3,192)
Transfer from revaluation reserve		(1,795)	-	4,537	-	-	4,537
Transfer of Everton Hall to the University	14	-	-	-	17,212	-	-
Effect of elimination of non-controlling interest	14	-	-	(56)	-	-	-
<b>Closing balance</b>		<b>510,708</b>	<b>498,196</b>	<b>503,045</b>	<b>343,021</b>	<b>332,502</b>	<b>334,240</b>
<b>Non-controlling interest</b>							
Opening balance		-	-	(56)	-	-	-
Elimination of non-controlling interest at wind up	14	-	-	56	-	-	-
<b>Closing balance</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Asset revaluation reserve</b>							
Opening balance		653,737	658,274	658,274	665,620	670,157	670,157
Movement in revaluation reserve	12	27,042	-	-	27,042	-	-
Transfer to accumulated surplus		1,795	-	(4,537)	-	-	(4,537)
Transfer of Everton Hall to the University	14	-	-	-	(10,088)	-	-
<b>Closing balance</b>		<b>682,574</b>	<b>658,274</b>	<b>653,737</b>	<b>682,574</b>	<b>670,157</b>	<b>665,620</b>
<b>Cash flow hedge reserve</b>							
Opening balance		61	1,581	1,581	61	1,581	1,581
Movement in cash flow hedge reserve		(132)	-	(1,520)	(132)	-	(1,520)
<b>Closing balance</b>		<b>(71)</b>	<b>1,581</b>	<b>61</b>	<b>(71)</b>	<b>1,581</b>	<b>61</b>
<b>Community equity at 31 December</b>		<b>1,193,211</b>	<b>1,158,051</b>	<b>1,156,843</b>	<b>1,025,524</b>	<b>1,004,240</b>	<b>999,921</b>

The accompanying notes form part of these financial statements.

## Te Tauāki kapewhiti

### Statement of cash flows

For the year ended 31 December 2025

	NOTE	CONSOLIDATED			UNIVERSITY		
		ACTUAL 2025 \$'000	BUDGET 2025 \$'000	ACTUAL 2024 \$'000	ACTUAL 2025 \$'000	BUDGET 2025 \$'000	ACTUAL 2024 \$'000
<b>Cash flows from operating activities</b>							
Government funding		166,440	168,380	162,513	166,413	168,380	162,475
PBRF revenue		36,406	35,704	35,063	36,406	35,704	35,063
Tuition fees		157,816	158,031	143,859	157,816	158,031	143,859
Research, commercial, & other revenue		195,105	192,465	188,725	127,736	116,816	103,521
Interest received		2,780	2,289	4,037	1,952	772	3,132
Cash donations		11,958	10,138	22,623	1,859	8,580	3,022
GST (net)		4,331	(1,020)	(264)	3,394	(1,020)	(981)
Payments to employees		(290,970)	(292,396)	(281,857)	(269,857)	(270,000)	(259,962)
Payments to suppliers		(209,525)	(217,222)	(205,147)	(152,583)	(160,894)	(150,248)
Interest paid		(2,153)	(2,638)	(479)	(5,057)	(2,638)	(4,656)
<b>Net cash flow from operating activities</b>		<b>72,188</b>	<b>53,731</b>	<b>69,073</b>	<b>68,079</b>	<b>53,731</b>	<b>35,225</b>
<b>Cash flows from investing activities</b>							
Receipts from sale of property, plant, equipment & intangibles		970	7,201	5,993	970	7,201	5,981
Purchase of property, plant, equipment & intangibles		(58,728)	(85,932)	(61,997)	(58,283)	(85,932)	(61,446)
Receipts for Investments		1,927	–	2,122	78	–	12,344
Payments for investments		(718)	–	(16,967)	(1,053)	–	(498)
<b>Net cash flow to investing activities</b>		<b>(56,549)</b>	<b>(78,731)</b>	<b>(70,849)</b>	<b>(58,288)</b>	<b>(78,731)</b>	<b>(43,619)</b>
<b>Cash flows from financing activities</b>							
Proceeds from borrowings		85,000	25,000	83,000	85,000	25,000	83,000
Repayment of borrowings		(98,000)	–	(71,000)	(98,000)	–	(71,000)
Proceeds from related party borrowings		–	–	–	–	–	5,000
<b>Net cash flow (to)/from financing activities</b>		<b>(13,000)</b>	<b>25,000</b>	<b>12,000</b>	<b>(13,000)</b>	<b>25,000</b>	<b>17,000</b>
<b>Net increase in cash &amp; cash equivalents</b>		<b>2,639</b>	<b>–</b>	<b>10,224</b>	<b>(3,209)</b>	<b>–</b>	<b>8,606</b>
Cash and cash equivalents at the beginning of the year		64,996	65,000	54,772	28,553	12,900	19,947
<b>Cash and cash equivalents at the end of the year</b>	<b>8</b>	<b>67,635</b>	<b>65,000</b>	<b>64,996</b>	<b>25,344</b>	<b>12,900</b>	<b>28,553</b>

The accompanying notes form part of these financial statements.

## Reconciliation of net surplus/(deficit) to net cash flow from operating activities

### Reconciliation of surplus to net cash flow from operating activities

For the year ended 31 December 2025

	CONSOLIDATED		UNIVERSITY	
	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000
<b>Surplus/(Deficit)</b>	<b>9,458</b>	<b>13,226</b>	<b>(8,431)</b>	<b>(3,192)</b>
<b>Add/(less) non-cash items</b>				
Depreciation & amortisation	58,131	55,255	57,349	54,194
Other non-cash items	260	1,003	260	2,554
<b>Total non-cash items</b>	<b>58,391</b>	<b>56,258</b>	<b>57,609</b>	<b>56,748</b>
<b>Add/(less) items classified as investing activities</b>				
Gains on disposal of property, plant, & equipment	(165)	(12)	(165)	-
Gains on investments held at fair value	(6,831)	(8,015)	-	-
<b>Total items classified as investing or financing activities</b>	<b>(6,996)</b>	<b>(8,027)</b>	<b>(165)</b>	<b>-</b>
<b>Add/(less) changes in working capital items</b>				
(Increase)/decrease in receivables	(3,635)	16,211	(1,177)	(5,322)
Decrease/(increase) in prepayments	3,168	(81)	3,151	642
Decrease/(increase) in other current assets	1,590	(1,578)	230	(255)
Increase/(decrease) in accounts payable	6,213	(6,935)	5,820	(6,772)
Increase/(decrease) in employment provisions	3,115	706	3,165	99
Increase/(decrease) in revenue received in advance	884	(707)	7,877	(6,723)
<b>Net cash inflow/(outflow) from operating activities</b>	<b>72,188</b>	<b>69,073</b>	<b>68,079</b>	<b>35,225</b>

The accompanying notes form part of these financial statements.

**Reconciliation of net surplus/(deficit) to net cash flow from operating activities (continued)**  
**Reconciliation of liabilities arising from financing activities**

CONSOLIDATED	2024 \$'000	CASH FLOWS \$'000	NON-CASH CHANGES \$'000	2025 \$'000
Bank borrowings	83,000	(13,000)	–	70,000
	<b>83,000</b>	<b>(13,000)</b>	<b>–</b>	<b>70,000</b>

CONSOLIDATED	2023 \$'000	CASH FLOWS \$'000	NON-CASH CHANGES \$'000	2024 \$'000
Bank borrowings	71,000	12,000	–	83,000
	<b>71,000</b>	<b>12,000</b>	<b>–</b>	<b>83,000</b>

UNIVERSITY	2024 \$'000	CASH FLOWS \$'000	NON-CASH CHANGES \$'000	2025 \$'000
Bank Borrowings	83,000	(13,000)	–	70,000
Related party borrowings	75,000	–	–	75,000
	<b>158,000</b>	<b>(13,000)</b>	<b>–</b>	<b>145,000</b>

UNIVERSITY	2023 \$'000	CASH FLOWS \$'000	NON-CASH CHANGES \$'000	2024 \$'000
Bank borrowings	71,000	12,000	–	83,000
Related party borrowings	70,000	5,000	–	75,000
	<b>141,000</b>	<b>(17,000)</b>	<b>–</b>	<b>158,000</b>

## Nga Korero Whakamarama mo nga Tauāki Pūtea

# Notes to the financial statements

For the year ended 31 December 2025

## 1 Statement of accounting policies

### The reporting entity

Victoria University of Wellington (the University) is a Tertiary Education Institution domiciled in New Zealand, and is governed by the Crown Entities Act 2004 and the Education and Training Act 2020.

The primary purpose of the Consolidated Group (the Group) is to provide tertiary education services. This includes advancing knowledge by teaching and research, and offering courses leading to a range of degrees, diplomas, and certificates. It also makes research available to the wider community for mutual benefit, and provides research and scholarships for the purpose of informing the teaching of courses. These aspects are covered fully in the statement of service performance.

The University and the Group are designated as Public Benefit Entities (PBEs) for the purpose of complying with NZ GAAP.

The financial statements of the University and the Group for the year ended 31 December 2025 were authorised for issue in accordance with a resolution of the Victoria University of Wellington Council (the University Council) on 23 March 2026.

### Basis of preparation

The accounting policies have been applied consistently to all periods presented. Significant accounting policies can be found in the specific notes to which they relate.

These financial statements are presented in accordance with Section 220 of the Education and Training Act 2020, the Crown Entities Act 2004, and New Zealand Generally Accepted Accounting Practice (NZ GAAP). They comply with PBE Accounting Standards.

The financial statements are presented in New Zealand dollars, which is the presentation currency and the functional currency of all entities within the Group. All values are rounded to the nearest thousand dollars (\$'000). The measurement base applied is historical cost except where specifically identified in their relevant notes.

All components in the financial statements are stated exclusive of GST, with the exception of receivables and payables, which include any GST invoiced. The University is exempt from income tax. However, there are some controlled entities within the Group, Victoria Link Limited, that are not exempt from income tax. Entities that aren't tax exempt did not make a taxable profit for the year ended 31 December 2025.

The Group financial statements are prepared on a consolidation basis, which involves adding together like-items of assets, liabilities, equity, revenue, expenses, and cash flows on a line-by-line basis. All significant intra-group balances, transactions, revenue, and expenses are eliminated on consolidation. The Group financial statements comprise the financial statements of the University, its controlled entities (including controlled trusts and subsidiary companies), and investments in joint ventures as at 31 December each year. Investments in joint ventures have been recognised at fair value through surplus or deficit.

For the Group's consolidated trusts and subsidiaries, control is achieved when the Group is exposed, or has rights, to variable benefits from its involvement with the other entity and has the ability to affect the nature or amount of those benefits through its power over the other entity.

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

The budget for 2025 was approved by the University Council on 2 December 2024.

### Standards, amendments, and interpretations issued that are not yet effective and have not been early adopted

Standards, amendments, and interpretations issued but not yet effective that have not been early adopted, and which are relevant to the Group and the University are:

#### 2024 Omnibus Amendments to PBE Standards

2024 Omnibus Amendments to PBE Standards amend PBE IPSAS 1, Presentation of Financial Reports, to clarify the current/non-current distinction of liabilities as well as PBE IAS 12, Income Taxes, to provide temporary relief from accounting for deferred tax.

The amendments are effective for periods beginning on or after 1 January 2026. The Group has assessed the impact of these amendments and concluded that these will not materially impact the Group or University's financial statements.

#### Other amendments

While there are other amendments issued and not yet effective, the Group considered these not relevant and therefore no information has been disclosed about these amendments.

Certain prior period comparatives have been reclassified to be consistent with current year presentation. Refer to [Note 6](#).

#### Changes in accounting policy

There have been no changes in the accounting policies of the Group and the University for the year ended 31 December 2025. All accounting policies and disclosures are consistent with those applied by the Group and the University in the previous financial year.

### Significant accounting judgements and estimates

In applying the Group's accounting policies, management continually evaluates judgements, estimates, and assumptions based on experience and other factors, including expectations of future events that may impact the Group. All judgements, estimates, and assumptions made are believed to be reasonable, based on the most current set of circumstances available to management. Significant judgements, estimates, and assumptions made by management in the preparation of these financial statements are outlined below.

Management relies on the services of an independent valuer to assess the recoverable value of land and building assets and the remaining useful lives on a regular basis (refer [note 12](#)).

Asset impairment judgements will be made when indicators suggest that the carrying value of the assets exceed their recoverable amount (refer [notes 12](#) and [13](#)).

Management relies on the services of an independent actuary to assess the carrying value of retirement and long service entitlements (refer [note 17](#)).

Management uses various inputs, models and other unobservable price data to value Level 3 investments (refer [note 9](#)).

Stage of completion of research projects is regularly assessed to determine the carrying value of deferred revenue recognised.

The Statement of Service Performance requires judgement from management. Refer to [page 15](#) for further disclosure.

#### Going concern

These financial statements are prepared on a going concern basis with the Group having adequate resources to continue normal business operations for the foreseeable future.

The University has traditionally been in a negative working capital position due to the impact of intercompany loans provided by the Group to support the liquidity needs of the University and tuition payments received in advance.

The University has \$150m in debt facilities across three banks. As at 31 December 2025, there is \$80m undrawn from these facilities. \$75m of tranches within the debt facilities are due to expire in January 2027, and negotiations for replacing these will be undertaken in the second half of 2026.

Increased student numbers in 2025 built on the progress made in 2024 and were consistent with budget.

The 2026 Budget is for a modest surplus at the consolidated group level. Key assumptions in the budget include expected student numbers, the largely regulated changes in student fees and government funding and the anticipated inflationary pressure on costs. There are no early signs that this budget will not be achievable. Surpluses are expected in future years, based on modest growth in domestic student numbers, the number of full-fee students recovering to pre-Covid levels, prudent management of costs and the performance of academic offerings.

## 2 Revenue

Revenue is measured at fair value. The Group's significant revenue items are explained below.

**Government funding:** The University considers this funding to be non-exchange in nature. This funding is recognised as revenue as the courses to which the funding relates are taught, unless there is an obligation to return the funds if the conditions of the funding are not met. If there is such an obligation, the funding is initially recorded as a deferred revenue liability and then recognised as revenue when the conditions of the funding are satisfied.

**Performance-Based Research Fund (PBRF) funding:** This is non-exchange in nature, and is measured based on the estimated funding entitlement at the commencement of the year plus or minus adjustments from the previous year.

**Domestic Tuition:** Domestic student tuition fees are considered non-exchange. Revenue is recognised when the course withdrawal date has passed, which is when the student is no longer entitled to a refund. Domestic tuition revenue also includes fees-free funding received from the Tertiary Education Commission, which is also considered non-exchange in nature and recognised on the same basis as domestic student fees.

**Full-fee Tuition:** International student tuition fees are accounted for as exchange transactions and recognised as revenue on a course percentage of completion basis.

**Pre-paid tuition:** Pre-paid tuition for future years is recognised as deferred income until the year of study.

**Research revenue:** For an exchange research contract, revenue is recognised on a percentage of completion basis. The percentage of completion is measured with reference to the actual research expenditure incurred as a proportion to total expenditure expected to be incurred. For a non-exchange research contract, the total funding receivable under the contract is recognised as revenue immediately, unless there are substantive conditions in the contract. If there is a condition attached to the funding with performance and return obligations, the funds are recognised initially as a liability to the extent that the conditions remain unfulfilled. Revenue is then recognised when the conditions are satisfied.

**Commercial revenue:** This revenue includes rental income, contract services, Wellington Uni-professional courses, and commission from other education service providers. All commercial revenue is accounted for as exchange transactions and recognised when it is earned.

**Fees for accommodation and services provided to students:** This revenue is recognised as a component of Other Revenue and is accounted for as exchange transactions. Accommodation and other services are provided to students as and when they occupy the rooms throughout the academic year and revenue is recognised on this basis.

**Payments on insurance claims:** Proceeds from the payment of insurance claims are recognised as exchange and in the year in which the payment was received.

## Other Revenue

	CONSOLIDATED		UNIVERSITY	
	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000
Fees for accommodation and services provided to students	68,496	59,754	67,965	57,217
Revenue on insurance claims	2,002	5,271	2,002	5,271
Gain on disposal of fixed assets	165	12	165	-
Interest received	2,811	4,030	1,951	3,078
Gains on investments	11,275	9,390	399	333
Donations received	11,958	8,992	5,475	3,022
Sundry Revenue	13,889	12,863	4,809	6,733
<b>Total other revenue</b>	<b>110,596</b>	<b>100,312</b>	<b>82,766</b>	<b>75,654</b>
Other revenue from exchange transactions	91,084	84,166	68,018	64,375
Other revenue from non-exchange transactions	19,512	16,146	14,748	11,279
<b>Total other revenue</b>	<b>110,596</b>	<b>100,312</b>	<b>82,766</b>	<b>75,654</b>
Revenue from exchange transactions	161,429	154,079	130,706	123,644
Revenue from non-exchange transactions	420,683	400,218	356,007	343,672
<b>Total revenue</b>	<b>582,112</b>	<b>554,297</b>	<b>486,713</b>	<b>467,316</b>

### 3 People expenses

	CONSOLIDATED		UNIVERSITY	
	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000
Salaries	270,621	261,385	251,576	241,822
Contractors	6,897	7,900	4,867	5,772
Entitlements	14,726	12,526	14,576	12,404
Redundancy costs	2,229	–	2,096	–
<b>Total</b>	<b>294,473</b>	<b>281,811</b>	<b>273,115</b>	<b>259,998</b>

Entitlements and redundancy payments include contributions to KiwiSaver, UniSaver, and other defined contribution superannuation schemes, which are recognised as an expense when incurred.

### 4 Operating and occupancy

NOTE	CONSOLIDATED		UNIVERSITY	
	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000
The following items are included within operating & occupancy expenses:				
Fees to Ernst & Young for audit of financial statements	484	439	343	269
Fees to Ernst & Young for other assurance services	23	22	23	22
Property leases	23,249	21,571	23,065	21,315
Impairment/write off of loan to related party	19	–	1,260	1,553
Losses on disposal of property, plant, & equipment	260	1,003	260	1,003
Information technology	18,767	16,470	18,321	16,035
Grants & scholarships	34,963	31,448	26,100	24,063
Insurance	10,845	13,035	10,722	12,663
Travel & accommodation	13,926	13,118	3,256	3,507

The fees to the auditors for other services relate to professional services carried out to report on the University's Performance-Based Research Fund (PBRF) reporting.

### Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. A reassessment of whether the arrangement contains a lease after the inception of the arrangement shall be made when certain conditions are met.

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset.

Operating lease payments (net of any operating lease incentive received) are recognised as an expense on a straight-line basis over the lease term. Operating lease incentives are recognised as a reduction in the lease expense over the term of the lease.

Operating lease revenue are recognised on a straight-line basis over the lease term.

Assets leased to third parties under an operating lease are presented as property, plant and equipment in the statement of financial position, and are depreciated over their useful lives on a consistent basis as other assets in the same asset class.

### 5 Finance costs

	CONSOLIDATED		UNIVERSITY	
	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000
Interest on borrowings	2,643	2,407	5,547	6,583
Capitalised borrowing costs	(490)	(1,928)	(490)	(1,927)
<b>Total</b>	<b>2,153</b>	<b>479</b>	<b>5,057</b>	<b>4,656</b>

Borrowing costs are expensed when incurred. The portion of borrowing costs directly attributable to qualifying assets are capitalised up to the point the qualifying asset is commissioned for use.

## 6 Victoria University of Wellington Foundation

	CONSOLIDATED	
	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000
Opening Balance	105,939	97,107
<b>Revenue:</b>		
Donations received	11,313	5,984
Fair value gain on investments	10,058	9,948
Interest received	9	57
<b>Expenses:</b>		
Operating and occupancy	(7,972)	(7,157)
<b>Closing Balance as at 31 December</b>	<b>119,347</b>	<b>105,939</b>

The Victoria University of Wellington Foundation is a controlled subsidiary and included in the Consolidated Group financial statements. The Foundation revenue includes investment gains of \$10.1m (2024: gains of \$9.9m) and donation revenue of \$11.3m (2024: \$6.0m). Foundation expenses includes grants awarded of \$7.4m (2024: \$6.5m).

In 2025, the Group has amended the presentation of the Foundation's results, including comparatives, within the Statement of Comprehensive Revenue and Expense to a line-by-line consolidation as opposed to a separate line item below the Group's surplus/(deficit).

## 7 Financial instruments

FINANCIAL ASSETS	NOTE	CONSOLIDATED		UNIVERSITY	
		ACTUAL 2025 \$'000	ACTUAL 2024 \$'000	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000
<b>Derivatives designated as hedging instruments</b>					
Interest rate Swaps		(71)	61	(71)	61
<b>Financial instruments at fair value through surplus or deficit</b>					
Investment in joint ventures	9	6,379	6,055	-	-
Other Investments	9	100,323	94,946	-	-
<b>Total financial assets at fair value</b>		<b>106,631</b>	<b>101,062</b>	<b>(71)</b>	<b>61</b>

FINANCIAL ASSETS	NOTE	CONSOLIDATED		UNIVERSITY	
		ACTUAL 2025 \$'000	ACTUAL 2024 \$'000	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000
<b>Debt instruments at amortised cost (excluding cash – refer to Note 8)</b>					
Receivables from exchange transactions	10	17,528	13,890	28,186	28,863
Loans to related parties at amortised cost		-	-	3,350	2,297
Term deposits at amortised cost	9	15,932	16,010	432	510
<b>Total financial assets at amortised cost</b>		<b>33,460</b>	<b>29,900</b>	<b>31,968</b>	<b>31,670</b>
<b>Represented by:</b>					
Total current		131,820	123,410	31,896	31,731
Total non-current		8,271	7,552	-	-
<b>Total financial assets (excluding cash)</b>		<b>140,091</b>	<b>130,962</b>	<b>31,896</b>	<b>31,731</b>

Total non-current asset excludes long-term cash held in escrow.

### Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, Fair value through other comprehensive revenue and expense (FVOCRE), or Fair value through surplus or deficit (FVTSD).

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of short-term receivables and payables that do not contain a significant financing component or for which the Group has applied the practical expedient, the Group initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through surplus or deficit, transaction costs.

In order for a financial asset to be classified and measured at amortised cost or FVOCRE, it needs to give rise to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level. Financial assets with cash flows that are not SPPI are classified and measured at fair value through surplus or deficit, irrespective of the business model.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Financial assets classified and measured at amortised cost

are held within a business model with the objective to hold financial assets in order to collect contractual cash flows while financial assets classified and measured at FVOCRE are held within a business model with the objective of both holding to collect contractual cash flows and selling.

The Group's financial assets include: cash and term deposits, receivables from exchange and non-exchange transactions, loans, investments in joint ventures and related parties, loans to related parties, unquoted financial instruments and derivative financial instruments.

For purposes of subsequent measurement, financial assets are classified into three categories:

- ▶ financial assets at amortised cost
- ▶ derivatives designated as hedging instruments
- ▶ financial assets at fair value through surplus or deficit.

### Financial assets at amortised cost

Financial assets at amortised cost are subsequently measured using the effective interest rate (EIR) method and are subject to impairment. Gains or losses are recognised in surplus or deficit when the asset is derecognised, modified or impaired. The Group's financial assets at amortised cost includes trade receivables from exchange transactions, receivables from non-exchange transactions and term deposits.

### Financial assets designated as hedging instruments

Financial assets designated as hedging instruments relate to the Group's forward foreign exchange contracts interest rate swaps classified as cash flow hedges for hedge accounting. Refer to disclosures on Derivative financial instruments and hedge accounting below.

### Financial assets at fair value through surplus or deficit

A financial asset is measured at fair value through surplus or deficit unless it is measured at amortised cost or at fair value through other comprehensive revenue and expense. Financial assets at fair value through surplus or deficit are carried in the statement of financial position at fair value with net changes in fair value recognised in the statement of financial performance.

This category includes derivative instruments, investments in related parties, investment in joint ventures, and other investments which are held for trading and which the Group had not irrevocably elected to classify at FVOCRE. Dividends on listed equity investments are recognised as revenue from exchange transactions in the statement of financial performance when the right of payment has been established.

### Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e. removed from the Group's statement of financial position) when:

- ▶ The rights to receive cash flows from the asset have expired; or
- ▶ The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

### Impairment

PBE IPSAS 41 requires the Group to record expected credit losses on all of its debt instruments classified at amortised cost or FVOCRE. The Group recognises loss allowances for expected credit losses (ECLs) on financial assets at amortised cost, the allowances for receivables of exchange and non-exchange transactions are measured, using the simplified approach, at an amount equal to lifetime ECLs, while all other debt instruments classified at amortised cost are measured using the general approach.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both qualitative and quantitative information and analysis, based on historical experience, informed credit assessments, and including forward looking information.

The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due. The Group considers a financial asset to be in default when:

- ▶ The borrower is unlikely to pay its credit obligations to the Group in full, without recourse by the Group; or
- ▶ The financial asset is more than 90 days old.

The Group considers writing off a financial asset primarily when the debt is older than a year and there has been no response after six months of being sent to debt collectors, however this is treated on a case by case basis.

The Group considers fixed interest and term deposit financial instruments to have low credit risk when its credit rating is equivalent to a credit rating of A+ or higher.

Lifetime ECLs are the ECLs that result from all possible default events over the expected life of a financial asset. The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to the credit risk.

Financial assets at fair value through surplus or deficit include investments in managed funds. Fair values of these units are determined by reference to published price quotations. Also included is investments in equity shares of unquoted companies, namely Liquium, Ferronova, X-Frame, Wellumio, Maramar labs, Allegro, Inhibit Coatings and Bontia Bio. The group holds non-controlling interests (between 0.6% and 24.9%) in these companies (2024: between 0.2% and 15.8%).

Debt instruments at amortised cost are held to maturity and may generate a fixed or variable interest income for the Group. The carrying value may be affected by changes in the credit risk of the counterparties.

FINANCIAL LIABILITIES	NOTE	CONSOLIDATED		UNIVERSITY	
		ACTUAL 2025 \$'000	ACTUAL 2024 \$'000	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000
<b>Financial Liabilities at amortised cost</b>					
Accounts payable	15	42,167	35,035	34,324	27,188
Bank borrowings		70,000	83,000	70,000	83,000
Related party borrowings		–	–	75,000	75,000
<b>Total financial liabilities</b>		<b>112,167</b>	<b>118,035</b>	<b>179,324</b>	<b>185,188</b>
<b>Represented by:</b>					
Total current		42,167	35,035	109,324	102,188
Total non-current		70,000	83,000	70,000	83,000
<b>Total financial liabilities</b>		<b>112,167</b>	<b>118,035</b>	<b>179,324</b>	<b>185,188</b>

### Initial recognition and measurement

Financial liabilities at amortised cost are classified, at initial recognition and include loans and borrowings and payables.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

### Subsequent measurement

After initial recognition, interest-bearing loans, borrowings and payables are subsequently measured at amortised cost using the effective interest rate (EIR) method. Gains or losses are recognised in surplus or deficit when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the statement of financial performance.

### Derecognition

A financial liability is derecognised when the obligation under the liability is discharged, waived, cancelled or expired. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, then such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of financial performance.

### Derivative financial instruments and hedge accounting

The Group uses derivative financial instruments, such as forward foreign exchange contracts and interest rate swaps, to hedge its foreign currency risks and interest rate risks, respectively. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

For the purpose of hedge accounting, hedges are classified as cash flow hedges when hedging the exposure to variability in cash flows that is attributable to a particular risk associated with a recognised asset or liability. The Group's interest rate hedges are classified as cash flow hedges.

At the inception of a hedge relationship, the Group formally designates and documents the hedge relationship to which it wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge.

The documentation includes identification of the hedging instrument, the hedged item, the nature of the risk being hedged and how the Group will assess whether the hedging relationship meets the hedge effectiveness requirements (including the analysis of sources of hedge ineffectiveness and how the hedge ratio is determined). A hedging relationship qualifies for hedge accounting if it meets all of the following effectiveness requirements:

- ▶ There is 'an economic relationship' between the hedged item and the hedging instrument
- ▶ The effect of credit risk does not 'dominate the value changes' that result from that economic relationship
- ▶ The hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the Group actually hedges and the quantity of the hedging instrument that the Group actually uses to hedge that quantity of the hedged item.

Hedges that meet all the qualifying criteria for hedge accounting are accounted for, as described below:

### Cash flow hedges

The effective portion of the gain or loss on the hedging instrument is recognised in OCRE in the cash flow hedge reserve, while any ineffective portion is recognised immediately in the statement of financial performance. The cash flow hedge reserve is adjusted to the lower of the cumulative gain or loss on the hedging instrument and the cumulative change in fair value of the hedged item.

If cash flow hedge accounting is discontinued, the amount that has been accumulated in OCRE must remain in accumulated OCRE if the hedged future cash flows are still expected to occur. Otherwise, the amount will be immediately reclassified to surplus or deficit as a reclassification adjustment. After discontinuation, once the hedged cash flow occurs, any amount remaining in accumulated OCRE must be accounted for depending on the nature of the underlying transaction as described above.

Derivatives not designated as hedging instruments reflect the positive or negative change in fair value of those foreign exchange forward contracts which are not designated in hedge relationships, but are nevertheless intended to reduce the level of foreign currency risk for expected sales and purchases.

The Group uses foreign exchange forward contracts to manage some of its transaction exposures. The foreign exchange forward contracts are not designated as cash flow hedges and are entered into for periods consistent with foreign currency exposures of the underlying transactions, generally from one to 24 months.

### Hedging activities and derivatives

The Group is exposed to certain risks relating to its ongoing business operations. The primary risks managed using derivative instruments are foreign currency risk and interest rate risk.

#### (a) Market Risk

##### Currency Risk

Currency risk exposure arises on foreign exchange sales and purchases (typically library items and scientific equipment) denominated in a foreign currency. Wherever possible, the University transacts in the functional currency, including the setting of fees for international students. The Group's policies require that foreign currency forward purchase contracts are used to limit the Group's exposure to movements in exchange rates on foreign currency denominated liabilities and purchase commitments above \$100,000, where the committed payment date is known and is within 12 months. The University entered into multiple foreign exchange contracts during 2025 to mitigate any such risk, including USD\$2.6m (2024: USD\$2.1m) of forward exchange contracts held at 31 December 2025 with a fair value of \$89k (2024: (\$322k)) across all currencies. These contracts are held to offset exchange rate risk on expected purchases.

The Foundation holds \$67.5m of investments at fair value through surplus or deficit (2024: \$64.1m), which are invested in a range of foreign denominations and maybe exposed to foreign exchange risk. From 2024, any foreign currency hedging is undertaken by the asset management organisation.

The foreign exchange forward contract balances vary with the level of expected foreign currency sales and purchases and changes in foreign exchange forward rates.

##### Price Risk

Price risk arises as the fair value of units in managed funds will fluctuate as a result of changes in market prices. Market prices for a particular share may fluctuate due to factors specific to the individual share or its issuer, or factors affecting all shares traded in the market. This price risk is managed by diversification of the portfolio. A 10% movement in the market price of investments at fair value through surplus or deficit would give rise to a \$6.8m gain or loss that would equally impact equity (2024: \$6.5m).

Fair value interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. The Group is exposed to fair value interest rate risk due to the exposure created by interest rate swaps.

The hedge ineffectiveness can arise from:

- ▶ differences in the timing of the cash flows of the hedged items and the hedging instruments
- ▶ changes to the forecasted amount of cash flows of hedged items and hedging instruments.

The impact of hedging instruments on the statement of financial position of the Group and University was as follows:

	NOTIONAL AMOUNT \$'000	CARRYING AMOUNT \$'000	LINE ITEM IN THE STATEMENT OF FINANCIAL POSITION	CHANGES IN FAIR VALUE USED FOR MEASURING INEFFECTIVENESS FOR THE PERIOD \$'000
<b>As at 31 December 2025</b>				
Interest Rate Swaps	50,000	(71)	Investments and other financial assets	(132)
<b>As at 31 December 2024</b>				
Interest Rate Swaps	60,000	61	Investments and other financial assets	(1,520)

The impact of hedged items on the statement of financial position of the Group and University was as follows:

	NOTIONAL AMOUNT \$'000	CARRYING AMOUNT \$'000	LINE ITEM IN THE STATEMENT OF FINANCIAL POSITION	CHANGES IN FAIR VALUE USED FOR MEASURING INEFFECTIVENESS FOR THE PERIOD \$'000		NOTIONAL AMOUNT \$'000	CARRYING AMOUNT \$'000	LINE ITEM IN THE STATEMENT OF FINANCIAL POSITION	CHANGES IN FAIR VALUE USED FOR MEASURING INEFFECTIVENESS FOR THE PERIOD \$'000
<b>As at 31 December 2025</b>					<b>As at 31 December 2024</b>				
Bank Borrowings	70,000	70,000	Bank borrowings	132	Bank Borrowings	83,000	83,000	Bank borrowings	1,520

The effect of the cash flow hedge in the statement of financial position and the statement of comprehensive revenue and expense of the Group and University was as follows:

	TOTAL HEDGING GAIN/(LOSS) RECOGNISED IN OCRE \$'000	INEFFECTIVE-NESS RECOGNISED IN SURPLUS OR DEFICIT \$'000	LINE ITEM IN THE STATEMENT OF FINANCIAL PERFORMANCE \$'000	COST OF HEDGING RECOGNISED IN OCRE \$'000	AMOUNT RECLASSIFIED FROM OCRE TO SURPLUS OR DEFICIT \$'000	LINE ITEM IN THE STATEMENT OF FINANCIAL PERFORMANCE
<b>As at 31 December 2025</b>						
Interest rate risk	(132)	-	Net movement in cash flow hedges	-	-	-
<b>As at 31 December 2024</b>						
Interest rate risk	(1,520)	-	Net movement in cash flow hedges	-	-	-

### Impact of hedging on net assets/equity

The information set out below is the reconciliation of each component of net assets/equity and the analysis of other comprehensive revenue and expense.

	2025 CASH FLOW HEDGE RESERVE \$'000		2024 CASH FLOW HEDGE RESERVE \$'000
<b>As at 31 December 2024</b>	<b>61</b>	<b>As at 31 December 2023</b>	<b>1,581</b>
Effective portion of changes in fair value arising from:		Effective portion of changes in fair value arising from:	
Interest Rate Swaps	(132)	Interest Rate Swaps	(1,520)
<b>As at 31 December 2025</b>	<b>(71)</b>	<b>As at 31 December 2024</b>	<b>61</b>

**(b) Credit risk**

Credit risk is the risk that a third party will default on its obligations to the Group, causing it to incur a loss. Due to the timing of its cash inflows and outflows, surplus cash is invested into term deposits, which gives rise to credit risk.

**Receivables from exchange transactions**

The Group transacts with its students. These transactions do not create a significant credit risk, as students have no concentration of credit because of the relatively low value of individual student transactions. The Group also transacts with the Crown. These transactions do not create significant credit risk.

The provision rates are based on days past due. The calculation reflects the probability weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. The carrying amount of the asset is reduced through the use of the expected credit loss, and the amount of the loss is recognised in the surplus or deficit. When the receivable is uncollectable, it is written off against the expected credit loss account.

In the normal course of business, the Group is exposed to credit risk from cash and term deposits with banks, debtors, other receivables, loans to subsidiaries, and derivative financial instrument assets. For each of these, the maximum credit exposure is best represented by their carrying amount.

The Group limits the amount of credit exposure to any one financial institution for term deposits to no more than the greater of \$40.0m or 40% of total investment held. The Group invests funds only with registered banks with high credit ratings and for a period not exceeding 370 days.

Investments held at fair value through surplus or deficit are predominantly managed by an external fund manager in a range of securities to diversify the risk.

The Group holds no collateral or other enhancements for financial instruments that give rise to credit risk. The maximum exposure to credit risk as at the reporting date is the carrying value of each class of financial assets.

**Receivables from exchange transactions**

CONSOLIDATED	CURRENT \$'000	DAYS PAST DUE				TOTAL \$'000
		≤ 30 DAYS \$'000	31–60 DAYS \$'000	61–90 DAYS \$'000	≥ 91 DAYS \$'000	
<b>As at 31 December 2025</b>						
Expected credit loss rate	0.8%	1.8%	3.9%	4.9%	23.1%	
Estimated total gross carrying amount at default	13,757	1,770	595	412	1,229	17,763
Expected credit loss	(109)	(32)	(24)	(20)	(284)	(469)
<b>Estimated total gross carrying amount at default, net of allowance for expected credit loss</b>	<b>13,648</b>	<b>1,738</b>	<b>571</b>	<b>392</b>	<b>945</b>	<b>17,294</b>

**Receivables from exchange transactions**

CONSOLIDATED	CURRENT \$'000	DAYS PAST DUE				TOTAL \$'000
		≤ 30 DAYS \$'000	31–60 DAYS \$'000	61–90 DAYS \$'000	≥ 91 DAYS \$'000	
<b>As at 31 December 2024</b>						
Expected credit loss rate	0.8%	1.8%	4.0%	4.9%	65.2%	
Estimated total gross carrying amount at default	8,425	3,094	1,920	198	744	14,381
Expected credit loss	(67)	(56)	(77)	(10)	(485)	(695)
<b>Estimated total gross carrying amount at default, net of allowance for expected credit loss</b>	<b>8,358</b>	<b>3,038</b>	<b>1,843</b>	<b>188</b>	<b>259</b>	<b>13,686</b>

Movements in the allowance for expected credit losses are as follows:

	CONSOLIDATED		UNIVERSITY	
	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000
Balance at the beginning of financial year	695	297	677	187
Additional loss allowance made during the year	152	711	152	693
Loss allowance reversed during the year	(94)	(3)	(76)	-
Receivables written-off during the year	(284)	(310)	(284)	(203)
<b>Closing balance expected for the year</b>	<b>469</b>	<b>695</b>	<b>469</b>	<b>677</b>

### Financial instruments and cash deposits

Credit risk from balances with banks and financial institutions is managed by the Group's policy. Investments of surplus funds are made only with approval in accordance with the treasury policy.

The Group invests only in quoted debt securities with very low credit risk.

The Group's maximum exposure to credit risk for the components of the statement of financial position as at 31 December 2025 is the carrying amount of \$209m (2024: \$196m) except for the derivative financial instruments.

	NOTE	CONSOLIDATED		UNIVERSITY	
		ACTUAL 2025 \$'000	ACTUAL 2024 \$'000	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000
Cash & cash equivalents	8	67,635	64,996	25,344	28,553
Term deposits	9	15,932	16,010	432	510
Investments at fair value through profit or loss	9	100,323	94,946	-	-
Investments in joint ventures	9	6,379	6,055	-	-
Accounts receivable	10	17,528	13,890	28,186	28,863
Cash held in escrow	9	498	498	498	498
		<b>208,295</b>	<b>196,395</b>	<b>54,461</b>	<b>58,423</b>

### Financial risk management objectives

#### Interest Rate Risk

Cash flow interest rate risk exposure arises due to the exposure on bank borrowings issued at variable interest rates. Generally, the Group raises long term borrowings at floating rates and enters interest swaps to manage the cash flow interest rate risk. Under the interest rate swaps, the Group agrees with other parties to exchange, at specified intervals, the difference between fixed term contract rates and floating rate interest amounts calculated by reference to the agreed notional principal amounts, and applies hedge accounting to ensure fair value fluctuations on the interest rate portfolio are taken to other comprehensive revenue or expense. The fair value of interest rate swaps totals -\$71k (2024: \$61k). The fixed interest rates of interest rate swaps vary from 2.67% to 4.54% (2024: 2.67% to 4.56%).

#### Interest rate sensitivity

The following table demonstrates the potential effect of movements in interest rates on the University and Group's surplus or deficit and equity, if interest rates had been 1.5% higher or lower with all other variables held constant. The calculation effectively changes the actual average of the contracted borrowing rates for the year by 1.5%.

	CONSOLIDATED AND UNIVERSITY	
	2025	
	-150BPS \$'000	+150BPS \$'000
Potential effect of movement in interest rates	718	(718)

	CONSOLIDATED AND UNIVERSITY	
	2024	
	-150BPS \$'000	+150BPS \$'000
Potential effect of movement in interest rates	733	(733)

#### (c) Liquidity risk

Liquidity risk is the risk that the Group may encounter difficulties in meeting financial liabilities as they fall due. The Group monitors and manages this risk in accordance with its Treasury Statute.

The Group's objective is to ensure there is access to cash, treasury investments, and committed bank funding at a future time when funds are required. The maturity

profile of the total committed funding in respect of all external debt should be spread where practicable to reduce the concentration risk of having all or most of the University's committed funding maturing at the same time and at least 50% of committed funding facilities must expire more than 2 years beyond the reporting date. **Note 18** provides a summary of bank loan facilities that are available to the University. The amount and expiry date of all bank loans, committed bank facilities, and term debt will not exceed the maximum amount and term of the Ministerial Consent to Borrow.

The Group's assessment of risk with respect to refinancing its debt is low. Access to sources of funding is sufficiently available and debt maturing within 12 months can be rolled over with existing lenders.

The maturity profile of the Group's financial liabilities based on contractual undiscounted payments is such that other than borrowings, all accounts payable are expected to be repaid within six months. No borrowings will mature within the 12 months and will not require refinancing or repayment (2024: \$0m).

### Financial liabilities – contract maturities

	NOTE	CONSOLIDATED 2025 \$'000					TOTAL
		ON DEMAND	LESS THAN 3 MONTHS	3 TO 12 MONTHS	1 TO 5 YEARS	GREATER THAN 5 YEARS	
Accounts payable	15	-	42,167	-	-	-	42,167
Bank borrowings		-	-	-	70,000	-	70,000
<b>Closing balance</b>		-	<b>42,167</b>	-	<b>70,000</b>	-	<b>112,167</b>

	NOTE	CONSOLIDATED 2024 \$'000					TOTAL
		ON DEMAND	LESS THAN 3 MONTHS	3 TO 12 MONTHS	1 TO 5 YEARS	GREATER THAN 5 YEARS	
Accounts payable	15	-	35,035	-	-	-	35,035
Bank borrowings		-	-	-	83,000	-	83,000
<b>Closing balance</b>		-	<b>35,035</b>	-	<b>83,000</b>	-	<b>118,035</b>

	NOTE	UNIVERSITY 2025 \$'000					TOTAL
		ON DEMAND	LESS THAN 3 MONTHS	3 TO 12 MONTHS	1 TO 5 YEARS	GREATER THAN 5 YEARS	
Accounts payable	15	-	34,324	-	-	-	34,324
Bank borrowings		-	-	-	70,000	-	70,000
Related party borrowings		-	-	75,000	-	-	75,000
<b>Closing balance</b>		-	<b>34,324</b>	<b>75,000</b>	<b>70,000</b>	-	<b>179,324</b>

	NOTE	UNIVERSITY 2024 \$'000					TOTAL
		ON DEMAND	LESS THAN 3 MONTHS	3 TO 12 MONTHS	1 TO 5 YEARS	GREATER THAN 5 YEARS	
Accounts payable	15	–	27,188	–	–	–	27,188
Bank borrowings		–	–	–	83,000	–	83,000
Related party borrowings		–	–	75,000	–	–	75,000
<b>Closing balance</b>		–	<b>27,188</b>	<b>75,000</b>	<b>83,000</b>	–	<b>185,188</b>

## 8 Cash and cash equivalents

	CONSOLIDATED		UNIVERSITY	
	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000
Cash at bank	2,023	924	824	280
Bank on-call deposits	65,612	64,072	24,520	28,273
<b>Closing balance</b>	<b>67,635</b>	<b>64,996</b>	<b>25,344</b>	<b>28,553</b>
Including:				
Funds held by controlled trusts	39,825	33,966	–	–

Cash and cash equivalents comprise cash at bank and on hand, and short-term deposits with an original maturity of three months or less, which are readily convertible to known amounts of cash and subject to an insignificant risk of changes in value.

Funds held by controlled trusts may have donor restrictions and will be used for specified purposes. When donor restrictions exist, the funds are held in trust until the University fulfils the donor's request.

## 9 Investments and other financial assets

	CONSOLIDATED		UNIVERSITY	
	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000
<b>Current portion</b>				
Investments at FVTSD – Other investments	98,431	93,449	–	–
Term deposits	15,932	16,010	432	510
Derivatives designated as hedging instruments – Interest rate swaps	(71)	61	(71)	61
	<b>114,292</b>	<b>109,520</b>	<b>361</b>	<b>571</b>

	NOTE	CONSOLIDATED		UNIVERSITY	
		ACTUAL 2025 \$'000	ACTUAL 2024 \$'000	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000
<b>Non-current portion</b>					
Investments at FVTSD – Other investments		1,892	1,497	–	–
Investments in joint ventures		6,379	6,055	–	–
Cash held in escrow		498	498	498	498
Investments in related parties	14	–	–	6,552	3,251
		<b>8,769</b>	<b>8,050</b>	<b>7,050</b>	<b>3,749</b>

Quantitative disclosure of fair-value measurement hierarchy for investments:

	CONSOLIDATED			CONSOLIDATED		
	2025 \$'000 LEVEL 1	2025 \$'000 LEVEL 2	2025 \$'000 LEVEL 3	2024 \$'000 LEVEL 1	2024 \$'000 LEVEL 2	2024 \$'000 LEVEL 3
Other investments	-	98,431	1,892	-	93,449	1,497
Investments in joint ventures	-	-	6,379	-	-	6,055
Interest rate swaps	-	(71)	-	-	61	-
<b>Closing balance</b>	<b>-</b>	<b>98,360</b>	<b>8,271</b>	<b>-</b>	<b>93,510</b>	<b>7,552</b>

	UNIVERSITY			UNIVERSITY		
	2025 \$'000 LEVEL 1	2025 \$'000 LEVEL 2	2025 \$'000 LEVEL 3	2024 \$'000 LEVEL 1	2024 \$'000 LEVEL 2	2024 \$'000 LEVEL 3
Derivatives – Interest rate swaps	-	(71)	-	-	61	-
<b>Closing balance</b>	<b>-</b>	<b>(71)</b>	<b>-</b>	<b>-</b>	<b>61</b>	<b>-</b>

Due to the diverse nature of the Group's operations, the Group has a number of investments. Primarily, the Foundation holds investments in accordance with their Statement of Investment Policy (SIPO). Investments to commercialise research are typically in unlisted entities, whose trading activity may be limited.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair-value hierarchy, described as follows, based on the lowest level input that is significant to the fair-value measurement as a whole.

**Level 1:** Fair value of investments in listed shares and fixed interest instruments obtained using quoted bid price at balance date.

**Level 2:** Fair value of investments in managed funds, obtained using closing unit prices as at balance date, published by the respective fund managers. The fair value of the forward foreign exchange contracts was determined by a present value model with reference to current forward exchange rates for contracts with similar maturity profiles at balance date. The fair values of interest rate swaps have been determined by calculating the expected cash flows under the terms of the swaps and discounting these values to present value.

**Level 3:** Fair value of investments in unlisted shares is derived by taking in to account significant milestones, progress towards milestones, any recent share valuations or share transactions, as well as unobservable price data and other relevant models used by market participants.

There have been no transfers between Level 1 and Level 2 in 2025 and 2024.

The table below provides a reconciliation from the opening balance to the closing balance for the level 3 fair value investments.

	CONSOLIDATED	
	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000
<b>Opening balance</b>	<b>7,552</b>	<b>8,848</b>
Sale of Investments	(100)	(404)
Purchases	-	375
Gains/(losses) recognised in other revenue	819	(1,267)
<b>Closing balance</b>	<b>8,271</b>	<b>7,552</b>

The table below provides a sensitivity analysis for level 3 fair value measurements.

CONSOLIDATED	2025		2024	
	\$'000 +10%	\$'000 -10%	\$'000 +10%	\$'000 -10%
Investments – aggregate share price at year end	189	(189)	150	(150)
Joint Venture – aggregate share price at year end	638	(638)	605	(605)
<b>Change in fair value</b>	<b>827</b>	<b>(827)</b>	<b>755</b>	<b>(755)</b>

### Derivative financial instruments and hedge accounting

The Group does not hold or issue derivative financial instruments for trading purposes. The Group uses financial instruments to manage exposure to interest rate fluctuations and foreign exchange risks, and are stated at fair value. For the purposes of hedge accounting, hedges are classified as cash flow hedges where they hedge exposure to variability for a forecast transaction. Interest rate swaps that meet the conditions for hedge accounting as cash flow hedges can have the effective portion of the gain or loss on the hedging instrument recognised directly in other comprehensive revenue and expense and the ineffective portion recognised in the net surplus/(deficit). Hedge accounting is discontinued when the hedging instrument expires, is sold, terminated, exercised, or no longer qualifies for hedge accounting. At that time, any cumulative gain or loss on the hedging instrument recognised in the hedging reserve is kept in the reserve until the forecasted transaction occurs. If a hedged transaction is no longer expected to occur, the net cumulative gain or loss recognised in other comprehensive revenue and expense is transferred to the net surplus/(deficit) for the year. For derivatives that do not qualify for hedge accounting, any gains or losses arising from changes in fair value are taken direct to the net surplus/(deficit) for the year.

## 10 Accounts receivable and accruals

	CONSOLIDATED		UNIVERSITY	
	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000
Receivables & accruals	17,763	14,381	28,619	29,504
Less: allowance for expected credit losses	(469)	(695)	(468)	(677)
Other	234	204	35	36
<b>Closing balance</b>	<b>17,528</b>	<b>13,890</b>	<b>28,186</b>	<b>28,863</b>
<b>Total Receivables comprise:</b>				
Receivables from exchange transactions	17,528	13,890	28,186	28,863
	<b>17,528</b>	<b>13,891</b>	<b>28,186</b>	<b>28,863</b>
<b>Ageing of receivables and accruals</b>				
Not past due	13,757	8,425	27,035	26,176
Past due 1–30 days	1,770	3,094	497	1,594
Past due 31–60 days	594	1,920	283	1,059
Past due 61–90 days	412	198	111	–
Past due over 91 days not impaired	1,699	49	1,061	–
Past due over 91 days impaired	(469)	695	(368)	677
<b>Total gross trade receivables</b>	<b>17,763</b>	<b>14,381</b>	<b>28,619</b>	<b>29,506</b>

Accounts receivable are initially measured at fair value and subsequently measured at amortised cost using the effective-interest-rate method, less any provision for impairment.

## 11 Pre-paid expenses

	CONSOLIDATED		UNIVERSITY	
	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000
Pre-paid insurance	8,054	9,149	8,054	9,149
Pre-paid expenses	11,759	13,833	7,162	9,220
	<b>19,813</b>	<b>22,982</b>	<b>15,216</b>	<b>18,369</b>

## 12 Property, plant, and equipment

CONSOLIDATED	LAND \$'000	BUILDINGS & INFRASTRUCTURE \$'000	COMPUTERS & NETWORKS \$'000	PLANT & EQUIPMENT \$'000	ART COLLECTION, HERITAGE, & LIBRARY \$'000	CAPITAL WORK IN PROGRESS \$'000	TOTAL \$'000
<b>Cost and valuation</b>							
<b>Balance as at 1 January 2024</b>	<b>268,365</b>	<b>815,487</b>	<b>26,467</b>	<b>114,478</b>	<b>93,318</b>	<b>64,945</b>	<b>1,383,060</b>
Additions	–	–	418	3,609	7,256	47,934	59,217
Disposals	(6,513)	(3,378)	–	(64)	–	–	(9,955)
Transfers	–	70,905	1,004	8,245	350	(80,504)	–
Reclassifications	–	–	–	–	–	(1,879)	(1,879)
<b>Balance as at 31 December 2024</b>	<b>261,852</b>	<b>883,014</b>	<b>27,889</b>	<b>126,268</b>	<b>100,924</b>	<b>30,496</b>	<b>1,430,443</b>
Additions	–	4	366	2,913	7,553	47,013	57,849
Disposals	–	–	(117)	(2,873)	–	–	(2,990)
Transfers	–	22,051	3,578	5,266	–	(30,895)	–
Valuation movement	(20,592)	(44,072)	–	–	–	–	(64,664)
Reclassifications	–	(13)	347	(334)	–	–	–
<b>Balance as at 31 December 2025</b>	<b>241,260</b>	<b>860,984</b>	<b>32,063</b>	<b>131,240</b>	<b>108,477</b>	<b>46,614</b>	<b>1,420,638</b>

CONSOLIDATED	LAND \$'000	BUILDINGS & INFRASTRUCTURE \$'000	COMPUTERS & NETWORKS \$'000	PLANT & EQUIPMENT \$'000	ART COLLECTION, HERITAGE, & LIBRARY \$'000	CAPITAL WORK IN PROGRESS \$'000	TOTAL \$'000
<b>Accumulated depreciation</b>							
<b>Balance as at 1 January 2024</b>	-	<b>35,400</b>	<b>19,469</b>	<b>71,821</b>	<b>63,809</b>	-	<b>190,499</b>
Depreciation charge	-	31,085	3,173	10,147	7,291	-	51,696
Disposals	-	(188)	-	(57)	-	-	(245)
<b>Balance as at 31 December 2024</b>	-	<b>66,297</b>	<b>22,642</b>	<b>81,911</b>	<b>71,100</b>	-	<b>241,950</b>
Depreciation charge	-	34,006	3,078	9,937	7,232	-	54,253
Disposals	-	-	(115)	(2,615)	-	-	(2,730)
Valuation Movement	-	(91,706)	-	-	-	-	(91,706)
<b>Balance as at 31 December 2025</b>	-	<b>8,597</b>	<b>25,605</b>	<b>89,233</b>	<b>78,332</b>	-	<b>201,767</b>
<b>Net book value</b>							
<b>As at 1 January 2024</b>	<b>268,365</b>	<b>780,087</b>	<b>6,998</b>	<b>42,657</b>	<b>29,509</b>	<b>64,945</b>	<b>1,192,561</b>
<b>As at 31 December 2024</b>	<b>261,852</b>	<b>816,717</b>	<b>5,247</b>	<b>44,357</b>	<b>29,824</b>	<b>30,496</b>	<b>1,188,493</b>
<b>As at 31 December 2025</b>	<b>241,260</b>	<b>852,387</b>	<b>6,458</b>	<b>42,007</b>	<b>30,145</b>	<b>46,614</b>	<b>1,218,871</b>

UNIVERSITY	LAND \$'000	BUILDINGS & INFRASTRUCTURE \$'000	COMPUTERS & NETWORKS \$'000	PLANT & EQUIPMENT \$'000	ART COLLECTION, HERITAGE, & LIBRARY \$'000	CAPITAL WORK IN PROGRESS \$'000	TOTAL \$'000
<b>Cost and valuation</b>							
<b>Balance as at 1 January 2024</b>	<b>266,748</b>	<b>811,144</b>	<b>26,188</b>	<b>109,052</b>	<b>93,308</b>	<b>64,804</b>	<b>1,371,244</b>
Additions	–	–	387	2,892	7,250	48,056	58,585
Disposals	(6,513)	(3,376)	–	(64)	–	–	(9,953)
Transfers	–	70,905	1,004	8,245	350	(80,504)	–
Reclassifications	–	–	–	–	–	(1,879)	(1,879)
<b>Balance as at 31 December 2024</b>	<b>260,235</b>	<b>878,673</b>	<b>27,579</b>	<b>120,125</b>	<b>100,908</b>	<b>30,477</b>	<b>1,417,997</b>
Additions	1,617	4,011	356	2,710	7,553	46,887	63,134
Disposals	–	–	(117)	(2,873)	–	–	(2,990)
Transfers	–	22,051	3,577	5,266	–	(30,894)	–
Valuation movement	(20,592)	(44,072)	–	–	–	–	(64,664)
Reclassifications	–	(13)	347	(334)	–	–	–
<b>Balance as at 31 December 2025</b>	<b>241,260</b>	<b>860,650</b>	<b>31,742</b>	<b>124,894</b>	<b>108,461</b>	<b>46,470</b>	<b>1,413,477</b>
<b>Accumulated depreciation</b>							
<b>Balance as at 1 January 2024</b>	<b>–</b>	<b>35,236</b>	<b>19,194</b>	<b>67,367</b>	<b>63,809</b>	<b>–</b>	<b>185,606</b>
Depreciation charge	–	30,948	3,154	9,269	7,291	–	50,662
Disposals	–	(188)	–	(57)	–	–	(245)
<b>Balance as at 31 December 2024</b>	<b>–</b>	<b>65,996</b>	<b>22,348</b>	<b>76,579</b>	<b>71,100</b>	<b>–</b>	<b>236,023</b>
Depreciation charge	–	33,973	3,062	9,237	7,232	–	53,504
Disposals	–	–	(115)	(2,615)	–	–	(2,730)
Valuation Movement	–	(91,706)	–	–	–	–	(91,706)
<b>Balance as at 31 December 2025</b>	<b>–</b>	<b>8,263</b>	<b>25,295</b>	<b>83,201</b>	<b>78,332</b>	<b>–</b>	<b>195,091</b>
<b>Net book value</b>							
<b>As at 1 January 2024</b>	<b>266,748</b>	<b>775,908</b>	<b>6,994</b>	<b>41,685</b>	<b>29,499</b>	<b>64,804</b>	<b>1,185,638</b>
<b>As at 31 December 2024</b>	<b>260,235</b>	<b>812,677</b>	<b>5,231</b>	<b>43,546</b>	<b>29,808</b>	<b>30,477</b>	<b>1,181,974</b>
<b>As at 31 December 2025</b>	<b>241,260</b>	<b>852,387</b>	<b>6,447</b>	<b>41,693</b>	<b>30,129</b>	<b>46,470</b>	<b>1,218,386</b>

**Capital work in progress:** This is valued on the basis of expenditure incurred and certified gross progress claim certificates up to balance date. Work in progress is not depreciated, and includes borrowing costs on qualifying assets. The total costs of the project are transferred to the relevant asset class on completion and then depreciated accordingly.

**Additions:** The cost of an item of property, plant, and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to the Group and the cost of the item can be measured reliably. In most instances, an item of property, plant, and equipment is initially recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value as at the date of acquisition.

The rate for capitalisation of borrowing costs was 5.3%.

**Measurement subsequent to initial recognition for non-revalued assets:** Computers and network assets, plant and equipment assets and library assets are measured after initial recognition at cost less accumulated depreciation and impairment.

Art collections and heritage assets are measured after initial recognition at cost less accumulated impairment.

**Disposals:** Gains and losses on disposals are determined by comparing the disposal proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit. When revalued assets are sold, the amounts included in property revaluation reserves in respect of those assets are transferred to general funds within equity.

**Depreciation:** This is provided on a straight-line basis on all property, plant and equipment other than land and the art and heritage collections, at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives. Art and heritage collections are not depreciated because they are maintained such that they have indefinite or sufficiently long useful lives that any depreciation is considered negligible.

**Impairment:** Property, plant, and equipment are reviewed for indicators of impairment at each balance date and whenever events or changes in circumstances indicate that the carrying amount might not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. If an asset's carrying amount exceeds its recoverable amount, the asset is considered to be impaired and the carrying amount is written-down to the recoverable amount. For revalued assets, the impairment loss is recognised against the revaluation reserve for that class of asset. Where that results in a debit balance in the revaluation reserve, the balance is recognised in the surplus or deficit. For assets not carried at a revalued amount, the total impairment loss is recognised in the surplus or deficit. The reversal of an impairment loss on a revalued asset is credited to other comprehensive revenue and expense and increases the asset revaluation reserve for that class of asset. However, to the extent that an impairment loss for that class of asset was previously recognised in the surplus or deficit, a reversal of an impairment loss is also recognised in the surplus or deficit. For assets not carried at a revalued amount, the reversal of an impairment loss is recognised in the surplus or deficit.

CLASS OF ASSET DEPRECIATED	ESTIMATED USEFUL LIFE	DEPRECIATION RATES
Buildings & infrastructure	17–75 years	Straight line
Computers & networks	3–10 years	Straight line
Plant & equipment	3–30 years	Straight line
Library	5–10 years	Straight line

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year end.

### Asset revaluation reserve

	CONSOLIDATED		UNIVERSITY	
	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000
Land	220,496	239,290	220,496	247,923
Buildings & infrastructure	462,078	414,447	462,078	417,697
<b>Total revaluation reserve</b>	<b>682,574</b>	<b>653,737</b>	<b>682,574</b>	<b>665,620</b>

Land, buildings, and infrastructure are revalued with sufficient regularity to ensure that their carrying amount does not differ materially from fair value. Independent registered valuers undertake such revaluations every three years, unless there is reason to suggest that the values have changed materially in the intervening years, in which case a revaluation may be undertaken outside the three-year cycle. Property, plant, and equipment revaluation movements are accounted for on a class-of-asset basis.

An independent valuation of land, buildings, and infrastructure assets was undertaken as at 1 December 2025 by Mr P. Todd, registered valuer with RS Valuation Limited and member of the New Zealand Institute of Valuers.

Any net revaluation results are credited or debited to other comprehensive revenue and expense and are accumulated to an asset revaluation reserve in equity for that class of asset. Where this would result in a debit balance in the asset revaluation reserve, this balance is recognised within the surplus or deficit. Any subsequent increase on revaluation that reverses a previous decrease in value recognised in the surplus or deficit will be recognised first in the surplus or deficit up to the amount previously expensed, and then recognised in other comprehensive revenue and expense.

The valuation of land occupied by non-residential buildings (i.e. the campuses) takes into account various factors, including zoning, title implications, alternative uses, subdivision, and development potential. Land is measured at fair value, which is determined by reference to its highest and best use if vacant, in line with market-based evidence.

Residential buildings that are not specialised in nature are valued using a market approach which provides an indication of value by comparing the asset with identical or comparable assets for which price information is available.

Non-residential buildings are, for the purposes of the valuation, deemed to be 'specialised assets'. Specialised assets are valued using the optimised depreciated replacement cost methodology which provides an indication of value by calculating the current replacement or reproduction cost of an asset and making deductions for physical deterioration and other forms of obsolescence.

Depreciated replacement cost is determined using a number of assumptions and adjustments, which include:

- ▶ Calculation of the modern equivalent asset (MEA) replacement cost which is done by analysis the cost of recently constructed or proposed buildings and applying the unit costs to the Group's specialised assets;
- ▶ Optimising the replacement cost by factoring adjusting for technical obsolescence and overall design as well as surplus floor area, if any;
- ▶ Componentisation of the replacement cost into structure, services and fitouts to allow for the different ages, lives and rates of depreciation;
- ▶ Estimating the remaining useful life with consideration for number of factors including timing of replacement, type of asset and quality of materials used in construction;
- ▶ Use of straight line depreciation when determining the depreciated replacement cost of the asset.

As part of the revaluation process, the independent valuer provided the Group with estimates of remaining useful lives for buildings.

Under the Education and Training Act 2020, the University is required to obtain prior consent of the Ministry of Education to dispose of, or sell, assets where the value of those assets exceeds an amount determined by the Minister of Education.

**Kaikoura Earthquake:** The University's property, plant and equipment suffered damage as a result of a November 2016 earthquake and the settlement with insurers was achieved in late 2023. An ongoing structured work programme is supporting any required remediation works. The programme is supported by both external Consultant Engineers and Quantity Surveyors and is sequentially structured. The initial focus has been on damage identification to the overall property portfolio, which has now progressed to remediation scopes and associated costing for a sample of buildings. Required activity within in the programme will take a number of years to complete.

Damage has been identified to both buildings and infrastructure, and plant and equipment fixed asset categories. We have addressed major structural damage to the Rankine Brown building.

As a result of the Kaikoura earthquake, the University has incorporated a fair value adjustment within the movement in revaluation reserve. The adjustment has been determined with reference to the damage identified to date, and associated reinstatement scopes. The settlement does not affect the level of fair value adjustment for the earthquake.

### Non-current assets classified as held for sale

	CONSOLIDATED		UNIVERSITY	
	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000
Land and buildings held for sale	1,795	2,783	1,795	2,783

Land and buildings classified as non-current assets held for sale relate to property sales of surplus land going unconditional in 2025 or actively advertised on the market at balance date.

## 13 Intangibles

	CONSOLIDATED		UNIVERSITY	
	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000
<b>Cost and valuation</b>				
Opening balance	33,548	28,783	33,418	28,653
Additions	3,702	2,886	3,686	2,886
Disposals	(1,044)	–	(1,044)	–
Reclassifications	–	1,879	–	1,879
<b>Closing Balance</b>	<b>36,206</b>	<b>33,548</b>	<b>36,060</b>	<b>33,418</b>
<b>Accumulated amortisation</b>				
Opening balance	19,898	16,339	19,823	16,291
Amortisation for the year	3,878	3,559	3,845	3,532
Disposals	(1,044)	–	(1,044)	–
<b>Closing Balance</b>	<b>22,732</b>	<b>19,898</b>	<b>22,624</b>	<b>19,823</b>
<b>Net Book Value</b>	<b>13,474</b>	<b>13,650</b>	<b>13,436</b>	<b>13,595</b>

Intangible assets represent the Group's major digital systems and supporting processes that have been purchased, developed, and implemented. These are capitalised at cost, but only if they meet the definition and recognition criteria specified in PBE IPSAS 31 Intangible Assets.

Subsequent to initial recognition, intangible assets are measured at cost less accumulated amortisation and impairment. Amortisation for intangible assets is calculated using a straight-line basis and the amortisation periods are three to five years, with the expense recognised in the surplus or deficit.

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Useful lives have been assessed as three to five years. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each period is recognised in the surplus or deficit in the Statement of Comprehensive Revenue and Expenses.

The amortisation period and amortisation method for each intangible asset are reviewed at each annual reporting date. If the expected useful life of the asset differs from previous estimates, then the amortisation period is amended accordingly. Also, the amortisation method will be amended if there are changes in the expected pattern of consumption of future economic benefits or service potential of the asset. Changes in the amortisation period or methodology are accounted for as changes in accounting estimates, in accordance with public benefit accounting standards.

## 14 Investments in related parties

NAME	PERCENTAGE CONTROLLED/OWNED		PRINCIPAL ACTIVITY
	2025	2024	
<b>Controlled entities</b>			
<b>Controlled trusts</b>			
Victoria University of Wellington Foundation	100%	100%	Manages funds raised for the University
Research Trust of Victoria University of Wellington	100%	100%	Conducts academic research
Victoria University of Wellington School of Government Trust	100%	100%	Manages funds raised for the University
Presbyterian Methodist Halls of Residence Trust	–	100%	Provides student accommodation
<b>Subsidiary companies</b>			
Wellington Uni-Professional Limited	100%	100%	Provides non-degree teaching
Victoria Link Limited (trading as Wellington UniVentures)	100%	100%	Commercialises research
Wetox Limited	100%	100%	Develops waste-water-treatment technology
New Zealand School of Music Limited	100%	100%	Non-trading
General Cable Superconductors Limited	100%	100%	Non-trading
<b>Joint venture</b>			
NZ Innovation Booster Limited Partnership	50%	50%	Commercialises research

All controlled entities have a 31 December balance date.

The Group recognises its share of the jointly controlled entity at fair value utilising the exemption for "Venture Capital Organisations" under paragraph 25 of PBE IPSAS 36 Investments in Associates and Joint Ventures. The Group's share in 2025 is \$6.4m (2024: \$6.1m).

During 2024, Boutiq Science Limited, a partly-owned subsidiary of Victoria Link Limited, was wound up and consequently deconsolidated from the Group. It has been non-trading for several years. As a result of deconsolidation, the carrying value of the non-controlling interest's share in the net equity amounting to \$56k has been derecognised.

In 2025, the dissolution of the Presbyterian Methodist Halls of Residence Trust (the "Trust"), then the owner and operator of Everton Hall, was finalised along with the transfer of assets and liabilities of the Trust to the University. The Trust

has been reported as part of the Group's financial statements since 2019 and the accommodation services of the Trust will continue to be managed by the University.

## 15 Accounts payable and accruals

	CONSOLIDATED		UNIVERSITY	
	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000
Accounts payable	19,091	15,312	11,248	7,465
Contract retentions	613	278	613	278
Deposits held on behalf of students	22,463	19,445	22,463	19,445
Other accruals	26,783	27,875	23,100	23,905
Statutory payables	6,759	3,896	5,613	3,405
<b>Closing balance</b>	<b>75,709</b>	<b>66,806</b>	<b>63,037</b>	<b>54,498</b>
<b>Total payables comprise:</b>				
Payables from exchange transactions	67,393	61,167	55,863	49,518
Payables from non-exchange transactions	8,316	5,639	7,174	4,980
<b>Closing balance</b>	<b>75,709</b>	<b>66,806</b>	<b>63,037</b>	<b>54,498</b>

Payables are initially recognised at fair value and subsequently measured at amortised cost using the effective-interest-rate method. Accounts payable disclosed as financial liabilities (Note 7) comprise of accounts payable, contract retentions and deposits held on behalf of students.

## 16 Revenue in advance

	CONSOLIDATED		UNIVERSITY	
	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000
Pre-paid tuition fees	40,540	26,723	40,284	25,971
Deferred revenue on research contracts	49,037	55,534	–	–
Other revenue in advance	(2,540)	3,896	(2,540)	3,896
<b>Closing balance</b>	<b>87,037</b>	<b>86,153</b>	<b>37,744</b>	<b>29,867</b>
<b>Total revenue in advance comprises:</b>				
Revenue in advance from exchange transactions	7,156	1,643	6,900	890
Revenue in advance from non-exchange transactions	79,881	84,510	30,844	28,977
<b>Total revenue in advance</b>	<b>87,037</b>	<b>86,153</b>	<b>37,744</b>	<b>29,867</b>

## 17 Employee entitlements

	CONSOLIDATED		UNIVERSITY	
	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000
<b>Current liabilities</b>				
Annual leave	18,005	16,774	17,817	16,525
Retirement leave	1,989	1,892	1,984	1,888
Long-service leave	911	1,036	893	1,023
<b>Closing balance</b>	<b>20,905</b>	<b>19,702</b>	<b>20,694</b>	<b>19,436</b>
<b>Non-current liabilities</b>				
Retirement leave	18,964	17,437	18,915	17,394
Long-service leave	2,452	2,111	2,421	2,079
<b>Closing balance</b>	<b>21,416</b>	<b>19,548</b>	<b>21,336</b>	<b>19,473</b>
<b>Total employee entitlements</b>	<b>42,321</b>	<b>39,250</b>	<b>42,030</b>	<b>38,909</b>

The retirement and long-service leave liabilities were independently assessed as at 31 December 2025 by Darren Fleming, an actuary with Deloitte and a Fellow of the New Zealand Society of Actuaries.

An actuarial valuation involves the projection, on a year-by-year basis, of the long-service leave and retirement leave benefit payment, based on accrued services in respect of current employees. These benefit payments are estimated in respect of their incidence according to assumed rates of death, disablement, resignation, and retirement, allowing for assumed rates of salary progression. Of these assumptions, the discount, salary progression, retirement age, and resignation rates are the most important. The projected cash flow is then discounted back to the valuation date at the valuation discounted rates. The present obligation appears on the statement of financial position and movements in those provisions are reflected in the statement of comprehensive revenue and expense.

The discount rate applied was a single rate of 4.61% (2024: 4.63%). The salary projections assume a 2.70% increase for 2026 onwards. Resignation rates vary with age and the length of service and are reflective of the experience of company superannuation schemes of New Zealand. No explicit allowance has been made for redundancy.

Employee entitlements are recognised when the University has a present obligation (legal or constructive) as a result of a past event and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Liabilities in respect of employee entitlements that are expected to be paid or settled within 12 months of balance date are accrued at nominal amounts calculated on the basis of current salary rates. Liabilities in respect of employee entitlements that are not expected to be paid or settled within that period are accrued at the present value of expected future payments, using discounted rates as advised by the actuary.

Annual leave for all staff is accrued based on employment contract/agreement entitlements using current rates of pay. Annual leave is classified as a current liability. Long service leave has been accrued for qualifying general staff.

## 18 Bank borrowings

The University has the following loan facility agreements.

NAME OF BANK	FACILITY LIMIT	TERM
Bank of New Zealand	\$60.0m	Maturing January 2027 and January 2029
ASB Bank Limited	\$45.0m	Maturing January 2027 and January 2029
Industrial and Commercial Bank of China (New Zealand) Limited	\$45.0m	Maturing January 2027 and January 2029

These facilities were approved by the Secretary for Education for the purposes of funding the University’s long-term capital development programme.

The facilities under the Loan Agreements are unsecured. The lending banks receive the benefit of financial and other covenants under a Negative Pledge Deed including debt/debt equity ratio, interest cover ratio and Guaranteeing Group / Total Group asset ratio.

As at 31 December 2025, \$70m (2024: \$83m) of the above facilities have been drawn down. Interest rates on borrowings are reset for a period not exceeding 180 days, and are based on standard bank indices (BKBM) (2024: (BKBM)) and at balance date range from 3.07% to 3.82% (2024: 4.90% to 5.89%) before hedging.

The consent to borrow issued by the TEC and the Ministry of Education includes a maximum borrowing limit. Both the banks and TEC have various covenants that must be complied with, all covenants were complied with as at 31 December 2025.

Borrowings are initially recognised at the amount borrowed. After initial recognition, all borrowings are measured at amortised cost using the effective-interest-rate method (EIR). Borrowings are classified as current liabilities unless the University has an unconditional right to defer settlement of the liability for at least 12 months after balance date.

Interest rate swaps with a total face value of \$35.0m are in place to hedge the \$70.0m of borrowings drawn at balance date with a fair value of \$18.3k (2024: \$40.0m face value of interest rate swaps to hedge \$83.0m of borrowings with a fair value of \$176k). Future dated interest rate swaps with a total face value of \$25.0m (fair value (\$89.5k)) are effective post balance date (2024: face value of \$20.0m (fair value \$114k)).

## 19 Related parties

### Transactions with key management personnel

Key management personnel represent Council members and Te Hiwa (Senior Leadership Team).

Council remuneration includes meeting fees and honoraria paid to Council members, but excludes salaries paid to Council members who are also staff members of the University (including the Vice-Chancellor and two other staff members on Council). There are 12 members of Council.

	CONSOLIDATED/UNIVERSITY	
	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000
Council members 3 FTE (2024: 3 FTE)*	327	245
Te Hiwa (10 FTE) (2024: 10 FTE)	3,651	3,426
<b>Total remuneration</b>	<b>3,978</b>	<b>3,671</b>

\* Due to the difficulty in determining the full-time equivalent for Council Members, the full-time equivalent figure is taken as the total number of Council Members who received compensation in their capacity as employees of the University.

	CONSOLIDATED/UNIVERSITY	
	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000
<b>Directors' fees</b>		
Victoria Link Limited (trading as Wellington Uni Ventures)	30	37
Wellington Uni-Professional Limited	73	90
<b>Total fees</b>	<b>103</b>	<b>127</b>

### Loans to related parties

The University has loans with certain 100% controlled subsidiaries as well as accounts payable and accounts receivable.

The University has loans to Victoria Link Limited, 31 December 2025 balance \$3.4m (2024: \$1.8m) and the loans to Wellington Uni-Professional Limited have been fully paid in 2025 (31 December 2024 balance: \$0.5m). The University has a loan from the Research Trust of Victoria University of Wellington, 31 December 2025 balance \$75.0m (2024: \$75.0m). The interest charged on the intercompany loans are at market rates and range between 2.5% to 5.9% (2024: 4.9% to 5.9%).

In 2025, the University wrote off loans to Victoria Link Limited amounting to \$2.8m of which \$1.5m has been partially impaired in 2024.

## 20 Contingent liabilities and commitments

### Contingent liabilities

#### Pay Parity

In September 2022, Victoria University of Wellington, jointly with the other seven New Zealand universities (universities) received two pay equity claims (claims) from the New Zealand Tertiary Education Union, New Zealand Public Service Association and Tertiary Institutes Allied Staff Association (unions) covering a wide range of roles across library, and clerical and administration functions. In July 2024, the universities and the unions entered an agreed process to resolve the claims.

In May 2025, the New Zealand Government has passed a series of changes to the Equal Pay Act, a key outcome of which is that all current pay equity claims have been discontinued and review clauses in existing settlements will become unenforceable, while allowing for new claims to be raised under the amended Equal Pay Act. Consequently, this matter is no longer considered a contingent liability as at 31 December 2025.

### Commitments

#### Property, plant, and equipment

Projects for which firm commitments have been made are presented below.

Commitments include planned maintenance costs and capital expenditure projects.

	CONSOLIDATED/UNIVERSITY	
	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000
Buildings	40,689	60,179

#### Non-cancellable leases and other commitments – the Group as lessee

The University has entered into commercial leases on certain land and buildings (remaining terms of between one to 61 years) and equipment (average term of three years) with no renewal option included in the contracts. There are no restrictions placed upon the lessee by entering into these leases. Future minimum rentals payable under non-cancellable operating leases are as follows.

Due not later than 1 year	23,666	18,888
Due between 1–5 years	88,516	74,960
Due later than 5 years	187,023	172,607
<b>Total non-cancellable operating leases – the Group as lessee</b>	<b>299,205</b>	<b>266,455</b>

**Non-cancellable leases and other commitments – the Group as lessor**

Property is leased under operating leases. The majority of these leases have a non-cancellable term of 36 months. The future aggregate minimum lease payments to be collected under non-cancellable operating leases are as follows.

	CONSOLIDATED	
	ACTUAL 2025 \$'000	ACTUAL 2024 \$'000
Due not later than 1 year	2,434	2,367
Due between 1–5 years	9,372	9,052
Due later than 5 years	10,253	7,878
<b>Total non-cancellable operating leases</b>	<b>22,059</b>	<b>19,297</b>

No contingent rents have been recognised during the current year or last year.

**21 Equity and capital management**

Equity is the community's interest in the Group, measured as the difference between total assets and total liabilities. Equity is made up of the following components:

- ▶ accumulated surplus
- ▶ the cash flow hedging reserve, which reflects the revaluation of derivatives designated as cash flow hedges. It consists of the cumulative effective portion of net changes in the fair value of these derivatives
- ▶ the asset revaluation reserve, which reflects the revaluation of those property, plant and equipment items that are measured at fair value after initial recognition
- ▶ the non-controlling interest is the portion of subsidiaries not 100% owned.

The Group's capital is its equity, which is represented by net assets. The Group is subject to the financial management and accountability provisions of the Education and Training Act 2020, which includes restrictions in relation to disposing of assets or interests in assets, ability to mortgage or otherwise charge assets or interests in assets, granting leases of land or buildings or parts of buildings and borrowing. The Group manages its revenues, expenses, assets, liabilities, investments, and general financial dealings prudently, and in a manner that promotes the current and future interests of the community. The objective of managing the Group's equity is to ensure that it effectively and efficiently achieves the goals and objectives for which it has been established, while remaining a going concern.

**22 Events after balance date**

The judgements and estimates made in preparing these financial statements were based on facts and circumstances as at 31 December 2025.

**23 Explanations of major variances against budget**

Explanations for major variations against the 2025 budget are as follows.

**Statement of comprehensive revenue and expense**

- ▶ Government funding was \$2.3m favourable to budget, due to additional funding provided by the Tertiary Education Commission.
- ▶ Full Fee tuition revenue was \$6.2m unfavourable to budget, due to lower full fee EFTS.
- ▶ Research revenue was \$8.2m favourable to budget, due to higher external research activity.
- ▶ Commercial revenue was \$3.4m unfavourable to budget, due to unfavourable market conditions in Victoria Link Limited (trading as Wellington UniVentures).
- ▶ Other revenue was \$13.4m favourable to budget, due to higher revenue from insurance claim proceeds, student accommodation, external interest and investment gains.
- ▶ People costs were \$3.6m unfavourable to budget, mainly due to higher redundancy and termination payments and retirement and long service leave expense, offset by lower salaries and wages.
- ▶ Operating and occupancy costs were \$3.3m unfavourable budget, mainly due to higher research costs relating to the higher external research revenue (as noted above), offset by lower insurance premiums.
- ▶ The Foundation net surplus was \$11.5m favourable to budget, driven by higher investment gains, higher donations revenue and lower funding provided to the University.

**Statement of financial position**

- ▶ Investments and financial assets were \$25.5m higher than budget, due to larger a larger level of equity investment and stronger investment gains.
- ▶ Accounts payable and accruals were \$13.0m higher than budget due to the timing of payments.
- ▶ Revenue in advance was \$6.5m higher than budget, driven by the timing of receipts.
- ▶ Total bank borrowings were \$45.0m lower than budget, due to a lower capital expenditure spend than budget and the timing of payments.
- ▶ Accumulated surplus was \$13.4m higher than budget, mainly driven by the Foundation's 2025 net surplus being \$11.5m favourable to budget.
- ▶ Reserves were \$22.6m higher than budget, due to revaluation gains on property, plant and equipment completed in December 2025.

# Financial responsibility supplemental schedule

For the year ended 31 December 2025

## Financial responsibility supplemental schedule

For the year ended 31 December 2025

	NOTE	CONSOLIDATED 2025 \$'000	UNIVERSITY 2025 \$'000	
<b>Primary reserve ratio</b>				
<b>Primary reserve ratio expendable net assets</b>				
A	Net assets without donor restrictions	SS1	1,073,866	1,025,524
B	Net assets with donor restrictions	SS1	119,347	–
	Secured and Unsecured related party receivables	SS2	–	3,350
C	Unsecured related party receivables	SS2	–	3,350
	Property, plant and equipment, net (includes Construction in progress)	SS3	1,218,871	1,218,386
D	Property, plant and equipment pre-implementation	SS3	1,041,480	1,020,109
	Property, plant and equipment post-implementation with outstanding debt for original purchase		–	–
	Property, plant and equipment post-implementation without outstanding debt for original purchase		130,777	151,807
E	Construction in progress	SS3	46,614	46,470
	Lease right-of-use asset, net		–	–
	Lease right-of-use asset, pre-implementation		–	–
	Lease right-of-use asset, post-implementation		–	–
	Intangible assets	SoFP	13,474	13,436
F	Post-employment and pension liabilities	SS4	20,953	20,899
	Long-term debt—for long term purposes	SoFP	70,000	70,000
G	Long-term debt—for long term purposes pre-implementation		–	–
	Long-term debt—for long term purposes post-implementation		–	–
	Line of Credit for Construction in process		–	–
	Lease right-of-use asset liability		–	–
	Pre-implementation right-of-use asset liability		–	–
	Post-implementation right-of-use asset liability		–	–
	Annuities with donor restrictions		–	–
	Term endowments with donor restrictions		–	–
	Life income funds with donor restrictions		–	–
	Net assets with donor restrictions: restricted in perpetuity		–	–
	<b>Expendable Net Assets (A+B-C-D-E+F+G)</b>		<b>(4,707)</b>	<b>(175,313)</b>
	Total expenses without donor restrictions	SS5	564,682	495,144
	Non-Operating and Net Investment (loss)		–	–
	Net investment losses		–	–
	Pension—related changes other than periodic costs		–	–
	<b>Total expenses and Losses without Donor Restrictions</b>		<b>564,682</b>	<b>495,144</b>

## Financial responsibility supplemental schedule (continued)

	NOTE	CONSOLIDATED 2025 \$'000	UNIVERSITY 2025 \$'000	
<b>Equity ratio</b>				
<b>Modified net assets</b>				
A	Net assets without donor restrictions	SS1	1,073,864	1,025,524
B	Net assets with donor restrictions	SS1	119,347	–
	Intangible assets	SoFP	13,474	13,436
	Secured and Unsecured related party receivables	SS2	–	3,350
C	Unsecured related party receivables	SS2	–	3,350
	<b>Modified Net Assets (A+B-C)</b>		<b>1,193,211</b>	<b>1,022,174</b>
A	Total assets	SoFP	1,459,955	1,310,902
	Lease right-of-use asset pre-implementation		–	–
	Pre-implementation right-of-use asset liability		–	–
	Intangible assets		13,474	13,436
	Secured and Unsecured related party receivables	SS2	–	3,350
B	Unsecured related party receivables	SS2	–	3,350
	<b>Modified Assets (A-B)</b>		<b>1,459,955</b>	<b>1,307,552</b>
<b>Net income ratio</b>				
	Change in Net Assets Without Donor Restrictions		22,960	25,603
	Total Revenues and Gains without Donor Restrictions	SS5	587,642	513,623

## USD Format Summary of Assets and Liabilities

As at 31 December 2025

	NOTE	CONSOLIDATED 2025 \$'000	UNIVERSITY 2025 \$'000
Cash and cash equivalents	SoFP	67,635	25,344
Accounts receivable, net	SS6	17,528	28,186
Prepaid expenses	SS6	19,813	15,216
Related party receivable	SS2	-	3,350
Contributions receivable, net		-	-
Student loans receivable, net		-	-
Investments	SS7	106,702	6,552
Intangible Assets	SoFP	13,474	13,436
Property, plant and equipment, net	SS3	1,218,871	1,218,386
Lease right-of-use asset, net		-	-
Goodwill		-	-
Deposits	9	15,932	432
<b>Total Assets</b>		<b>1,459,955</b>	<b>1,310,902</b>
Line of credit—short term		-	-
Line of credit—short term for CIP		-	-
Accrued expenses/Accounts payable	SS8	97,077	84,168
Deferred revenue	SoFP	87,037	37,744
Post-employment and pension liability	SS4	20,953	20,899
Line of credit—operating		-	-
Other liabilities		-	-
Notes payable		-	-
Lease right-of-use asset liability		-	-
Line of credit for long term purposes	SoFP	70,000	70,000
<b>Total Liabilities</b>		<b>275,067</b>	<b>212,811</b>
<b>Net Assets without Donor Restrictions</b>		<b>1,184,885</b>	<b>1,098,091</b>
<b>Net Assets with Donor Restrictions</b>		-	-
Annuities		-	-
Term endowments Life income funds		-	-
Other restricted by purpose and time	6	119,347	-
Restricted in perpetuity		-	-
<b>Total Net Assets with Donor Restrictions</b>		<b>119,347</b>	-
<b>Total Net Assets</b>		<b>1,304,235</b>	<b>1,098,091</b>
<b>Total Liabilities and Net Assets</b>		<b>1,579,302</b>	<b>1,310,902</b>

## USD Format Statement of Activities

For the year ended 31 December 2025

	NOTE	CONSOLIDATED 2025 \$'000	UNIVERSITY 2025 \$'000
<b>Changes in Net Assets Without Donor Restrictions</b>			
<b>Operating Revenue and Other Additions</b>			
Tuition and fees, net	SS5	244,185	184,301
Contributions	SS5	206,597	206,570
Investment return appropriated for spending Auxiliary enterprises	SS5	108,568	95,278
Net assets released from restriction		-	-
<b>Total Operating Revenue and Other Additions</b>		<b>559,350</b>	<b>486,149</b>
<b>Operating Expenses and Other Deductions:</b>			
Education and research expenses	SS5	397,983	342,517
Depreciation and Amortisation	SS5	58,131	57,349
Interest expense		-	-
Auxiliary enterprises	SS5	108,568	95,278
<b>Total Operating Expenses</b>		<b>564,682</b>	<b>495,144</b>
Change in Net Assets from Operations		(5,332)	(8,995)
<b>Non-Operating Change</b>		-	-
Investments, net of annual spending, gain (loss)		-	-
Other components of net periodic pension costs		-	-
Pension-related changes other than net periodic pension costs		-	-
Change in value of split-interest agreements		-	-
Other gains (losses)	SS5	28,127	27,309
Sale of fixed assets, gains(losses)	SS5	165	165
Amalgamation of subsidiary – transfer of equity		-	7,124
<b>Total Non-Operating Charges</b>		<b>28,292</b>	<b>34,598</b>
<b>Change in Net Assets Without Donor Restrictions</b>		<b>22,960</b>	<b>25,603</b>
<b>Change in Net Assets with Donor Restrictions</b>			
Contributions	6	21,380	-
Net assets released from restriction	6	(7,972)	-
<b>Change in Net Assets With Donor Restrictions</b>		<b>13,408</b>	-
<b>Change in Net Assets</b>		<b>36,368</b>	<b>25,603</b>
<b>Net Assets, Beginning of Year</b>	SoFP	<b>1,156,843</b>	<b>999,921</b>
<b>Net Assets, End of Year</b>	SoFP	<b>1,193,211</b>	<b>1,025,524</b>

## Ngā Kōrero Whakamarama mo nga Tauāki Pūtea

# Notes to supplemental schedule

For the year ended 31 December 2025

These notes to the supplemental schedule have been added to provide a link back to the financial statements.

Note references (FS Ref) are either to a line item with in the Statement of Comprehensive Revenue and Expense (SoCRE), Statement of Financial Position (SoFP), or note to the financial statements.

### SS1 Reconciliation of Net Assets

	NOTE	CONSOLIDATED 2025 \$'000	UNIVERSITY 2025 \$'000
Net Assets	SoFP	1,193,211	1,025,524
Foundation Balance as at 31 December	6	119,347	–
<b>Net Assets without Donor Restrictions</b>		<b>1,073,864</b>	<b>1,025,524</b>

### SS2 Related Party Receivables

	NOTE	CONSOLIDATED 2025 \$'000	UNIVERSITY 2025 \$'000
Related Party Receivables	19	–	3,350
<b>Unsecured related party receivables</b>		<b>–</b>	<b>3,350</b>

### SS3 Property, Plant and Equipment

	NOTE	CONSOLIDATED 2025 \$'000	UNIVERSITY 2025 \$'000
Property, Plant and Equipment (pre-implementation)		1,041,480	1,020,109
Property, Plant and Equipment (post implementation) incl WIP		177,391	198,277
<b>Total Property, Plant and Equipment Net</b>	<b>12</b>	<b>1,218,871</b>	<b>1,218,386</b>
Work in Progress—PP&E	12	46,614	46,470
Property, Plant and Equipment (excl WIP)		1,172,257	1,171,916

### SS4 Post Employment and Pension Liability

	NOTE	CONSOLIDATED 2025 \$'000	UNIVERSITY 2025 \$'000
Retirement leave—current	17	1,989	1,984
Retirement leave—non-current	17	18,964	18,915
<b>Total Post Employment and pension liability</b>		<b>20,953</b>	<b>20,899</b>

## SS5 Revenue and Expenses

	NOTE	CONSOLIDATED 2025 \$'000	UNIVERSITY 2025 \$'000
<b>Operating Revenue And Other Additions</b>			
Domestic tuition	SoCRE	102,345	102,345
Full-fee tuition	SoCRE	49,613	49,613
Research	SoCRE	92,227	32,343
<b>Tuition and fee, net</b>		<b>244,185</b>	<b>184,301</b>
Government funding	SoCRE	170,191	170,164
Performance-Based Research Fund (PBRF) funding	SoCRE	36,406	36,406
<b>Contributions (Government Grants)</b>		<b>206,597</b>	<b>206,570</b>
Fees for accommodation and services provided to students	2	68,496	67,965
Commercial	SoCRE	20,734	13,076
Sundry Revenue	2	13,889	4,809
Payments on insurance proceeds	2	2,002	2,002
Donations received (excluding Foundation)	2, 6	645	5,475
Interest received (excluding Foundation)	2, 6	2,802	1,951
<b>Auxiliary</b>		<b>108,568</b>	<b>95,278</b>
<b>Total Operating Revenue and other additions</b>		<b>559,350</b>	<b>486,149</b>
Fair Value gain on investments (excluding Foundation)	2, 6	1,217	399
FV Gain on hedging activity	SoCRE	(132)	(132)
Gain on Revaluation of PP&E	SoCRE	27,042	27,042
<b>Other Gains/(Losses)</b>		<b>28,127</b>	<b>27,309</b>
Sale of Fixed Assets	2	165	165
<b>Total Non-Operating Charges</b>		<b>28,292</b>	<b>27,474</b>
<b>Total Revenues or Gains without Donor Restrictions</b>		<b>587,642</b>	<b>513,623</b>
Foundation Funds	SoCRE	13,408	–
<b>Operating Expenses and Other Deductions</b>			
People	SoCRE	294,473	273,115
Operating and Occupancy (excluding Foundation)	SoCRE, 6	209,925	159,623
Finance Costs	SoCRE	2,153	5,057
Less Cost of Auxiliary enterprises		108,568	95,278
<b>Education and Research Expenses</b>		<b>397,983</b>	<b>342,517</b>
Depreciation and amortisation	SoCRE	58,131	57,349
Cost of Auxiliary enterprises		108,568	95,278
<b>Total expenses without donor restrictions</b>		<b>564,682</b>	<b>495,144</b>

Research charges have been included within tuition and fees, as it is an integral part of the University's core activities and is not auxiliary in nature. Expenses relates to auxiliary enterprises are not identifiable within the financial statements, but as these services are designed to run on a break even basis, expenses have been set to equal revenue from auxiliary services.

## SS6 Accounts Receivable

	NOTE	CONSOLIDATED 2025 \$'000	UNIVERSITY 2025 \$'000
Receivables and Accruals	10	17,763	28,619
Other	10	234	35
		<b>17,997</b>	<b>28,654</b>
less: provision for doubtful debts	10	(469)	(468)
<b>Accounts receivable, net</b>		<b>17,528</b>	<b>28,186</b>
Prepayments	11	19,813	15,216
<b>Total Prepaid Expenses</b>		<b>19,813</b>	<b>15,216</b>

## SS7 Investments

	NOTE	CONSOLIDATED 2025 \$'000	UNIVERSITY 2025 \$'000
Investments in related parties	9	–	6,552
Investments in joint ventures	9	6,379	–
Investments at fair value through profit and loss	9	100,323	–
<b>Total Investments</b>		<b>106,702</b>	<b>6,552</b>

## SS8 Accrued Expenses/Accounts Payable

	NOTE	CONSOLIDATED 2025 \$'000	UNIVERSITY 2025 \$'000
Accounts Payable	SoFP	75,709	63,037
Employee Entitlements—current	17	20,905	20,694
Employee Entitlements—non-current	17	21,416	21,336
		<b>118,030</b>	<b>105,067</b>
less: Post employment and pension liability	SS4	(20,953)	(20,899)
<b>Total Accrued Expenses/Accounts Payable</b>		<b>97,077</b>	<b>84,168</b>

## SS9 Reconciliation of right-of-use assets and long term debt

	NOTE	CONSOLIDATED 2025 \$'000	UNIVERSITY 2025 \$'000
<b>Lease Right-of-use Assets</b>			
Lease right-of-use assets—pre-implementation		–	–
Lease right-of-use assets—post-implementation		–	–
<b>Total</b>		<b>–</b>	<b>–</b>
<b>Lease Right-of-Use Liabilities</b>			
Lease right-of-use liability—pre-implementation		–	–
Lease right-of-use liability—post-implementation		–	–
<b>Total</b>		<b>–</b>	<b>–</b>
<b>Net Property, Plant and Equipment</b>			
Pre-implementation Property, Plant and Equipment	SS3	1,041,480	1,020,109
Post-implementation Property, Plant and Equipment		130,777	151,809
Vehicles		–	–
Furniture		–	–
Computers		–	–
Construction in Progress	SS3	46,614	46,470
<b>Total</b>		<b>1,218,871</b>	<b>1,218,386</b>
<b>Long-Term Debt for Long-Term Purposes</b>			
A. Pre-implementation Long-term Debt		–	–
B. Allowable Post-implementation Long-term Debt		–	–
– Property		–	–
– Vehicles		–	–
– Furniture		–	–
– Computers		–	–
C. Construction in Progress		–	–
D. Long-term debt not for the purchase of Property, Plant and Equipment or liability greater than asset value		–	–
<b>Total</b>		<b>1,218,871</b>	<b>1,218,386</b>

## SS10 Calculating the composite score

	CONSOLIDATED 2025 \$'000	UNIVERSITY 2025 \$'000
<b>Primary Reserve Ratio</b>		
Expendable Net Assets	(4,707)	(175,313)
Total expenses and losses without Donor Restrictions	564,682	495,144
<b>Ratio</b>	<b>-0.0083</b>	<b>-0.3541</b>
<b>Equity Ratio</b>		
Modified Net Assets	1,193,211	1,022,174
Modified assets	1,459,955	1,307,552
<b>Ratio</b>	<b>0.8173</b>	<b>0.7817</b>
<b>Net Income Ratio</b>		
Change in Net Assets without Donor Restrictions	22,960	25,603
Total Revenue and Gains Without Donor Restrictions	587,642	513,623
<b>Ratio</b>	<b>0.0391</b>	<b>0.0498</b>

	RATIO	STRENGTH FACTOR	WEIGHT	COMPOSITE SCORES (CONSOLIDATED)
<b>Ratio (Consolidated)</b>				
Primary Reserve Ratio	-0.0083	-0.0834	40%	-0.0333
Equity Ratio	0.8173	3.0000	40%	1.2000
Net Income Ratio	0.0391	2.9536	20%	0.5907
				1.7574
<b>TOTAL Composite Score—Rounded</b>				<b>1.7000</b>

	RATIO	STRENGTH FACTOR	WEIGHT	COMPOSITE SCORES (CONSOLIDATED)
<b>Ratio (University)</b>				
Primary Reserve Ratio	-0.3541	-1.0000	40%	-0.4000
Equity Ratio	0.7817	3.0000	40%	1.2000
Net Income Ratio	0.0498	2.2462	20%	0.4492
				1.2492
<b>TOTAL Composite Score—Rounded</b>				<b>1.2000</b>

Te Pūrongo a te Kaiatātari  
Kaute Motuhake

# Independent Auditor's Report

For the year ended 31 December 2025

## To the readers of Te Herenga Waka— Victoria University of Wellington and group's Financial statements and statement of service performance For the year ended 31 December 2025



The Auditor-General is the auditor of the Victoria University of Wellington (the University) and its subsidiaries and controlled entities (the Group). The Auditor-General has appointed me, David Borrie, using the staff and resources of Ernst & Young, to carry out, on his behalf, the audit of:

- ▶ the financial statements of the University and the Group on **pages 35 to 38**, that comprise the statement of financial position as at 31 December 2025, the statement of comprehensive revenue and expense, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information on pages 41 to 65 and
- ▶ the statement of service performance of the Group on **pages 15 to 24**; and
- ▶ the financial responsibility supplemental schedule prepared for the Office of the Inspector General – United States Department of Education, under United States Government Federal Regulations on **pages 66 to 73**.

### Opinion

In our opinion:

- ▶ the financial statements:
  - present fairly, in all material respects:
    - the University's and the Group's financial position as at 31 December 2025; and
    - the financial performance and cash flows for the year then ended; and
  - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards;
- ▶ the statement of service performance for the year ended 31 December 2025:

- provides an appropriate and meaningful basis to enable readers to assess the actual performance of the Group, determined in accordance with generally accepted accounting practice in New Zealand;
- fairly presents, in all material respects, the actual performance of the Group as compared with the forecast outcomes included in the investment plan and Council budget paper dated 20 November 2024 for the year ended 31 December 2025; and
- complies with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards.
- ▶ the financial responsibility supplemental schedule is prepared, in all material respect, in accordance with Section 668.172(a) and Section 2 of Appendix B to Subpart L of Part 668 of Chapter VI of Subtitle B of Title 34 of the Code of Federal Regulations of the United States Government.

Our audit was completed on 23 March 2026. This is the date at which our opinion is expressed.

### Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards, the International Standards on Auditing (New Zealand), and New Zealand Auditing Standard 1 (Revised): *The Audit of Service Performance Information* issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the *Responsibilities of the auditor* section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



## Key audit matters

### Student enrolment, academic results and related Government funding revenue

#### WHY SIGNIFICANT

The core function of the University is to deliver tertiary education to students at a consistently high level of academic quality.

The University recognised \$170.2m of teaching related Government funding revenue, received through the Tertiary Education Commission (TEC), the quantum of which is based on equivalent full-time student enrolments (EFTS) and retention and achievement results.

The University reports its actual achievement against enrolment, retention and achievement targets in the statement of service performance. Due to the significance of student enrolment, retention and academic results in assessing the University's overall performance for the period, we view the University's reporting of EFTS, retention and achievement results and the related Government funding revenue as a key audit matter.

Disclosures related to government grant revenue are included in Note 2 to the financial statements and information regarding EFTS and student retention and achievement is included in the statement of service performance.

#### HOW OUR AUDIT ADDRESSED THE KEY AUDIT MATTER

In obtaining our audit evidence we:

- ▶ understood the University's key processes, systems and controls to record accurate EFTS and student achievement performance information;
- ▶ used our professional judgement to select performance measures relating to student achievement and retention that in our view are significant in terms of assessing the University's performance in the period. Our testing was focused on assessing the accuracy of reported performance against these selected measures;
- ▶ tested, on a sample basis, controls relevant to the Student Management System from which the reported enrolment, retention and achievement data is extracted;
- ▶ tested a sample of student enrolments and withdrawals and their recognition within the Student Management System to assess whether EFTS numbers and student achievement have been accurately reported;
- ▶ tested reported student achievement, on a sample basis, to academic records;
- ▶ compared the University's actual EFTS results against target EFTS in the Investment Plan agreed with TEC and sought to understand significant variances;
- ▶ reviewed correspondence and verified a sample of remittances from TEC to assess the appropriateness of Government funding revenue recorded in the financial statements;
- ▶ compared recorded Government funding revenue with the University's Investment Plan and sought to understand any significant variances; and
- ▶ considered Government funding revenue financial statement disclosures and the presentation of student enrolment, achievement and retention information in the statement of service performance for compliance with PBE IPSAS 23: Revenue from Non-Exchange Transactions and PBE FRS 48: Service Performance Reporting.

We considered the results of the procedures above satisfactory in forming our opinion on the financial statements and statement of service performance as a whole.

### Land and building valuation

#### WHY SIGNIFICANT

The recorded values of land and buildings are \$1,093.6m which represents 74% of the group's total assets.

The judgemental and subjective nature of the valuations coupled with the significance to the financial statements results in land and buildings being an area of audit focus.

Management engaged an independent registered valuer to determine the fair value of these assets. Note 12 describes the methodologies utilised by the valuer in arriving at the estimated fair value. The valuations require the exercise of significant judgement. Key amongst these judgements are:

- ▶ The appropriate valuation methodology to apply based on the valuer's assessment of how specialised the specific assets are;
- ▶ Where replacement cost based valuation methods are applied, what a modern equivalent asset cost would be;
- ▶ Future cost estimates to remediate seismic damage; Assessment of useful lives;
- ▶ Assessment of land comparable sales; and
- ▶ Assessment of what the highest and best use of land is.

#### HOW OUR AUDIT ADDRESSED THE KEY AUDIT MATTER

In obtaining our audit evidence we:

- ▶ utilised our internal valuation specialists to assess the significant assumptions applied by the valuer including the valuation methods applied, replacement cost assumptions, useful lives, comparable land sales and assessment of the highest and best use of land;
- ▶ tested a sample of land blocks to supporting land title documentation;
- ▶ compared the schedule of land and buildings provided to the valuer to the previous valuations and sought to understand any significant variances;
- ▶ compared the floor area of buildings to the previous valuation and sought to understand any significant variances;
- ▶ reviewed management's capital asset management plan to support cost estimates to remediate buildings damaged by seismic events;
- ▶ assessed the competence, qualifications and objectivity of our internal valuation specialists;
- ▶ assessed the competence, qualifications and objectivity of the external valuer;
- ▶ considered the appropriateness of the recording of the valuation in the fixed asset register and its reconciliation to the financial statements; and
- ▶ assessed the adequacy of the related financial statement disclosures.

We considered the results of the procedures above satisfactory in forming our opinion on the financial statements as a whole.



### Responsibilities of the Council for the financial statements and the statement of service performance

The Council is responsible on behalf of the University and the Group for preparing financial statements that are fairly presented and that comply with generally accepted accounting practice in New Zealand.

The Council is also responsible for preparing a statement of service performance for the Group that is fairly presented and that complies with generally accepted accounting practice in New Zealand.

In preparing the statement of service performance the Council is required to report the actual performance of the Group as compared to the proposed outcomes described in its investment plan.

The Council is responsible for such internal control as it determines is necessary to enable it to prepare financial statements and a statement of service performance that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the statement of service performance, the Council is responsible for assessing the University's and the Group's ability to continue as a going concern. The Council is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the Council intends to liquidate the University and the Group or to cease operations, or has no realistic alternative but to do so.

The Council's responsibilities arise from the Education and Training Act 2020 and the Crown Entities Act 2004.

The Council is also responsible on behalf of the University and group for preparing the financial responsibility supplemental schedule in compliance with the requirements of Section 668.172(a) and Section 2 of Appendix B to Subpart L of Part 668 of Chapter VI of Subtitle B of Title 34 of the Code of Federal Regulations of the US Government. These requirements include:

- ▶ Each item in the supplemental schedule must have a reference to the statement of financial position, statement of comprehensive revenue and expense, or notes to the financial statements;
- ▶ The amount entered in the supplemental schedule should tie directly to a line item, be part of a line item (if part of a line item it must also include a note disclosure of the actual amount), or a note to the financial statements; and
- ▶ Calculation of the specified ratios and composite scores.

### Responsibilities of the auditor for the audit of the financial statements and the statement of service performance

Our objectives are to obtain reasonable assurance about whether the financial statements and the statement of service performance, as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Our responsibility is also to audit the financial responsibility supplemental schedule required by Section 668.172(a) and Section 2 of Appendix B to Subpart L of Part 668 of Chapter VI of Subtitle B of Title 34 of the Code of Federal Regulations of the US Government. Our audit included:

- ▶ Agreeing each item in the supplemental schedule to the reference in the audited statement of financial position, statement of comprehensive revenue and expense, or notes to the financial statements;
- ▶ Reconciling the amounts in the supplemental schedule to the notes to the supplemental schedule;
- ▶ Agreeing the amounts in the notes to the supplemental schedule to the applicable line items and/or notes to the audited financial statements;
- ▶ Re-performing the calculations of the ratios specified in the notes to the supplemental schedule; and
- ▶ Re-performing the mathematical accuracy of the composite scores.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers taken on the basis of these financial statements and statement of service performance.

For the budget information reported in the financial statements and the statement of service performance, our procedures were limited to checking that the information agreed to the University and Group's Council approved budget for the financial statements and the Investment Plan for the statement of service performance.

We did not evaluate the security and controls over the electronic publication of the financial statements and the statement of service performance.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- ▶ We identify and assess the risks of material misstatement of the financial statements and the statement of service performance, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ▶ We obtain an understanding of internal control relevant to the audit in order to design audit



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procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's and the Group's internal control.

- ▶ We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council.
- ▶ We evaluate whether the statement of service performance:
  - provides an appropriate and meaningful basis to enable readers to assess the actual performance of the Group, including comparison with the forecast outcomes included in the investment plan. We make our evaluation by reference to generally accepted accounting practice in New Zealand;
  - presents fairly the actual performance of the Group for the financial year; and
  - has been prepared in accordance with generally accepted accounting practice in New Zealand.
- ▶ We conclude on the appropriateness of the use of the going concern basis of accounting by the Council and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University's and the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the University and the Group to cease to continue as a going concern.
- ▶ We evaluate the overall presentation, structure and content of the financial statements and the statement of service performance, including the disclosures, and

whether the financial statements and the statement of service performance represent the underlying transactions and events in a manner that achieves fair presentation.

- ▶ We plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial statements and the statement of service performance of the entities or business activities within the Group as a basis for forming an opinion on the financial statements of the Group and the statement of service performance of the Group. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

### Other information

The Council is responsible for the other information. The other information comprises all of the information included in the annual report, but does not include the financial statements and the statement of service performance, and our auditor's report thereon.

Our opinion on the financial statements and the statement of service performance does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements and the statement of service performance, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the statement of service performance, or our

knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### Independence

We are independent of the University and the Group in accordance with the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1 *International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand)* issued by the New Zealand Auditing and Assurance Standards Board as applicable to audits of financial statements of public interest entities.

We also provided assurance services in relation to the University's Performance-Based Research Fund return on behalf of the Auditor-General and provides sponsorship related to student events. Partners and employees of our firm may deal with the Group on normal terms within the ordinary course of trading activities of the business of the Group. We have no other relationship with, or interest in, the University or any of its subsidiaries.

### David Borrie

Ernst & Young

On behalf of the Auditor-General  
Wellington, New Zealand



# Remuneration of employees

For the year ended 31 December 2025

In accordance with the provisions of the Companies Act 1993, the following table shows the number of employees whose total remuneration exceeded \$100,000 for the year ended 31 December 2025:

REMUNERATION RANGE	2025	2024
\$100,000–\$109,999	221	200
\$110,000–\$119,999	164	168
\$120,000–\$129,999	162	150
\$130,000–\$139,999	114	113
\$140,000–\$149,999	142	131
\$150,000–\$159,999	92	94
\$160,000–\$169,999	76	55
\$170,000–\$179,999	48	46
\$180,000–\$189,999	42	45
\$190,000–\$199,999	34	31
\$200,000–\$209,999	23	19
\$210,000–\$219,999	7	13
\$220,000–\$229,999	15	7
\$230,000–\$239,999	10	19
\$240,000–\$249,999	6	11
\$250,000–\$259,999	7	7
\$260,000–\$269,999	4	6
\$270,000–\$279,999	2	1
\$280,000–\$289,999	0	0
\$290,000–\$299,999	2	4
\$300,000–\$309,999	6	6
\$310,000–\$319,999	0	0
\$320,000–\$329,999	2	1
\$330,000–\$339,999	2	3
\$340,000–\$349,999	2	1
\$350,000–\$359,999	1	0
\$360,000–\$369,999	0	0
\$370,000–\$379,999	2	0
\$380,000–\$389,999	0	1
\$390,000–\$399,999	0	1
\$400,000–\$409,999	1	1
\$410,000–\$419,999	1	0
\$420,000–\$429,999	0	2
\$430,000–\$439,999	1	0
\$460,000–\$469,999	0	1
\$600,000 plus	1	1

## Te Rūnanga

# Council 2025



**Back row from left:** William Bell-Purchas, Professor Richard Arnold, Secretary to Council Caroline Ward, James Te Puni, Asifa Hanif, David Smol.  
**Front row from left:** David McLean, Pania Gray, Chancellor Alan Judge, Pro-Chancellor Hon. Maryan Street, Vice-Chancellor Professor Nic Smith, Professor Brigitte Bönisch-Brednich.

## Meetings and payments

The payments to Council members listed below include attendance at Council and committee meetings during 2025. The Vice-Chancellor, Professor Nic Smith, is not eligible to receive fee payments.

NAME	COUNCIL MEETINGS		COMMITTEE MEETINGS		PAYMENT (\$)
	ELIGIBLE TO ATTEND	ATTENDED	ELIGIBLE TO ATTEND	ATTENDED	
Alan Judge	9	9	18	17	51,814
John Allen (to March 2025)	3	3	2	2	9,151
Richard Arnold	9	9	8	8	27,145
Brigitte Bönisch-Brednich	9	8	4	3	27,145
Megan Evans (from November 2025)	1	1	1	1	5,000
Asifa Hanif	9	9	8	6	27,145
Mei Fern Johnson (from November 2025)	1	1	1	1	5,000
David McLean	9	9	8	8	29,252
David Smol	9	8	6	6	27,645
James Te Puni	9	8	10	9	27,145
Maryan Street (to October 2025)	7	6	13	13	30,993
Pania Gray	9	9	5	5	30,443
Nic Smith	9	9	15	15	N/A
William Bell-Purchas	9	8	5	4	27,145

## Disclosures—Council 2025

### Alan Judge

- ▶ Shareholder, Biotelliga Holdings Ltd
- ▶ Chair, Pacific Health Group
- ▶ Trustee, The Dame Malvina Major Foundation (to December 2025)
- ▶ Trustee, Victoria University of Wellington Foundation
- ▶ Trustee, Maxwell Fernie Trust

### John Allen (until March 2025)

- ▶ Chief Executive, WellingtonNZ
- ▶ Board Member, Koi Tu, Centre for Informed Futures at Auckland University
- ▶ Director, Wellington Uni-Professional
- ▶ Trustee, Victoria University of Wellington Foundation
- ▶ Chair, Barnardos New Zealand

### Professor Richard Arnold

- ▶ Member, Tertiary Education Union

### William Bell-Purchas

- ▶ Employee, Parliamentary Services

### Megan Evans (from November 2025)

- ▶ Partner, MinterEllisonRuddWatts

### Pania Gray (Ngāpuhi)

- ▶ Managing Director, Korora Consulting
- ▶ Independent Chair, Education Services Ltd
- ▶ Trustee, Victoria University of Wellington Foundation

### Mei Fern Johnson (from November 2025)

- ▶ Partner, Russell McVeagh
- ▶ Director, SEADRIF Insurance Company (from December 2025)

### David McLean

- ▶ Trustee, Bibi McLean Trustee Ltd
- ▶ Member, National Advisory Council on the Employment of Women
- ▶ Chair, Kiwi Group Capital Ltd
- ▶ Chair, NZ War Memorial Trust
- ▶ Director, Wheel Holdings Pty Ltd

### Professor Nic Smith

- ▶ Adjunct Professor, Queensland University of Technology
- ▶ Visiting Professor, University of Auckland
- ▶ Trustee, Victoria University of Wellington Foundation
- ▶ Director, New Zealand School of Music Limited
- ▶ Board Member, Business Central

### David Smol

- ▶ Director, Contact Energy
- ▶ Director, Cooperative Bank
- ▶ Chair, Earth Sciences New Zealand
- ▶ Board Member, New Zealand Transport Authority
- ▶ Chair, Ministry of Social Development Audit & Risk Committee
- ▶ Chair, Department of Internal Affairs External Advisory Committee
- ▶ Member, Ministry of Housing and Urban Development Strategic Advisory Committee
- ▶ Director, Rimu Road Consulting Ltd
- ▶ Director, Tait Communications

### James Te Puni (Ngāti Porou)

- ▶ Chair, Barnardos New Zealand (from March 2025)
- ▶ Kaiwhakahaere Matua/CEO, Te Ahuru Mowai
- ▶ Trustee, Waikanae Christian Holiday Park
- ▶ Council Member, Community Housing Aotearoa (CHA)

### Nothing to disclose

### Professor Brigitte Bönisch-Brednich

### Asifa Hanif

### Hon. Maryan Street

# Te Hiwa 2025



**Back row from left:** Deputy Vice-Chancellor (Research) Professor Margaret Hyland, Deputy Vice-Chancellor (Academic) Professor Robyn Longhurst, Chief Operating Officer Tina Wakefield, Executive Assistant and VC Office Manager Vicki Faint. **Front row from left:** Chief People Officer Kate Tibbitts, Deputy Vice-Chancellor (Students) Dr Logan Bannister, Deputy Vice-Chancellor Māori and Kaitiakitanga, Professor Rawinia Higgins, Provost Professor Bryony James, Vice-Chancellor Professor Nic Smith, Director of the Office of the Vice-Chancellor Reece Moors, Chief Financial Officer Rachel Bruce.

## Disclosures—Te Hiwa 2025

### Rachel Bruce

- ▶ Trustee, The Research Trust of Victoria University of Wellington

### Professor Rawinia Higgins (Tūhoe)

- ▶ Board member, Ngā Pae o te Māramatanga, Centre of Research Excellence
- ▶ Chair, Te Taura Whiri I te Reo (Māori Language Commission)
- ▶ Member, UN Global Taskforce
- ▶ Member, Te Hāpai Ō-Māori Advisory Board for Te Kawa Mataaho—State Services Commission
- ▶ Board Member, Reserve Bank of New Zealand (to June 2025)
- ▶ Director, Wellington Uni-Professional Ltd

### Professor Margaret Hyland (to December 2025)

- ▶ Director, Victoria Link Ltd
- ▶ Director, Cirrus Materials Science Limited
- ▶ Director, NIWA (to June 2025)
- ▶ Trustee, Karori Sanctuary Trust trading as Zealandia Te Māra a Tāne
- ▶ Advisory Member, Scion Crown Research Institute
- ▶ Chair, The Research Trust of Victoria University of Wellington
- ▶ Board Member, MBIE Science, Innovation and Technology Reform Programme Governance Board

### Professor Bryony James

- ▶ Trustee, The Research Trust of Victoria University of Wellington
- ▶ Director, Victoria Link Ltd
- ▶ Director, Wellington Uni-Professional Ltd
- ▶ Council Member, National University of Samoa

### Reece Moors (Ngāti Mahuta, Tainui – Ngāti Whakaue, Ngāti Pikiao – Te Arawa – Irish and Welsh)

- ▶ Director, Top 500 Club International Ltd (not active)
- ▶ Director/Shareholder, R M Consulting Ltd

### Professor Nic Smith

- ▶ Director, New Zealand School of Music Limited
- ▶ Trustee, Victoria University of Wellington Foundation
- ▶ Council Member, Victoria University of Wellington
- ▶ Board Member, Business Central
- ▶ Chair, UNZ Communications Group

### Tina Wakefield

- ▶ Reviewer, Gateway Reviewer for Treasury for NZ Government Projects
- ▶ Trustee, Victoria University School of Government
- ▶ Trustee, Fale Malae Trust

### Nothing to disclose

### Dr Logan Bannister

### Professor Robyn Longhurst

### Vicki Faint

### Kate Tibbits



## Agenda Item 9

### Council process – Modernising Meeting procedure

**To receive:** a Council paper dated 4 March 2026 from Council member, Mr David McLean, regarding modernising Council meeting procedure (document VUWC 26/20).

**To resolve:** that Council:

- 1 note that this proposal aligns with international governance best practice and has the endorsement of several Director institutes (AICD, UK IoD, NZ IoD);
- 2 approve the retirement of the practice for resolutions to be formally moved and seconded in Council and Council Committee meetings;
- 3 approve the revised procedural approach, to take effect from 24 March 2026, whereby the Chair may state a matter for decision and declare the outcome without requiring a mover or seconder;
- 4 note that the Secretary to Council will take the necessary steps including updating the minute-taking templates to implement this decision.



## COUNCIL PAPER

TO	Members of Council
FROM	David McLean, Council Member, Chair of Finance Committee
AUTHOR	David McLean
DATE	4 March 2026
SUBJECT	<b>Council process - Modernising meeting procedure</b>
DOCUMENT #	VUWC 26/20

### Proposal

to amend Council and Committee meeting procedures by removing the formal requirement for a 'mover' and 'seconder' when adopting resolutions.

### Executive Summary

This paper recommends that VUW-THW Council and Committees of Council modernise their meeting procedures by retiring the existing practice of requiring resolutions to be formally moved and seconded.

The mover/seconder practice is a legacy of 19<sup>th</sup> century parliamentary procedure that is not required in modern corporate, statutory, or university governance frameworks. Its removal would align Victoria University of Wellington – Te Herenga Waka with international best practice in governance efficiency and deliberation, as endorsed by the Australian Institute of Company Directors (AICD), the Institute of Directors (UK), and the Institute of Directors (New Zealand).

The proposed reform recognises that Council meetings are strategic, deliberative, and collegiate in nature. Formal motions are rarely contested, and the Chair's role in framing and confirming decisions already ensures procedural clarity. Dispensing with formal movers and seconders will simplify meetings, improve flow of discussion, and reinforce collective decision-making and accountability.

It would symbolize the desire of the university to be a modern, efficient organisation with a focus on substance and outcomes over formality.

## Context

The Council and its committees currently follow parliamentary-style procedures requiring that resolutions be formally moved and seconded before debate or decision. This seems to be a tradition or convention within the Council but has no tangible basis in the Education and Training Act 2020, the University's Council governing documents, or in common corporate governance practice. The purpose of this paper is to recommend the Council adopt a more modern and flexible decision-making process consistent with leading governance standards.

## History

The mover/seconded requirement appears to have originated in 19th-century parliamentary assemblies to control debate in large, adversarial bodies, and it subsequently expanded to formal public assemblies and other similar meetings.

U.S. Army Brigadier General **Henry Martyn Robert** wrote a "*Pocket Manual of Rules of Order for Deliberative Assemblies*" in 1876 after chairing a chaotic public meeting in 1863 and realising that there was no uniform manual widely used in the U.S.A. It systemised motions, debate order, chair's powers, quorum, amendments, votes, committees, and minutes and became the **definitive guide** for boards, associations, civic groups, churches, and voluntary organisations throughout the late 19th and early 20th centuries. It has become the dominant rulebook for these bodies, and Roberts Rules of Order, now in its 12<sup>th</sup> edition, is still the most widely used parliamentary procedure book in the world.

Robert made "*a motion requires a second*" a core rule of deliberative assemblies. Robert based his rules heavily on early American parliamentary manuals, and the "seconding" requirement was intended to prevent frivolous motions in large public meetings (town halls, church assemblies, civic associations), but it was never designed for small boards or executive bodies.

So the custom of "moving and seconding" in boards and committees today is almost entirely an inheritance from *Robert's Rules* — *not* from law or regulation of meetings or corporates.

Modern corporate boards, and university councils, generally operate collegially, with smaller membership and usually consensus-based decision-making. The continued use of movers and seconders can create unnecessary formality, slow procedural flow, and distract from substantive discussion.

Across major jurisdictions, statutory frameworks governing boards and councils require only that decisions be made by majority vote or unanimous consent — not that resolutions be proposed and seconded. This applies to the Companies Act 1993 (NZ), the Companies Act 2006 (UK), the Corporations Act 2001 (Australia), and equivalent North American provisions. In each, the Chair's declaration of a carried resolution constitutes a valid decision.

## Evidence from Governance Authorities

The Australian Institute of Company Directors (AICD) and the Governance Institute of Australia jointly state that there is "*no necessity to record the name of the mover or seconder or the voting*" in board minutes, noting that governance quality is reflected in

the clarity of decisions, reasoning, and dissent, not ritual procedure. The Institute of Directors (UK) likewise focuses on concise minutes that record outcomes, actions, and responsibilities — omitting any reference to movers or seconders.

The Institute of Directors (New Zealand) explicitly advises that a Chair may put a motion without a mover or seconder when discussion is sufficient and a decision is imminent.

Collectively, these bodies support the principle that good governance depends on the quality of deliberation and record, not adherence to parliamentary forms. Although VUW-THW is not a company, the guidance of those bodies provides an authoritative precedent for practice at VUW-THW.

## Legal and Policy Framework

### 5.1 The governing instruments do not contain any such requirement

An examination of the Victoria University of Wellington Act, the Council Statute, the Council Manual, and the Standing Orders of Council shows that none of these documents expressly require any motion to be formally moved or seconded. Instead, they set out meeting procedure: quorum, notice, voting, minute-keeping, rights of presiding officer, conflicts of interest, determination by majority vote or by presiding officer's casting vote when needed.

Under "Voting" the Standing Orders provide that *"Every question before Council at a meeting will be decided by a majority of the votes cast on it by the members present."*

Minutes must be kept of proceedings and distributed promptly, and then formally approved. No clause in the current Statute or Standing Orders mandates that motions or resolutions must be "moved and seconded" before debate or vote.

### 5.2 Council procedures rely on collective deliberation and voting — not individual sponsorship of motions

The Council's decision-making framework is based on collective governance, properly-notified agenda items, discussion facilitated by the Chair, and determination by consensus or majority vote. Each agenda item is introduced by the Chair or relevant executive member. The act of placing an item on the agenda is itself the initiation of business. There is no procedural need for a council member to "sponsor" the business by moving it.

### 5.3 Agenda-based governance replaces the parliamentary motion-and-seconder model

Council business is set out in the published agenda, prepared under delegated authority from the Chair. Agenda-based decision-making replaces the older parliamentary practice of moved/seconded motions unless explicitly required.

### 5.4 The Chair's procedural discretion confirms the absence of any mandatory form

The Standing Orders give the Chair control over meeting procedure, subject to statute and explicit rules. Where a governing document is silent, the Chair may direct the procedure, and Council may adopt decisions by consensus or by vote.

## 5.5 New Zealand governance practice does not imply formal motion-moving unless the governing instrument requires it

University councils have autonomy to regulate their own procedures. The Education and Training Act 2020 contains no default requirement for movers and seconders.

### Benefits of the Proposed Change

I submit that such a change would have the following benefits:

- Simplify and streamline Council deliberations.
- Reduce time spent on formalities, allowing greater focus on substantive matters.
- Emphasise collective responsibility and consensus rather than procedural form.
- Align University governance practice with international standards and IoD/AICD guidance.
- Improve clarity of minutes by focusing on decisions, reasons, and actions, not ritual mechanics.

### Exceptions

There may be exceptions to this rule, where the moving and seconding of, and/or formal voting on, a motion might be desirable. Some such examples may be:

- (A) Where the appearance of copious formality is desirable for presentational reasons – e.g. a motion to award qualifications, or to elect officers;
- (B) Where it is felt necessary to make it clear that a particular person is sponsoring an initiative – e.g. a motion to elect a Chancellor, or to congratulate someone. I can't think of any other examples of this.
- (C) Where a vote is likely to be particularly contentious, although this is likely to be satisfied by a formal vote, with recording of votes in favour or against. Adding a mover/seconders does not add anything to that.

It is suggested that in any particular case, the calling for a mover and seconder, and the holding of a formal vote, should be at the Chair's discretion, or otherwise for the Council to determine.

### Implementation

If approved, this reform can take immediate effect for Council and all Council Committees.

Removing mover/seconders could, if desired, be achieved by a formal amendment to the Standing Orders, but this is not necessary as the Standing Orders don't require moving and seconding anyway.

The Council Secretary could update the minute-taking guidelines accordingly. Any training materials or meeting/minute templates can be amended to reflect the change.

## Risks and Mitigation

There are minimal governance or legal risks in adopting this change.

The key consideration is ensuring that all decisions are clearly articulated and recorded in the minutes. This is already standard practice under existing Council procedures.

The Council Secretary can ensure that the revised minute templates preserve clear accountability and traceability of decisions.

## Recommendations

That the Council:

- 1. NOTE that this proposal aligns with international governance best practice and has the endorsement of several director institutes (AICD, UK IoD, NZ IoD).**
- 2. APPROVE the retirement of the practice for resolutions to be formally moved and seconded in Council and Council Committee meetings.**
- 3. APPROVE the revised procedural approach, to take effect from 24 March 2026, whereby the Chair may state a matter for decision and declare the outcome without requiring a mover or seconder.**
- 4. NOTE that the Secretary to Council will take the necessary steps including updating the minute-taking templates to implement this decision.**

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## References

- AICD & Governance Institute of Australia, Joint Statement on Board Minutes (2019); AICD, Director Tool – Board Minutes (2019); AICD, Board Minutes Hub (2025).
- Institute of Directors (UK), Effective Board Meetings Factsheet (2020).
- Institute of Directors (New Zealand), “Moving, Seconding – but Why?” (2024).
- Companies Act 1996 (NZ); Companies Act 2006 (UK); Corporations Act 2001 (Cth); Delaware General Corporation Law §141(b).
- Robert, H. M., et al. (2020). *Robert’s Rules of Order Newly Revised* (12th ed.) PublicAffairs.
- Victoria University of Wellington Te Herenga Waka, Council Manual and Council Standing Orders

## Agenda Item 10

### Changes to Audit & Risk Committee

**To receive:** a Council paper from the Chancellor, Mr Alan Judge, regarding changes to the Audit & Risk Committee (document VUWC 26/21).

**To note:** that the Audit & Risk Committee considered this item in detail at its meeting held on 9 March 2026.

**To resolve:** that on the recommendation of the Audit & Risk Committee, Council:

- 1 approve the inclusion of the Finance Committee remit into the Audit & Risk Committee Terms of Reference;
- 2 approve the revised Terms of the Reference for the Audit & Risk Committee (attached as Appendix 2 to this paper);
- 3 approve the disestablishment of the Finance Committee effective 24 March 2026;
- 4 review the Audit & Risk Committee Terms of Reference one year after they come into effect.

- 5 that on the recommendation of the Chancellor, Council approve the appointment of the following members to the Audit & Risk Committee under clauses 3.1(a) and 3.1(b) of the revised Terms of Reference:

*Clause 3.1(a) The Chancellor and Pro-Chancellor:*

Chancellor, Alan Judge

Pro-Chancellor, Pania Gray

*Clause 3.1(b) Up to five other members of Council (one of whom must be an elected staff representative):*

Council Member, Professor Brigitte Bönisch-Brednich

Council Member, Mei Fern Johnson

Council Member, David McLean

Council Member and Chair, David Smol



## COUNCIL PAPER

TO	Members of Council
FROM	Alan Judge, Chancellor
AUTHOR	Caroline Ward, Secretary to Council
DATE	10 March 2026
SUBJECT	<b>Changes to Audit &amp; Risk Committee</b>
DOCUMENT #	VUWC 26/21

### Executive summary

Over the past three months Council has investigated the potential merger of Finance Committee and Audit & Risk Committee. As part of this process, analysis of the actual items considered at Finance Committee during 2025, clarified that the Audit & Risk Committee could absorb the remit of the Finance Committee by having a comprehensive CFO report to each Council meeting in addition to the financial reports currently received, and use Workshops where due diligence is required on major financial decisions. This will ensure that thorough financial stewardship continues with more regular reports to the 8 Council meetings a year (rather than just four Audit & Risk Committee meetings).

### Further information

Incorporating input from the Council Workshop on 27 January, and the 9 February 2026 Council meeting, the Chair of the Audit & Risk Committee presented a paper to the A&R meeting held on 9 March. Rather than merge the Committees, it was recommended that the Finance Committee remit be included in the Audit & Risk Committee Terms of Reference, necessitating no change to the name.

Further, the first draft Terms of Reference was discussed in detail. It was agreed that Health & Safety reporting shift to each Council meeting, rather than wait for the quarterly Audit & Risk Committee meetings, due to the legislative responsibilities Council members have. It was also agreed to specify that one member of the Audit & Risk Committee must be an elected staff representative.

Council members are reminded that although they may not be appointed to the Audit & Risk Committee, they will receive the documentation and can attend the meeting.

The relevant part of the Council's standing orders regarding the establishment of Committees and delegation of powers; as well as Powers of Councils regarding appointing Committees (Education and Training Act 2020, Section 283(4)) are attached at Appendix 1.

**Recommendations:**

**that on the recommendation of the Audit & Risk Committee, Council:**

- 1. approve the inclusion of the Finance Committee remit into the Audit & Risk Committee Terms of Reference;**
- 2. approve the revised Terms of the Reference for the Audit & Risk Committee (attached as Appendix 2 to this paper);**
- 3. approve the disestablishment of the Finance Committee effective 24 March 2026;**
- 4. review the Audit & Risk Committee Terms of Reference one year after they come into effect.**

**that on the recommendation of the Chancellor, Council approve**

- 5. the appointment of the following members to the Audit & Risk Committee under clauses 3.1(a) and 3.1(b) of the revised Terms of Reference:**

*Clause 3.1(a) The Chancellor and Pro-Chancellor:*

**Alan Judge, Chancellor**  
**Pania Gray, Pro-Chancellor**

*Clause 3.1(b) Up to five other members of Council (one of whom must be an elected staff representative):*

**Professor Brigitte Bönisch-Brednich, Council Member**  
**Mei Fern Johnson, Council Member**  
**David McLean, Council Member**  
**David Smol, Council Member and Chair**

Attached:

**Appendix 1**

Council standing orders (38-42) regarding establishment of Committees  
Powers of Councils regarding appointing Committees (Education and Training Act 2020, Section 283(4))

**Appendix 2**

Revised Terms of Reference for Audit & Risk Committee

## Appendix 1

### Committees and delegation of powers

38. The Council may establish boards or other bodies within the University to give advice to Council (EA section 193(2)(i)).
39. The Council may appoint committees consisting of such persons, whether or not members of Council, as Council determines to exercise delegated powers under EA section 222 and such powers as are conferred on them by statutes made by Council. The Council may alter, discharge and reconstitute committees so appointed (EA section 193(3)).
40. The quorum of a board, advisory body or committee to which Council has delegated power will be a majority of the members unless the Terms of Reference for that board, advisory body or committee state otherwise.
41. The chairs of Council committees will be appointed annually by Council, on the recommendation of the Chancellor. This does not apply to the Academic Board or where otherwise provided in University statutes or law.
42. Boards, advisory bodies and committees of Council must operate under terms of reference approved by Council and in accordance with these Standing Orders, which will apply to them with all necessary changes. In the event of conflict between any terms of reference and these Standing Orders, the terms of reference will prevail, unless the Standing Orders reflect legal requirements.

### Education Act and Training Act 2020:

#### 283 Powers of councils

- (1) An institution's council has all powers reasonably necessary to enable it to perform its functions efficiently and effectively.
- (2) Except where they are exercised by delegation under this Act, the following powers of an institution may be exercised only by its council:
  - (a) to provide courses of study or training, admit students (including by discretion and *ad eundem statum*) and grant awards:
  - (b) to grant fellowships, scholarships, bursaries, or prizes:
  - (c) to authorise the making of grants or loans out of the money of the institution to the chief executive, to members of the staff or students of the institution, or to any association of staff or students, on the terms and conditions that the council thinks fit and guarantee loans made by other persons to the chief executive or members of the staff of the institution for housing purposes:
  - (d) to accept gifts, devises, and bequests made to the institution, whether on trust or otherwise:
  - (e) to agree to the disestablishment of the institution and its incorporation in another institution of the same class or a different class:
  - (f) to agree to the incorporation in the institution of another institution or other institutions, whether of the same class as itself or a different class from itself:
  - (g) to arrange for the manufacture of, and distribution of (whether by way of sale or otherwise), any article or thing bearing a mark, symbol, or writing that is associated with the institution:
  - (h) to arrange for the provision of (whether by sale or otherwise) goods and services to staff or students of the institution or other persons using, or otherwise attending at, facilities of the institution:
  - (i) to prescribe fees payable by students of the institution or any of them:
  - (j) to establish bodies within the institution to give advice to the council:
  - (k) to do anything incidental to the exercise of any of the preceding powers.

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## Audit and Risk Committee

### Terms of Reference

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#### **1 Introduction**

The Audit and Risk Committee is a committee of Council. It operates within the relevant provisions of the Education and Training Act 2020, the Local Government Official Information and Meetings Act 1987, and Standing Orders of Council. The Committee's scope encompasses the University and its subsidiaries and controlled entities.

#### **2 Purpose**

The purpose of the Committee is to assist Council to discharge its governance responsibilities in relation to [financial planning](#), [capital management](#) and [financial performance](#), and oversight of strategic and operational risk management, internal and external audit, statutory financial reporting, and legislative compliance.

#### **3 Membership**

3.1 Unless Council decides otherwise the membership of the Committee will be as follows:

- (a) The Chancellor and the Pro-Chancellor;
- (b) Up to five other members of Council ([one of whom must be an elected staff representative](#)) on the recommendation of the Chancellor;
- (c) All Council members can attend Committee meetings.

3.2 Council will, each year on the recommendation of the Chancellor, appoint a Committee Chair from among the members of the Committee. The Chancellor, Vice-Chancellor and any staff or student members of the Committee will not be eligible for appointment as Committee Chair.

#### **4 Meetings**

4.1 The Committee will meet at least four times a year as determined by the Chair or as otherwise requested by Council.

4.2 A quorum at meetings of the Committee will be three Members, one of whom must be the Chancellor, Pro Chancellor or Committee Chair.

4.3 Meetings will be chaired by the Chair, or in their absence by another member of the Committee as decided by the members of the Committee present at the meeting.

4.4 The Committee may have in attendance any other people it considers necessary to provide appropriate information and explanations.

4.5 The Committee Chair will appoint a Secretary to the Committee in conjunction with the Secretary to Council to ensure minutes of all meetings are kept.

4.6 The Standing Orders of Council will apply to any meetings of the Committee except to the extent inconsistent with these Terms of Reference.

## **Audit, and Risk Committee – Terms of Reference**

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### **5 Information and reporting**

- 5.1 The Committee will maintain direct lines of communication with the Vice-Chancellor, the Director, Governance, Risk & Assurance (who oversees the work of the internal auditors), the General Counsel and the external auditors.
- 5.2 The Director, Governance, Risk & Assurance, the internal and external auditors are encouraged to meet with the Chair of the Committee independent of university management.
- 5.3 Auditors' only time is reserved at the end of each meeting of the Audit and Risk Committee to provide the opportunity for the Auditors to share any pertinent information as required and for the Audit and Risk Committee to ask any relevant questions of the Auditors in this private session. Auditors in attendance will be the External Audit Partner, the Director, Governance, Risk and Assurance as the functional leader of the internal audit service provider and the internal audit service provider, as required.
- 5.4 The Committee may receive advice from external parties who have relevant expertise and experience.
- 5.5 In addition to provision of scheduled information and reports, the Vice-Chancellor, COO, and CFO are responsible for drawing to the Committee's attention any material matter that appears likely to create a significant risk for the University in relation to finance, audit and risk matters.
- 5.6 After each meeting of the Committee the Chair will report the Committee's findings, conclusions and recommendations to Council.
- 5.7 The confirmed minutes of all Committee meetings will be circulated to members of Council, the Vice-Chancellor, CFO, COO, General Counsel, the Director, Governance, Risk & Assurance, the external auditors and to any other people as Council and the Vice-Chancellor direct after notifying the Committee Chair.

### **6 Responsibilities**

The responsibilities of the Committee are as follows:

#### **Audit, Risk, and Assurance**

- (a) liaise with the internal and external auditors and act as an independent reporting channel for any matters of concern
- (b) review the annual external audit plan with the external auditors
- (c) review the annual report, including financial statements, and related audit findings
- (d) clear the public release of the Annual Report
- (e) review accounting policies as necessary
- (f) oversee compliance of statutory responsibilities relating to financial and other requirements
- (g) review the appointment of external auditors and their fees, including any non-audit services and fees, and make appropriate recommendation to Council recognising the OAG determines the auditor and influences the level of fees
- (h) review frequency and significance of transactions between the University and related parties
- (i) review the internal auditors and their activities
- (j) approve the annual internal audit plan

## **Audit, and Risk Committee – Terms of Reference**

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- (k) ensure recommendations highlighted in internal audit reports are actioned by management or otherwise justified and explained where there is a conscious management decision not to implement a recommendation.
- (l) monitor strategic risk assessments and ensure a process exists for management overseeing operational risks and related internal controls
- (m) recommend the Council approve the risk appetite statement agreed between the Committee and management
- (n) monitoring the adequacy of the University's insurance programme and making appropriate recommendations to Council
- (o) oversee the annual legislative compliance programme and recommend as appropriate to Council
- (p) supervise special investigations as requested by the Council
- (q) any other duties and responsibilities which have been assigned to the committee from time to time by the Council

### **Financial planning**

- (r) Long term financial and capital plans to support the Strategic Plan.
- (s) The business plan, budget and statutory Investment Plan.
- (t) Business cases for major investments.

### **Capital management**

- (u) Treasury policy
- (v) Funding strategy
- (w) New funding facilities and/or transactions outside the Vice-Chancellor's delegated authority

### **Financial performance**

- (x) Periodic review of business performance<sup>1</sup> versus approved business plan
- (y) Review of quarterly Treasury report

## **7 Authority**

- 7.1 The Committee has no authority independent of the functions delegated to it by Council in these terms of reference. The Committee will make recommendations to the Council on all matters requiring a decision. The Committee does not have the authority or power to make a decision in the Council's name or on its behalf.
- 7.2 The Committee, through the Chair, is authorised by Council to investigate any activity within its terms of reference. All staff members will be directed to cooperate with any reasonable request.
- 7.3 The Committee, through the Chair, is authorised by Council to obtain outside legal or other independent professional advice and to arrange for the attendance of outside parties with relevant experience and expertise at meetings. The Director, Governance, Risk and Assurance and General Counsel will be consulted before obtaining outside professional and legal advice. These services will be funded from the Council cost centre. If the resulting expenditure will exceed

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<sup>1</sup> Includes performance versus budget

## **Audit, and Risk Committee – Terms of Reference**

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the approved budget, then the Committee will need to consult with Council and obtain its approval, generally at the next Council meeting.

- 7.4 Nothing in these terms of reference limits the responsibility and authority of the Vice-Chancellor to commission internal audits and reviews to be undertaken at any time. The Committee will be consulted or informed of any such audits as appropriate.

### **8 Review**

The Committee will undertake a periodic self-review of its responsibilities and objectives, and of its charter and report to Council on that review.

### **9 Delegation by Council**

In accordance with sections 285(1) and 286(1) of the Education and Training Act 2020, Council delegates to the Audit and Risk Committee all functions and powers necessary to discharge its responsibilities in accordance with these terms of reference.

Signed:

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Professor Nic Smith, Vice Chancellor

Date:

Signed:

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Alan Judge, Chancellor

Date:

ToR review

23 March 2027 by Council

## **Agenda Item 11**

### **DVC Māori and Kaitiakitanga update**

**To receive:** a presentation dated 11 March 2026 from Professor Rawinia Higgins, DVC Māori and Kaitiakitanga, providing the DVC Māori and Kaitiakitanga update (document VUWC 26/22).

**To resolve:** **that the presentation and update from the DVC Māori and Kaitiakitanga be noted.**



# DVC Māori and Kaitiakitanga

Presentation to Council

March 2026

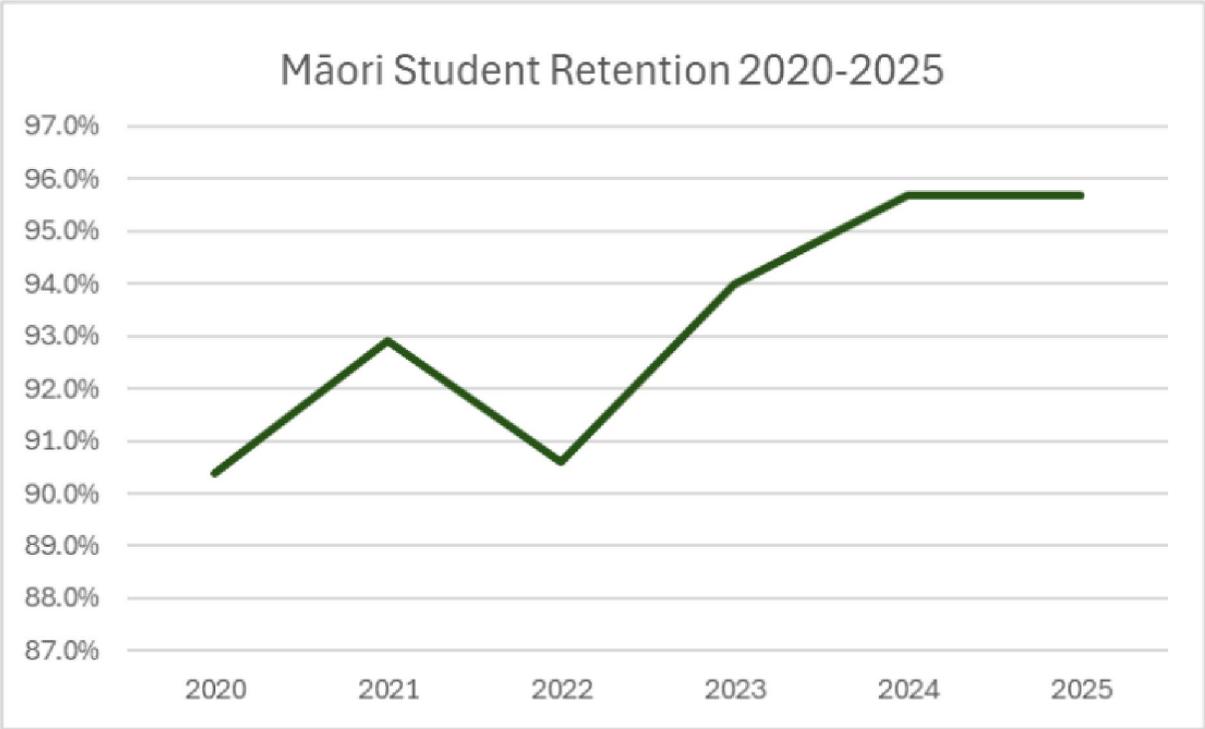
# Māori Student Recruitment

- Māori student EFTS, as at 5 March, sit at **1925**, up 53 on the same time last year .
- Te Kawa a Māui enrolment numbers (headcount) for 2026 as at 2 March) are **2,455**. This is largely due to enrolments in MAOR 126 (543 in Trimester 1, 602 in Trimester 2 with 8 waitlisted) which is included in the LLB, BPsyc, and this year the BPols.
- The percentage of Māori students enrolled at Te Herenga Waka is currently 13.8%.
- Māori commencing EFTS are 599, compared with 627 at the same time last year.

# Māori Student Retention

Retention rates for Māori students have improved over the last five years:

Faculty	2020	2021	2022	2023	2024	2025
Architecture and Design	88.3%	92.4%	90.8%	95.9%	91.1%	95.5%
Business and Government	91.5%	92.7%	89.5%	92.7%	94.6%	94.7%
Education	95.5%	97.8%	93.1%	93.4%	94.6%	97.1%
Engineering	83.3%	75.9%	74.3%	92.1%	95.7%	84.5%
Health	84.4%	87.7%	83.4%	90.2%	95.5%	87.7%
Humanities and Social Sciences	88.5%	92.0%	89.4%	92.3%	94.0%	94.6%
Law	87.2%	91.1%	86.7%	93.8%	93.8%	93.0%
Science	90.0%	92.8%	90.6%	90.7%	89.5%	92.9%
Other (no faculty designated)	81.7%	76.3%	89.2%	91.4%	87.9%	92.2%
<b>Within Year Retention %</b>	<b>90.4%</b>	<b>92.9%</b>	<b>90.6%</b>	<b>94.0%</b>	<b>95.7%</b>	<b>95.7%</b>

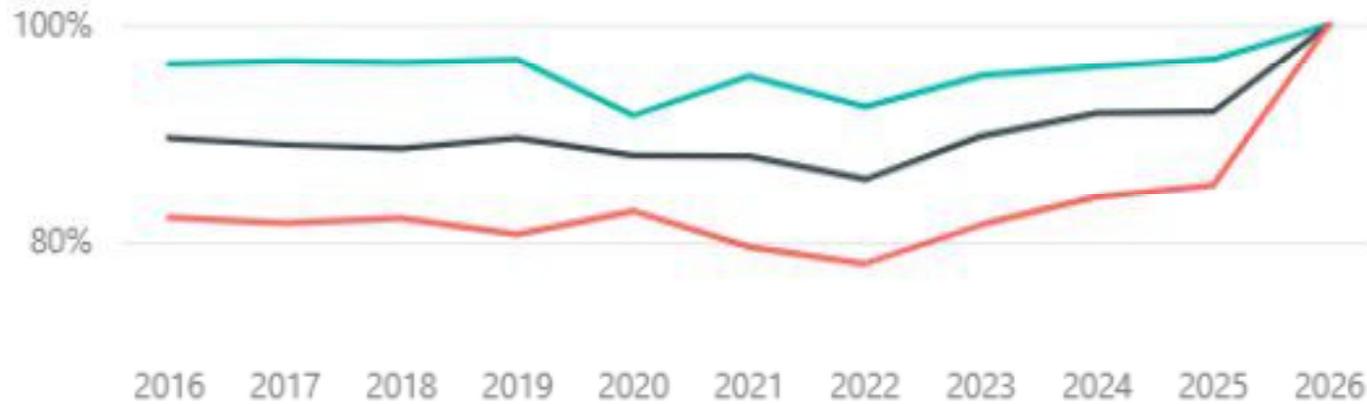


# Retention by Trimester Trend

Retention by Trimester Trend



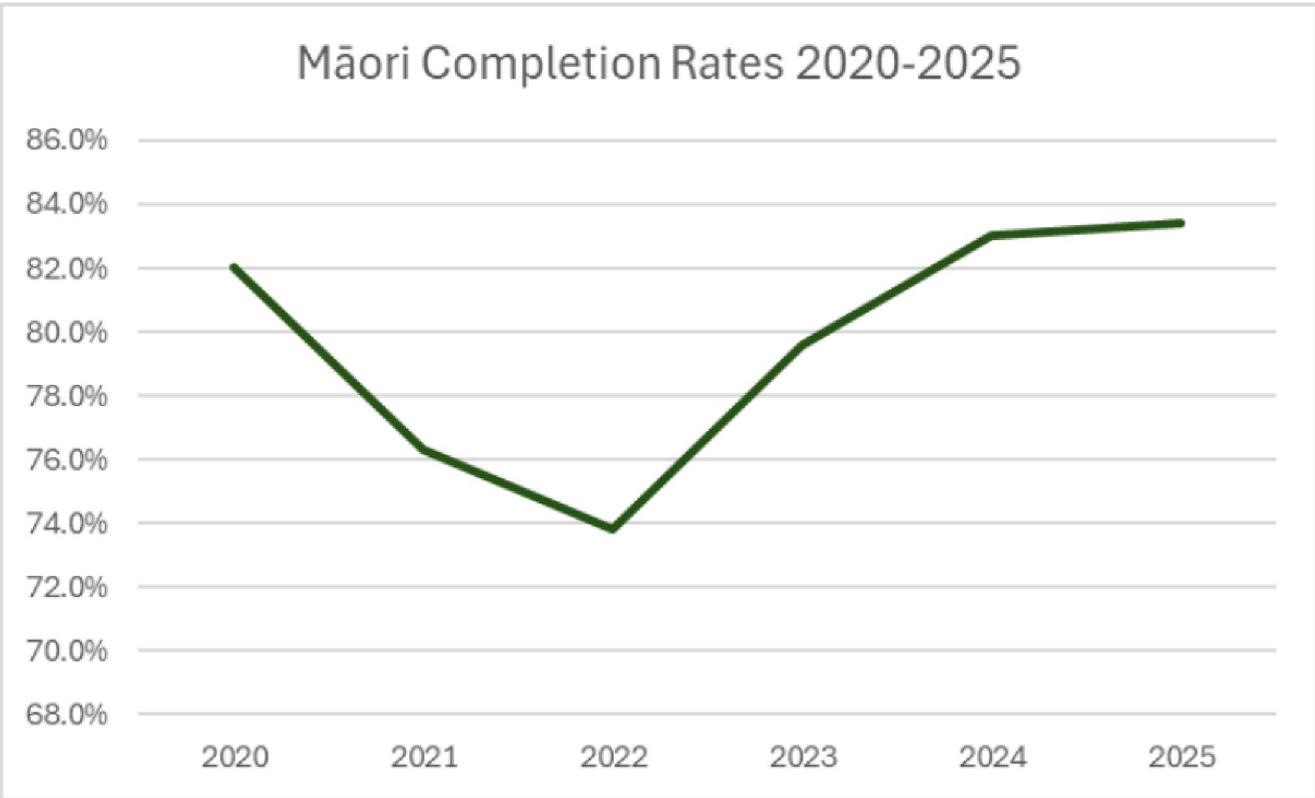
● Trimester 1 Retention % ● Trimester 2 Retention % ● Trimester 3 Retention %



# Māori Student Completion Rates

- Completion rates for tauira Māori have improved over the five years 2020-2025, along with the GPA:

Year	Māori GPA	Non-Maori GPA	Māori Completion Rate	Non-Māori Completion Rate
2020	4.7	5.3	82.0%	84.9%
2021	4.9	5.7	76.3%	83.5%
2022	4.8	5.6	73.8%	80.7%
2023	5.2	5.9	79.6%	86.1%
2024	5.3	5.9	83.0%	87.3%
2025	5.3	5.7	83.4%	88.9%



# Ngā Mokopuna Updates

- **Ready Audit Stage 1 Submission (LBC Certification Process):**
- Confirmation received on 27 February that our Red List and CDPH compliance is above 90%.
- Formal LBC monitoring closed as of 28 February
- The ready audit documentation will be submitted by 16 March.
- Stage 1 should be completed by mid to late May.
  
- **Building Performance – Stage 2 Submission**
- The building has exceeded performance requirements.
- Since February 100% of all water consumed within the building has been recycled rainwater.
- The solar panels generated over twice the amount of energy used — 338% of the monthly requirement. That means a total of 238% extra energy after meeting all our needs.
- In 2025 Ngā Mokopuna generated enough surplus energy to power about 6 average kiwi houses, as well as itself.



## Building Usage:

- **616** booking requests have been received over the past 12 months, excluding the bulk of the teaching and tutorial classes.
- Events hosted in January and February 2026 include:
  - New staff welcome
  - The 25 years long service event
  - A Ranagahau Reo Symposium on the future of Māori language research
  - Pōhiri and activities for Orientation week for new Māori students
  - A Canadian/Australia First Nations Indigenous Youth Delegation
  - Two pōhiri for international students

# Mai i te Iho ki te Pae

- The refreshed Mai i te Iho ki te Pae Māori Strategic Outcomes Framework is now on the University's website at:

- [https://www.wgtn.ac.nz/\\_data/assets/pdf\\_file/0003/2333244/mai-i-te-iho-ki-te-pae.pdf](https://www.wgtn.ac.nz/_data/assets/pdf_file/0003/2333244/mai-i-te-iho-ki-te-pae.pdf)



# DVC Māori and Kaitiakitanga Portfolio

A planning day for the entire portfolio was held on 12 February. Each area of the portfolio outlined their three key objectives for 2026, as follows:

## **Āwhina:**

- Retention of taura Māori
- Outreach and Transition
- Strengthen the support for postgraduate community and PhD candidates

## **Development and Alumni Relations Office:**

- Growing revenue (& strengthening Trusts' and institutional alignment)
- Strengthening engagement and community connection
- Advancing equity, diversity and inclusion (to support recruitment, retention and the 3cs)



## **Marae:**

- Strengthening iwi relationships
- Enhancing the experience for students, whānau and iwi
- Kaitiakitanga – Stewardship of the Marae and Environment

## **Māori and Kaitiakitanga:**

- Maximise the opportunities of Ngā Mokopuna as a recruitment and retention space for staff and students
- Strengthen the Iho
- Broaden/deepen our engagement with Māori communities

## **Toitūroa—Sustainability Office**

- Be more student facing
- Embedding sustainability across the University
- Connecting with mātauranga Māori



## Te Kawa a Māui

- To pursue excellence in research, teaching and learning
- To empower tangata whenua through connection and engagement with te ao Māori
- As partners to Te Tiriti expand bodies of knowledge to Aotearoa New Zealand and the world

### Next steps:

Work has commenced on identifying the activities that drop from the priorities, matching them to the KPIs where possible, and developing a workplan for the year.

## Agenda Item 12

### Student President reports

- To receive:**
- 1 a report from Mr Aidan Donoghue, VUWSA President (document VUWC 26/23a);
  - 2 a report from Mr Mairangi Campbell, and Mr Manaia Puha, Ngāi Tauria Co-Presidents (document VUWC 26/23b).

- To resolve:**
- 1 **that the report from the VUWSA President be noted.**
  - 2 **that the report from the Ngāi Tauria Co-Presidents be noted.**

<b>To</b>	Members of University Council
<b>From</b>	Aidan Donoghue, 2026 President of Te Aka Tauira - VUWSA
<b>Date</b>	10 March 2026
<b>Subject</b>	VUWSA President Report: January – March 2026

### Introduction:

Tēna koe, members of the University Council, I trust you've all had a restful break over the summer and are recovering from the whirlwind that is the start of the academic year.

2026 will be a massive year for VUWSA, in which we intend to build off our record engagement from last year and hit the ground running. After a slump in attendance and participation during/following the COVID pandemic, our O-Week events saw a return to form with promising levels of attendance. There's a new sense of community at each of the major campuses; we intend to strike while the iron is hot, to prove to others what we already know: That Te Herenga Waka is the best place in the country to study. As part of this we will look at ways we can be providing our services beyond Kelburn, and I have set the direction to this year's executive to focus on the accessibility of VUWSA's events and services at Te Aro and Pipitea campuses.

It goes without saying that VUWSA is the most political student association in the country; a fact we are extremely proud of. This election promises to be a near limitless source of academic debate and spirited conversation. VUWSA will be a driving force in democratic participation, it is our clear goal to provide students with the opportunity to rub shoulders with candidates, ask the tough questions and importantly the ability to have their say, not only by voting but in also aiding in setting the direction of our campaigns. Simply put, we will be the tip of the spear nationally for amplifying student voice to parties, candidates & voters. We are hosting the launch of the Student Hardship Report from our community pantry on Friday the 20<sup>th</sup> of March, as the starting event for our conference with all 7 of the other student association's presidents, the national equity groups, & the student associations of polytechs. The remainder of the conference will be focused on involving the other bodies in our campaigns and coming to national positions on policies such as the changes to the Marsden fund.

I also want to take this opportunity to publicly acknowledge the work of the Vice-Chancellor. We have worked well and are sad to see him go; but we wish him all the best for the future. In saying that, we also want to express our interest as an organisation in working as closely as possible in the appointment process of the next VC.

Overall, the theme of this year is reform. There are many things both within and outside VUWSA that we will be examining, but you can count on us reviewing and refreshing all our structures and processes for the benefit of our students.

### **Strategic Priorities:**

- **Student engagement in the general election**

We find the changes to electoral law deeply concerning, namely the cutoff date for enrolling to vote being the 25<sup>th</sup> of October. The date of election (7<sup>th</sup> of November) is also untimely due to it coinciding with the move out date for our halls of residence and the examination period for every university in the country. Due to this, our first major campaign of the year is aptly titled “Show Up or Shut Up” a call to action for us to enroll as many students as possible. We’ve made great progress already, during O-Week and the Campus expo we had multiple events across all 3 campuses offering incentives to students in exchange for enrolling. We invited members from all parties in parliament and had candidates for Wellington North & Wellington Bays attend. We even had the leader of the opposition (and former VUWSA President) Chris Hipkins manning the waffle maker.

Our goal for the year was a tidy 1000, as of Week 2, we’ve reached 451.

This campaign will also feature an inter-student association competition between us and the other universities (which we intend to win) to drive visibility and participation.

- **Strengthening Partnership with the University on Student Services**

It is very important to VUWSA this year for us to strengthen and formalise our connections to teams across the university that also provide services to our students. I’m very glad to say that we have made great strides in this already, and we intend to continue towards a partnership that becomes 2<sup>nd</sup> nature to both sides. I have said many times this year that we are on the same team and want the best for students. We can agree on the “what” even if we don't agree on the “how”. A feature of this, is VUWSA and University Operations continuing to discuss potential changes to the administration of Clubs & Societies.

I look forward to reporting back on the outcomes of these arrangements.

- **Refreshing VUWSA's Representation Models**

This year we've also made considerable changes to the structure and formation of our representation model. Student Assembly has been trimmed down to rep groups & "umbrella" faculty groups for efficiency and diversity of view. Two subcommittees previously underutilised have been recharged: Student Academic Committee (SAC) which encompasses many school/subject clubs or societies that may be too small or specific for student assembly & Student Equity and Diversity Committee (SEDC) which captures the voices from both marginalised communities and specific student interests that may be underrepresented. Each of these changes reflects our commitment to having our finger on the pulse of student voice and so we can support not only our but also the university's decision-making process.

Lastly, as part of the election year we are implementing a new model to capture the mood of students who may not be engaged in a club or other formal mechanism. On March 18 we will be hosting our first ever Student Action Hui (SAH) a "citizens assembly" that will consist of students deciding for themselves what political direction VUWSA pursues, this is where our second major campaign for the year will be formed.

Other changes include:

- VUWSA's focus on Postgraduate Representation
- Bringing on the University Council Student Representatives as ex-officio members of the VUWSA Executive.

**Upcoming events and programmes:**

- Working Students' Day
- VUWSA AGM & By-Election for the Postgraduate Representative
- VUWSA Referendum
- Sex Week
- Drugs Week
- Flatting Week
- Sustainability Week
- Democracy Week
- The Student Census
- Executive Gala (3&4)

Thank you for your time. If you have any questions, please ask me now or feel free to send me an email.

[president@vuwsa.org.nz](mailto:president@vuwsa.org.nz)

[vuwsa.org.nz](http://vuwsa.org.nz)

## 2026 NGĀI TAUIRA TUMUAKI TAKIRUA UNI COUNCIL REPORT 23/03/26

<b>To</b>	Members of University Council
<b>From</b>	Mairangi Campbell and Manaia Puha, Ngāi Taurira Tumuaki Takirua 2026
<b>Report No.</b>	1
<b>Report Period</b>	1 January – 23 March 2026
<b>REPORT</b>	
<b>Summary</b>	<p>Ngāi Taurira has had a positive start to 2026, guided by our vision “Ko te aroha te pou – love is our foundation.” Our focus this year is on strengthening clarity around the identity and purpose of Ngāi Taurira. Early in the year we prioritised welcoming new taurira during O-Week, reconnecting with returning students, and strengthening relationships with our whānau rōpū, university staff, and partner organisations.</p> <p>This report begins by outlining Ngāi Taurira’s vision and strategic priorities for 2026. It then provides updates on activities undertaken during the opening months of the year, including orientation engagement, executive development, and relationship-building with key partners. Finally, the report highlights Ngāi Taurira’s upcoming events and initiatives, including Pūrangiaho, our Mana Motuhake Fund, and other key kaupapa planned for the year ahead.</p>
<b>2026 Vision</b>	
<p>Ngāi Taurira’s vision for 2026 is encapsulated by the whakataukī “Ko te aroha te pou – love is our foundation.” This reflects our aspiration to strengthen clarity, both internally and externally, around who Ngāi Taurira is as an association and what we stand for. Our view is that when there is shared clarity around who we are and why we exist, what we do and how we do it will naturally follow. We believe that strengthening this foundation will also contribute to the long-term sustainability of Ngāi Taurira.</p> <p>In practical terms, the Ngāi Taurira Executive intends to keep this vision at the forefront of all kaupapa we undertake, both large and small. In previous years, we have observed that the demands of organising events and initiatives can become increasingly time and energy</p>	

intensive for both the executive and tauira who participate. As a result, our focus this year is on facilitating high-quality events that prioritise positive experiences, fostering cohesion, whanaungatanga, and a strong sense of community among Māori tauira.

Planning for several of our key annual events is already underway. These include Pūrangiāho, Matariki, Te Wiki o te Reo Māori, Te Huinga Tauira, Pō Whakanui, noho marae, and our May and December graduation celebrations, alongside our regular kaupapa such as Kapa Haka, sports activities, parakuihi, and other student-focused initiatives.

In addition to these established events, we are also planning to launch two new initiatives at our upcoming IGM on 2 April.

The first is the launch of the Ngāi Tauira website, which we hope will achieve several key objectives. Firstly, it will provide a platform to better share the whakapapa and history of Ngāi Tauira. Secondly, it will improve accessibility by hosting key documents such as our constitution, AGM and IGM minutes, and annual reports. Thirdly, it will provide an opportunity for our whānau rōpū to celebrate and share their own histories, particularly as Ngā Rangahautira (Law) and Ngā Taura Umanga (Commerce) celebrate their 40th and 20th anniversaries respectively this year.

The second initiative is the creation of the “Mana Motuhake Fund.” This fund will enable tauira to propose, plan, cost, and deliver kaupapa that they believe would benefit the Māori student community. We have already received expressions of interest for initiatives such as mau rākau and taiaha training, as well as taiao-based excursions. Through this fund we hope to increase tauira participation and empower students to shape the kaupapa and activities that Ngāi Tauira facilitates.

Strengthening relationships remains a key priority for Ngāi Tauira in 2026. We have been working closely with our whānau rōpū, including Ngā Rangahautira (Law), Ngā Taura Umanga (Commerce), Te Paepaeroa (Architecture and Design Innovation), the Māori and Pasifika Psychology Students' Association, and Te Hōhāietī o Te Reo Māori (Māori Language Society). As Tumuaki Takirua, we have met with the leadership of each group to understand their aspirations for the year ahead and to explore how we can collectively enhance our capacity, capability, and mana in supporting Māori tauira.

We will also continue to maintain and strengthen our relationships with key staff teams across Te Herenga Waka, including Āwhina, Mauri Ora, the Marae Committee, the Office of the Deputy Vice-Chancellor (Māori and Kaitiakitanga), and Te Kawa a Māui.

Ngāi Tauira is also exploring ways to strengthen our relationship with the Pasifika Students' Council (PSC). Given our shared interest in the success of the Māori and Pasifika Psychology Students' Association, there is a clear opportunity to deepen collaboration between our organisations.

Our relationship with VUWSA remains strong and is formalised through our Memorandum of Understanding. As the Ngāi Tauira – VUWSA Strategic Vision 2021–2026 approaches the end of its term, this year presents an opportunity to reflect on and shape the future of

that relationship. While discussions are ongoing, we are confident that Ngāi Tauira and VUWSA will continue to work collaboratively and constructively. Both executive teams have already met, and VUWSA representatives will be attending Pūrangiaho, further strengthening our partnership as we strive to operate as genuine partners under Te Tiriti o Waitangi.

Ngāi Tauira is excited and prepared for the year ahead. We look forward to working constructively with members of Council across a wide range of kaupapa that support the success and wellbeing of Māori students at Te Herenga Waka. Council members who are interested in working with Ngāi Tauira this year are warmly encouraged to contact us at: [tumuaki@nt.org.nz](mailto:tumuaki@nt.org.nz).

### Jan – March Updates

- 1) Te Tumu Herenga Waka Marae and Ngā Mokopuna
  - a) Ngāi Tauira has returned to our room within Ngā Mokopuna (MOKO 203) and retains SU221.
  - b) We continue to have a strong group of student kaihāpai who volunteer their time and services around the Pā helping with events, cleaning up after lunch each day and general mahi around the buildings.
  - c) Our first noho Marae will be for Pūrangiaho. The date for this event is 27<sup>th</sup> – 28<sup>th</sup> March. Pūrangiaho is shaping up to be an exciting event as we explore the history and whakapapa of Ngāi Tauira with esteemed alumni and members of Parliament.
  - d) Our weekly Kapa Haka sessions commenced in Week One. Our practices are on Tuesday afternoons and based in our wharenuī, Te Tumu Herenga Waka. Our sessions have consistently garnered high engagement with more than 60 tauira participating weekly.
  - e) Ngāi Tauira hosts a fortnightly parakuihi (breakfast) for tauira on Wednesday mornings in the wharenuī.
- 2) Ngāi Tauira Executive Training
  - a) The Tumuaki Takirua of Ngāi Tauira met individually with each executive member over the summer period to provide an overview of their roles, responsibilities, and desired outputs for the year. These meetings created a comfortable environment for open discussion, allowing both parties to share their vision for the role and clarify expectations. This process helped ensure alignment across the Executive and establish a clear understanding of the work required to achieve strong outcomes for Ngāi Tauira and our tauira.
  - b) Ngāi Tauira has held one training day for the 2026 Executive, bringing together a strong mix of experienced executive members and new representatives. This training focused on strengthening internal processes and ensuring executive members are equipped to carry out their responsibilities to a professional standard throughout the year.

c) The Ngāi Tauira Executive continues to receive honoraria payments for their roles. To ensure accountability and maintain a high standard of work, Ngāi Tauira has strengthened its internal reporting processes. This includes enhanced monitoring of executive reporting and the introduction of Risk Assessment and Management forms as part of our internal governance processes. These measures are intended to support transparency, accountability, and effective delivery of Ngāi Tauira's kaupapa.

### 3) Engagements

- a) Ngāi Tauira saw strong engagement from first-year Māori tauira during Orientation Week. As part of this, we attended the Māori–Pasifika first-year event at Cumberland Hall, which provided an excellent opportunity to meet incoming tauira and introduce them to Ngāi Tauira and the role we play in supporting Māori students at Te Herenga Waka.
- b) Throughout O-Week we also attended several orientation events, promoting Ngāi Tauira as an organisation that provides support, representation, and advocacy for Māori tauira across the university.
- c) Building on this engagement, from Monday 2 March to Thursday 5 March, Ngāi Tauira — alongside representatives from each of our whānau rōpū — conducted hall drop-ins across the university accommodation halls. These visits allowed us to meet first-year tauira kanohi ki te kanohi, ensuring they were aware that a Māori student community and whānau-based support network exists to support their academic aspirations within a mana-enhancing and supportive environment.
- d) Ngāi Tauira performed during O-Week to welcome new students to Te Herenga Waka.
- e) Ngāi Tauira also performed at ICEF ANZA, an event that brings together international education agents from across the globe. Ngāi Tauira presented one of its largest kapa haka contingents to date, with approximately 50 Māori tauira performing on the night.
- f) Ngāi Tauira will also be performing on 20 March at Sky Stadium as part of Sharesies' Mahi Tahi Day, an internal corporate event.

### 4) NT Whānau Rōpū Support

- a) Ngā Taura Umanga (Commerce) was reactivated last year after several years of dormancy. While they now have a refreshed executive team, Ngāi Tauira expects to provide additional support to ensure they have a successful year as they celebrate 20 years of supporting Māori commerce students.
- b) Ngā Rangahautira (Law) is in a strong position for 2026. Their tumuaki takirua are returning executive members who bring fresh perspective while remaining grounded in the whakapapa and identity of the association. We look forward to celebrating their 40th anniversary alongside them this year.
- c) Te Paepaeroa (Architecture and Design Innovation) now benefits from continuity and experience. Their founding tumuaki has returned to the role

for 2026 and is joined by a diverse group of tauira who bring a breadth of experience and perspective. With a refined focus on their purpose and desired outcomes, we expect 2026 to be an exciting year for Māori tauira studying at Te Aro Campus.

- d) Te Hōhaieti o Te Reo Māori (Māori Language Society) remains the oldest Māori student association on campus. Their executive is working hard to provide a positive and safe space for tauira to practise, strengthen, and celebrate the taonga of te reo Māori throughout the year.
  - e) Ngāi Tauira is also pleased to share that the Pasifika Psychology Students' Society has formally changed its name to the Māori and Pasifika Psychology Students' Association (MPPSA). This change reflects the shared commitment of Ngāi Tauira and the Pasifika Students' Council to supporting the success of Māori and Pasifika psychology tauira.
- 5) Ngāi Tauira and VUWSA 2026
- a) As discussed in the previous section, Ngāi Tauira has been working both internally and alongside the VUWSA Executive to consider what our relationship may look like going forward, particularly as the Strategic Plan 2021–2026 approaches its conclusion. These discussions have focused on how the relationship between our organisations can continue to be formalised and strengthened in the future.
  - b) Central to this relationship is the shared commitment to embodying a partnership consistent with Te Tiriti o Waitangi, where Ngāi Tauira and VUWSA operate as equal partners, working collaboratively and constructively to deliver positive outcomes for our tauira.
  - c) Alongside this, we have begun discussions around the development of a rautaki reo Māori that Ngāi Tauira and VUWSA could implement internally. The intention of this work would be to strengthen the visibility and everyday use of te reo Māori across campus and within student spaces.

### Upcoming Events

- 1) Pūrangiaho: Friday 27 March – Saturday 28 March.
- 2) Initial General Meeting: Wednesday 2 April
- 3) First Aid Course: Tuesday 7 April
- 4) Hui Kaiarahi with Te Mana Ākonga: Friday 10 April – Sunday 12 April
- 5) Iwi Games: Friday 1 May

## **Agenda Item 13**

### **Forthcoming Events and next Council meeting**

**To receive:** a Council Paper from the Secretary to Council, Ms Caroline Ward, dated 9 March 2026 regarding Forthcoming Events (document VUWC 26/24).

**To note:** that the next meeting of Council will take place on Monday, 4 May 2026 at 11 am in the Council Chamber, Level 2, Hunter Building, Kelburn Campus.

**To resolve:** that the Council Paper on Forthcoming Events and the date and details for the next Council meeting on Monday, 4 May 2026 be noted.



## COUNCIL PAPER

TO	Members of Council
FROM	Caroline Ward, Secretary to Council
AUTHOR	Events Team
DATE	9 March 2026
SUBJECT	<b>Forthcoming Events for March and April 2026 May Graduation</b>
REF TO STRAT PLAN	All
DOCUMENT #	VUWC 26/24

### Executive Summary

Council members are welcome to attend the following events.

#### March

Ki te Pae Staff Excellence Awards	Thursday 26 March – 5pm-6.30pm	The Hub, Kelburn Campus	Join us to celebrate staff for their outstanding contributions from 2025. Recipients have made an impact in teaching and research, equity, diversity and inclusion, health and safety, engagement, sustainability and professional staff excellence.  <a href="#">Register here.</a>
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#### April

Ferrier Lecture 2026	Wednesday 1 April – 6pm – 7pm	Rutherford House, Lecture Theatre 1 (RHLT1), Pipitea Campus.	<b>Drug discovery inspired by peptide natural products</b> The 2026 Ferrier Public Lecture, presented annually in honour of the late Professor Robin Ferrier, will be delivered by Professor Richard Payne, professor in organic chemistry and chemical biology in the School of Chemistry, University of Sydney.  <a href="#">Find out more information and register here.</a>
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The Haka Party Incident Documentary Screening	Thursday 30 April – 4pm – 6.30pm.	Student Union Building, Memorial Theatre, Level 2, Pipitea Campus	<p>Join staff to view this documentary from visionary director Katie Wolfe. A forgotten history retold from every side.</p> <p>After the documentary screening, a panel discussion with some of the people in the documentary will take place.</p> <p>Invitations to come.</p> <p><a href="https://www.rnz.co.nz/video/the-haka-party-incident">https://www.rnz.co.nz/video/the-haka-party-incident</a></p>
Inaugural Lecture by Professor Jonathan Barrett	Thursday 14 May – 5.30pm – 6.30pm	Pipitea Campus	Jonathan is a Professor of Taxation at the School of Accounting and Commercial Law.
Ivor Richardson Lecture in Private Law	Thursday 21 May – 6pm – 7pm	Rutherford House, Lecture Theatre 1 (RHLT1), Pipitea Campus	<p>This Lecture honours Sir Ivor Richardson who made extraordinary contributions to New Zealand jurisprudence and the teaching of law.</p> <p>Invitations to come.</p>

**May Graduation**

Dates and times of ceremonies are confirmed, but as of 9 March, faculty allocation is still being completed.

<b>GRADUATION (Registration information to come from Caroline Ward)</b>			
Graduation Ceremony 1	Tuesday 26 May 9.30am	Michael Fowler Centre	
Graduation Parade 1	Tuesday 26 May departs 1pm	From Law School	
Graduation Ceremony 2	Tuesday 26 May 3pm	Michael Fowler Centre	
Graduation Ceremony 3	Wednesday 27 May 9.30am	Michael Fowler Centre	
Graduation Ceremony 4	Wednesday 27 May 3pm	Michael Fowler Centre	
Graduation Ceremony 5	Thursday 28 May 9.30am	Michael Fowler Centre	
Graduation Parade 2	Thursday 28 May departs 1pm	From Law School	
Graduation Ceremony 6	Thursday 28 May 3pm	Michael Fowler Centre	
Te Hui Whakapūmau Ceremony 7	Friday 29 May 9.30am	Te Herenga Waka Marae	
Te Hui Whakapūmau Ceremony 8	Friday 29 May 2pm	Te Herenga Waka Marae	

## **Agenda Item 14**

### **Committee and Academic Board minutes**

**To receive:** the following Committee and Academic Board minutes:

- Academic Board, 24 February 2026
- Audit & Risk Committee, 9 March 2026

**To resolve:** that the Committee and Academic Board minutes be noted.

## **ACADEMIC BOARD TE TAUMATA**

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### **Minutes of the meeting of the Academic Board held on Tuesday, 24 February 2026 at 1.00pm in the Hunter Council Chamber**

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The meeting was held face-to-face in the Kelburn Council Chamber and was convened by the Vice-Chancellor, Professor Nic Smith. The meeting was opened with a karakia and everyone was welcomed to the meeting.

#### **PART A**

##### **26.01 Apologies, acknowledgements and welcomes**

Apologies were taken as read (see Appendix 1).

The convenor welcomed:

- Professor Sally McArthur as the new Deputy Vice-Chancellor (Research).
- The following staff on their promotion to Professor:
  - Professor Jonathan Barrett, School of Accounting and Commercial Law
  - Professor Sue Cherrington, School of Education
  - Professor Peter Gu, School of Linguistics and Applied Language Studies
  - Professor Jamie Howarth, School of Geography, Environment and Earth Sciences
  - Professor Anna Jackson, School of Arts and Media
  - Professor Giacomo Lichtner, School of History, Philosophy, Political Science and International Relations
  - Professor Yi Mei, School of Engineering and Computer Science
  - Professor Franck Natali, School of Physical and Chemical Sciences
  - Professor Peter Ritchie, School of Biological Sciences
  - Professor Bridget Stocker, School of Chemical and Physical Sciences
  - Professor Kathryn Sutherland, Centre for Academic Development
- Associate Professor Fiona Barker as the new Head of School, School of History, Philosophy, Political Science and International Relations
- The following student member representatives for 2026:
  - Aidan Donoghue, VUWSA President
  - Ethan Rogacion, VUWSA Academic Vice-President
  - George Baker, VUWSA Acting Postgraduate Officer

- Shay McEwan, Ngāi Tauira Academic Officer (Āpiha Mātauranga)
- Andrew Tipton, PGSA President
- Carley Dove-McFalls, PGSA Vice-President
- Taylor Tran, V-ISA President (in absentia)
- Dr Liz McKibben, VUWSA Postgraduate Voice (attending only)

## **26.02 Part B of the agenda – items brought forward**

No items were brought forward from Part B to Part A.

## **26.03 Vice-Chancellor Oral Report**

The Vice-Chancellor's oral report was received.

There are a range of economic and social issues that are being carried forward from 2025, not only in Te Herenga Waka but in the external environment, which will only intensify as the general election approaches. The University intends to have election debates on campus.

### Finances

In 2025, Te Herenga Waka achieved a surplus – a good result for the University. That surplus was largely due to the performance of the Victoria Foundation and investments.

2026 will be a tight year financially – we are budgeting for a very small surplus only.

The downstream effects of the 2023 enrolment issues will continue to be felt until the pipeline refills in 2027. The Tertiary Education Commission is yet to confirm their capacity to fund all student growth in New Zealand, so care needs to be taken around projecting and planning around the steady student growth of the last few years.

International enrolments are up between 15%-20%. This is important given the current government's position on using international enrolments to keep universities sustainable.

### Recent successes:

- 18-month celebration of Te Awa, our entrepreneurial innovation hub at Rutherford House. Te Awa has contributed to the Wellington economy in terms of jobs and revenue which showcases the University's leverage in this area.
- Our Law School is the highest ranked in New Zealand.
- The University also performs very well in AI rankings, which speaks to our innovation as an institution.

Even with our successes in specific ranking areas, it is important to emphasise that we are first and foremost a comprehensive University; one which values humanities, social sciences and STEM disciplines in an integrated way. This is an important narrative to hold on to, particularly in the face of a current political discourse which posits technology as the way forward.

### Further notes on progress:

- Success was achieved in the CAUL negotiation between the Australasian University Libraries with four major academic publishers. This represents a significant savings for the university sector and demonstrates the power of collective action.
- The convenor thanked Professor Karen Smith and Professor Robyn Longhurst for their ongoing work and progress on leading He Kokonga Whare a Kitea. There has been a significant data gathering stage and these data are now being worked into themes that will inform a series of engagements to personalise our student success journey.
- Exchange Aotearoa has been launched as part of a collaboration between VUW, Otago and AUT in which students may be able to exchange 1 or 2 semesters between these three institutions.

National directions of note:

- National science funding allocation within the new National Science Framework will be an important discussion in the first half of 2026.
- CUAP is being actively discussed within Universities New Zealand – how universities might adopt self-accreditation and maintain standards.
- MFAT are revisiting export controls in terms of information and collaboration. Discussions are at an early stage.

The floor was opened for comment:

- IT systems being overloaded as teaching begins, causing numerous hiccups. These problems are a result of legacy systems rather than anything new being rolled out. Leadership is aware of these issues, and the Digital Roadmap for 2026 includes numerous projects involved in keeping the current system functional.

**26.04 Written Report of DVCs**

AB26/01

The February 2026 DVC report was received from the Deputy Vice-Chancellor (Academic), Deputy Vice-Chancellor (Māori and Kaitiakitanga), Deputy Vice-Chancellor (Research), and Deputy Vice-Chancellor (Students).

**Deputy Vice-Chancellor, Academic Report**

Professor Robyn Longhurst spoke to the DVC (A) report which was taken as read.

*He Kokonga Whare a Kitea:* Robyn acknowledged the significant work and effort through December in this space – in particular, the work of Professor Karen Smith.

*CAD courses for academic staff:* These courses started in February, with a course on using AI in assessment having good uptake.

*The Curriculum Enhancement Programme (CEP):* Communications and a summary of feedback on the draft Terms of Reference (ToR) will be sent out shortly. Despite extending the deadline, only eight submissions were received. The low number of submissions was taken as an indication that staff are broadly comfortable with the proposed direction, and major changes to the draft are not anticipated.

- There are three main workstreams proposed in the draft ToR (identified from staff feedback): points value of undergraduate courses; developing guidelines for assessment; and clarifying modes of delivery.

*Work Integrated Learning:* There is now a draft model that may be rolled out throughout the University. We are considering which responsibilities should sit with the Central Hub and which should devolve to faculties and schools.

The floor was opened for comment:

- The importance of updating the curriculum to include what students need to learn in this current environment, including AI, was noted, as curriculum and assessment are interdependent. Robyn acknowledged the importance of curriculum work. AI in Assessment is particularly urgent and will be prioritised – it should not be delayed by the scale of a curriculum review and update.
- A question was raised as to how realistic it is to take on all three CEP workflow threads due their size. Robyn acknowledged the scale of work but is confident of finding a medium between ambition and what can be achieved.
- VUWSA asked where the responsibility for the implementation and operationalisation of the project will lie, and what the projected timeline will be. The ToR has a Governance Group and a Steering Group (Robyn would like to add a Student Advisory Group) who will direct implementation and operationalisation. The timeframes are yet to be determined – the ToR need to be finalised first.
- A question was raised as to how these workstreams will be resourced on top of existing workload, and why AI in assessment has been prioritised. Nic responded that focusing on assessment provides a tangible space from which to address the other issues. Defending our academic integrity is the priority.
  - Re workload: The workload model is a way to surface work equitably and a tool to aid in time allocation between delivery, evolution, assessment etc. There are indications that we over-assess, creating workload for both staff and students – it's necessary to think about how to add value and reduce workload without compromising academic integrity and quality. It's clear that we can't both resource the changes and maintain processes exactly as they are.

### **Deputy Vice-Chancellor, Research Report**

Professor Sally McArthur spoke to the DVC (R) report, which was taken as read.

Sally thanked everyone for making her so welcome in her first weeks at Te Herenga Waka.

113 Marsden applications were submitted on the week of 16 February, which is a huge achievement. As Marsden funding is no longer available to a number of disciplines, a large focus of the Research Office is (a) how to diversify the types of funding that we seek; (b) how to support researchers to access that funding.

Making the case for why universities matter, and why research matters is perhaps the most important work for the Research Office and its associated entities. Sally invited ideas from all comers about how to seed new initiatives.

The floor was opened for comment.

- A correction in the report – the panels for Humanities and Social Sciences were not included in Marsden last year.
- Sally acknowledged the importance of exploring tools for publicising research stories both with and beyond the Engagement team.
- MFAT export control changes are going to affect research outputs. The current legislation needs to be scaled back to be an effective risk-assessment tool for research collaboration. There are many discussion papers in circulation with opportunities for feedback.
- The importance of retaining and budgeting for postgraduate students and Research Assistants in funded research rather than replacing them with AI was noted. Sally agreed, reiterating the importance of human innovation in research: AI can only tell us what we've done before, not innovate.
- It was asked if there is any update about the reform of HRC funding and potential changes to the national ethics standard. Sally noted that the HRC is aware of a gap and is working on a solution. Updates will be shared as soon as possible.

#### **Deputy Vice-Chancellor, Students Report**

Dr Logan Bannister was an apology. The report is taken as read.

#### **Deputy Vice-Chancellor, Māori and Kaitiakitanga Report**

Professor Rawinia Higgins was an apology. The Report was taken as read.

The floor was opened to comment on both reports above.

- An update on UNI 101 was requested. Nic noted that UNI 101 was highly successful in 2025 and continues in 2026 with 330 students enrolled. Logan will provide an update at the next Academic Board.

#### **26.05 CUAP Round 1 Proposals 2026**

The following two new programme proposals were **endorsed** by the Academic Board for submission to CUAP Round 1:

##### **AB26-02 Introduction of a Master of Arts (Coursework)**

<b>Faculty</b>	<b>Proposal Title</b>	<b>Reference</b>
FHSS	New 180-point Master of Arts (Coursework) (including amendments to existing programmes); new Environmental Humanities (EHUM) subject.	AB26-02 (APC26-01)

Professor Averil Coxhead introduced the new 180-point Master of Arts (Coursework). This initiative responds to a gap in the curriculum – providing another pathway from undergraduate to postgraduate study and incorporating Work-Integrated Learning.

AD(A) Xavier Marquez was thanked for leading a complex process, and the Academic Office was also thanked for their help.

### **AB26-03 Introduction of a New Postgraduate Diploma and Postgraduate Certificate in Trauma-Transformative Support**

<b>Faculty</b>	<b>Proposal Title</b>	<b>Reference</b>
FEHP	New Postgraduate Diploma and Postgraduate Certificate in Trauma-Transformative Support (PGDipTTS, PGCertTTS)	AB26-03 (APC26-02)

Professor David Harper introduced the new Postgraduate Diploma and Postgraduate Certificate in Trauma-Transformative Support noting that these qualifications are timely and distinctive, and consistent with the Faculty's emphasis on flexible postgraduate pathways, filling a gap in the curriculum and carefully designed to meet workforce needs.

### **26.06 Programme Amendments**

The following programme amendment was approved by the Academic Board:

<b>Faculty</b>	<b>Proposal Title</b>	<b>Reference</b>
FHSS	Amend the General Requirements for the Bachelor of Global Studies	AB26-04 (APC26-03)

### **26.07 Policy and Regulations Updates**

(a) The update to *Meeting the Needs of Disabled Students Regulation* was AB26-05 **approved** subject to the minor amendments below.

Professor Robyn Longhurst introduced an update to the *Meeting the Needs of Disabled Students Regulation* (Professor Probyn Longhurst and Dr Logan Bannister sponsoring). The changes being made are relatively minor.

Rachel Anderson-Smith was thanked for her contributions. She noted the strong track record Te Herenga Waka has regarding the treatment of disabled students, and this updated regulation reflects ongoing commitment on the part of the University.

Okan Tan noted several minor corrections:

- Clause 5.4 is missing a definition of "precincts" – use definition from Campus Life Policy
- There is an incorrect policy name in Section 8.1 – should be "Staff Conduct Policy" rather than "Staff Conduct Regulation"
- The phrase "as appropriate" should be removed
- Tidying sections 10 and 11 for consistency purposes.

(b) The memo *Establishing a Student Success Committee as a Committee of Academic Board* was **approved** subject to the amendments below.

AB26-06

The memo was approved subject to minor changes, with a record in the delegation schedule. Professor Robyn Longhurst introduced the memo establishing a Student Success Committee. The former Student Experience Committee was an arena for strong student voice and a forum for discussion, while the Student Success Committee, as a formal committee of Academic Board, is intended more as a mechanism for action. This has come to pass in part because of the He Kokonga Whare a Kitea programme of work, where there was a strong suggestion that such a committee be established. Robyn suggested two amendments:

1. "VUWSA" President be replaced by "VUWSA President or delegate"
2. To add one representative from the Postgraduate Students Association to the committee.

The floor was opened for questions.

- It was noted that the Director for the Centre for Student Success is no longer a member.
- It was noted that the committee is prioritising work – will this work be done by Central Service Units or academics? How does that affect resource allocation?
- It was suggested programme directors and heads of school should have a mechanism to work in partnership with this committee. Associate Professor Meegan Hall noted that ADAs are an important link between the committee and Faculty Boards.

Meegan also noted that DVC(S) Dr Logan Bannister was keen to reduce the size of the committee to make it easier to engage with. There will need to be conversations around how this committee works in relation to existing committees – the Learning and Teaching Committee and the Academic Programmes Committee in particular. Some of the people not represented on this Committee sit on those other committees and will be working in conjunction with it.

Rather than items being fully delegated to the Student Success Committee, it should function like Learning and Teaching or Academic Programmes, allowing items to be considered in a much more focused space before they come to Academic Board.

### **26.08 Academic Programme Review One-Year Update for the Cultural Anthropology Programme**

AB26-07

The One-Year Review for Cultural Anthropology was noted with no questions.

#### **Part C of the agenda**

It was resolved that non-members be excluded from this meeting for consideration of agenda items 12 and 13 in accordance with s9(2)(a) LGOIMA s48(1)(a)(ii).

#### **PART B OF THE AGENDA**

The following items, not having been brought forward, were confirmed.

## 26.09 Minutes of the last meeting

The minutes of the Academic Board meeting held on 4 November 2025 (numbers 62.74 to 72.24) were confirmed. AB26-08

*Note: Part C of meetings are excluded for reasons of confidentiality where applicable.*

## 26.10 Report of the Academic Programmes Committee

The Academic Programmes Committee report of 10 February 2026 was noted. AB26-09

## 26.11 Quality Assurance Outputs

The Quality Assurance Outputs summary and schedule report, providing an update on the Quality Assurance Outputs (Academic Programme Reviews and Graduating Year Reviews) completed in 2025 as well as those scheduled for 2026 and 2027, was noted.

## APPENDIX 1

### Academic Board attendance 24 February 2026

Dr Barbara Allen	Professor Dave Harper	Professor Sally-Jane Norman
Professor Richard Arnold	Dr John Haywood	Dr Yvette Perrott
George Baker	Professor Nikki Hessel	Professor Robyn Phipps
Assoc Professor Fiona Barker	Professor Sally Hill	Professor Janet Pitman
Professor Jonathan Barrett	Dr Linda Hogg	Professor Rebecca Priestly
Professor Daniel Brown	Professor Anna Jackson	Assoc Professor Revti Raman
Assoc Professor Sasha Calhoun	Professor Bryony James	Professor John Randal
Professor Sue Cherrington	Professor Simon Keller	Professor Peter Ritchie
Professor Averil Coxhead	Professor Robert Keyzers	Ethan Rogacion
Professor Kim Cunio	Professor Dean Knight	Dr Helen Rook
Professor Carmen Dalli	Assoc Professor Maja Krtalić	Tau Sa'u
Heather Day	Professor Sarah Leggott	Professor Martha Savage
Professor Neil Dodgson	Professor Giacomo Lichtner	Beth Smith
Assoc Professor Noelle Donnelly	Professor Robyn Longhurst	Professor Karen Smith
Aidan Donoghue	Assoc Professor Xavier Marquez	Professor Katherine Sutherland
Drr Eli Elinoff	Dr Stuart Marshall	Dr Okan Tan
Professor Alejandro Frery	Professor Stephen Marshall	Professor Paul Teesdale-Spittle
Dr Ally Gibson	Professor Jim McAloon	Professor Marc Wilson
Assoc Professor Nicola Gilmour	Professor Sally McArthur	Trish Wilson
Professor Gina Grimshaw	Professor Conal McCarthy	
Professor Leon Gurevitch	Dr Andrew Munkacsi	
	Professor Nicola Nelson	

### **Non-members in attendance**

Lynn Grindell  
Joseph Habgood  
Assoc Professor Monica Handler  
Dr Angela Joe  
Dr Yang Liu  
Reese Moors  
Shay McEwan  
Dr Liz McKibben  
Varsha Narasimhan  
Linda Roberts  
Dr Angelina Sbroma  
Dr Robert Stratford  
Andrew Tipton  
Leigh Torode  
Caroline Ward  
Claire Williams  
Rachel Bruce  
Kirsten Housiaux

### **Apologies**

Professor Peter Addis	Kate Tibbits
Greg Ambrose	Tina Wakefield
Professor Siah Hwee Ang	Dr Jill Wilkinson
Professor Susan Ballard	Assoc Professor Amanda Wolf
Dr Logan Bannister	Dr Jenny Wollerman
Professor Pamela Bell	
Professor Alberto Costi	
Professor Kevin Dew	
Dr Michael Dudding	
Professor Vanessa Green	
Professor Rawinia Higgins	
Professor Kate Hunter	
Professor Catherine Iorns Magallanes	
Professor Bev Lawton	
Professor Hai Lin	
Assoc Professor Jian Liu	
Assoc Professor Dugal McKinnon	
Ash McPherson	
Professor Yi Mei	
Andrew Tarr	
Dr Kate Thornton	



**AUDIT AND RISK COMMITTEE**  
(a Committee of Council)

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Minutes of the meeting of the Audit and Risk Committee held  
**from 10.00 am to 12.00 noon on Monday, 9 March 2026**  
in the Victoria Room Level 2, Hunter Building, Wellington and via Zoom

---

- PRESENT:** David Smol, Acting Chair  
Ms Pania Gray, Pro-Chancellor  
Professor Brigitte Bönisch-Brednich, Council Member  
Mr Alan Judge, Chancellor  
Mr William Bell-Purchase, Council Member
- IN ATTENDANCE COUNCIL MEMBER** Professor Nic Smith, Vice-Chancellor
- APOLOGIES:** Nil
- IN ATTENDANCE:** Ms Jackie Anderson, General Counsel  
Ms Diane Callinicos, Security Manager  
Ms Susan Hockley, Acting CFO, Group Financial Controller  
Mr Simon Johnson, Director, Campus Operations  
Mr Taylor Kimpton, Icarus Security Consultants  
Mr Glen Santos, Group Finance Manager  
Mrs Rachel Scott, Director, Governance, Risk & Assurance  
Mr David Stevenson, Director, Property Services  
Ms Kate Tibbitts, Chief People Officer  
Ms Tina Wakefield, Chief Operating Officer  
Ms Caroline Ward, Secretary to Council
- AUDITORS:** Mr David Borrie, EY  
Mr Casey Webster, EY

**26.01 WELCOME and APOLOGIES**

- Noted:**
- 1 that the Acting Chair, Mr David Smol, welcomed everyone to the meeting.
  - 2 that Ms Pania Gray led the Karakia.
  - 3 that there were no apologies.

**26.02 DISCLOSURE OF INTERESTS**

- Received:** the Council disclosure of interests register.
- Noted:** that there were no further disclosures of interest since the release of the meeting documentation. Committee members were reminded to inform the Secretary to Council of any updates between meetings.

**26.03 MINUTES OF THE MEETING HELD 17 NOVEMBER 2025**

- Received:** the public Minutes of the meeting held on 17 November 2025.
- Resolved:** that the public Minutes of the meeting held on 17 November 2025 be approved (Minutes 25.50-25.53).  
**Smol/Bönisch-Brednich**  
**Carried**

**26.04 RESOLUTION CONCERNING THE EXCLUSION OF THE PUBLIC**

- Resolved:** 1 that the public be excluded from the following parts of the proceedings of this meeting, namely agenda items 5 to 14.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
5. Minutes of the previous meeting held 17 November 2025	The public conduct of each item below would be likely to result in the disclosure of information for which good reason for withholding would exist under the sections of the OIA identified below.	
5. Minutes of the previous meeting held 17 November 2025	s9(2)(a), s 9(2)(b)(ii), and s 9(2)(i)	LGOIMA s48(1)(a)(ii)
6. Strategic Risk (SR) overview report	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
7. Strategic Risk refresh – ARC Workshop	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
8. Annual report 2025	s9(2)(b)(ii) and s9(2)(i)	LGOIMA s48(1)(a)(ii)
9. External audit close report	s9(2)(b)(ii) and s9(2)(i)	LGOIMA s48(1)(a)(ii)

<b>10. Internal audit – Physical Security Threat review</b>	s9(2)(b)(ii) and s9(2)(i)	LGOIMA s48(1)(a)(ii)
<b>11. Internal audit plan progress and management actions</b>	s9(2)(b)(ii) and s9(2)(i)	LGOIMA s48(1)(a)(ii)
<b>12. Payroll quarterly report</b>	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
<b>13. Council Committee Structure</b>	s9(2)(b)(ii), and s9(2)(i)	LGOIMA s48(1)(a)(ii)
<b>14. Auditor only session</b>	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)

This resolution is made in reliance on section 48(1)(a) of the Local Government Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 or section 9 of the Official Information Act 1982, as the case may require, which would be prejudiced by holding of the whole or the relevant part of the proceedings of the meeting in public are set out above.

- 2 that such members of the senior leadership as the Committee Chair and the Vice-Chancellor request be permitted to remain at this meeting, after the public has been excluded because of their knowledge of the relevant matters identified above which will be of assistance in relation to those matters.

Bönisch-Brednich/Judge  
Carried

## Agenda Item 15

### Resolution to exclude the public

**To receive:** a recommendation that certain items be taken with the public excluded (document VUWC 26/25).

**To resolve:** 1 that the public be excluded from the following parts of the proceedings of this meeting, namely agenda items 16-28.  
The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
	The public conduct of each item below would be likely to result in the disclosure of information for which good reason for withholding would exist under the sections of the OIA identified below.	
<b>16. Minutes of previous meeting held 9 February 2026</b>	Privacy, commercial prejudice, commercial activities, confidential basis	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)
<b>17. Health, Safety, and Wellbeing report</b>	Privacy, commercial prejudice, commercial activities, confidential basis.	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)
<b>18. Vice-Chancellor's report</b>	Privacy, commercial prejudice, commercial activities, confidential basis.	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)
<b>19. Financial report to 28 February 2026</b>	Commercial prejudice, commercial activities, confidential basis.	s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)
<b>20. Research update</b>	Commercial prejudice, commercial activities, confidential basis.	s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)
<b>21. Rescinding Qualification</b>	Privacy	s9(2)(a)
		LGOIMA, s48(1)(a)(ii)

<b>22. Change of Faculty names</b>	Commercial prejudice, commercial activities, confidential basis.	s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA, s48(1)(a)(ii)
<b>23. Naming rights</b>	Privacy, commercial prejudice, commercial activities, confidential basis.	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA, s48(1)(a)(ii)
<b>24. 320 The Terrace demolition update</b>	Commercial prejudice, commercial activities, confidential basis.	s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA, s48(1)(a)(ii)
<b>25. Digital Roadmap quarterly report</b>	Commercial prejudice, commercial activities, confidential basis.	s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA, s48(1)(a)(ii)
<b>26. Committee Structure review – Te Aka Matua Committee</b>	Commercial prejudice, commercial activities, confidential basis.	s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA, s48(1)(a)(ii)
<b>27. Committee and Academic Board minutes</b>	Privacy, commercial prejudice, commercial activities, confidential basis.	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA, s48(1)(a)(ii)
<b>28. Council only time</b>	Privacy, commercial prejudice, commercial activities, confidential basis.	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA, s48(1)(a)(ii)

**In relation to each of the above items, no public interest consideration has been identified favouring disclosure of the particular information in public proceedings of the meeting that would override the need to withhold the information.**

**This resolution is made in reliance on section 48(1)(a) of the Local Government Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 or section 9 of the Official Information Act 1982, as the case may require, which would be prejudiced by holding of the whole or the relevant part of the proceedings of the meeting in public are set out above.**

- 2 that such members of the senior leadership as the Chancellor and the Vice-Chancellor request be permitted to remain at this meeting, after the public has been excluded, with the exception of agenda item 28 because of their knowledge of the relevant matters identified above which will be of assistance in relation to those matters.**

Te Herenga Waka  
Victoria University of Wellington

# Council Manual



VICTORIA UNIVERSITY OF  
**WELLINGTON**  
TE HERENGA WAKA



**CAPITAL THINKING.  
GLOBALLY MINDED.**  
MAI I TE IHO KI TE PAE



## EXECUTIVE SUMMARY

### ***Te Herenga Waka Victoria University of Wellington***

Te Herenga Waka - Victoria University of Wellington (the University) was established in 1897 for the advancement of knowledge and the dissemination and maintenance of this knowledge by teaching and research. It is one of the major universities in New Zealand, and is engaged in a wide range of national and global programmes.

### ***Strategic Plan***

The Strategic Plan was refreshed and approved by Council on 9 September 2024. The Vision is *The university for a better world*, the Mission *We draw on our whakapapa, knowledge and space to shape a better future together*.

Our values, vision and strategic priorities are set out in more detail in Appendix A.

### ***Role of Council***

The role of Council is to be the governing body of the University. The functions, powers and duties of Council are set out in the Education and Training Act 2020 and can be summarised as follows:

#### ***Functions of Council (section 280)***

1. Appointing a Vice-Chancellor (and monitoring and evaluating his or her performance);
2. Preparing and submitting a proposed investment plan;
3. Ensuring the University is managed in accordance with, and determining policies to implement, the investment plan;
4. Determining policies in relation to the management of the University's affairs; and
5. Undertaking planning relating to the University's long-term strategic direction.

#### ***Powers of Council (section 283)***

Council has all powers reasonably necessary to enable it to perform its functions efficiently and effectively. Many of these powers are delegated to the Vice-Chancellor as Chief Executive.

#### ***Duties of Council (section 281)***

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

### ***Management of the University***

The Vice-Chancellor is responsible and accountable for the management of the University.

### ***Council composition and mix***

The composition of Council is determined by the Education and Training Act 2020, Council's Constitution and the Council Membership Statute.

Council consists of 12 members, each of whom may serve a maximum of three terms of up to four years each. The Vice-Chancellor is appointed *ex officio* for the term of appointment or reappointment.

The Minister for Universities appoints four Council members and Council appoints eight (including the Vice-Chancellor). The Nominations Panel oversees the appointments process of the three external members. The Returning Officer and Secretary to Council conducts elections to determine two staff representatives and two student representatives.

### ***Chancellor and Pro-Chancellor***

Each year Council elects from among the lay members (i.e. those who are not staff or students) a Chancellor and Pro-Chancellor. The Pro-Chancellor deputises for the Chancellor in his or her absence or at his or her request.

### ***Secretary to Council***

The Secretary to Council is responsible for ensuring that Council procedures are followed, that the applicable rules and regulations for the conduct of the affairs of Council are complied with and that Council is efficiently managed.

All Council members have access to the advice and services of the Secretary to Council.

### ***Vice-Chancellor***

The Vice-Chancellor is the link that connects the University's governance (Council) and management functions. All Council authority conferred on management is delegated through the Vice-Chancellor so that the authority and accountability of management is considered to be the authority and accountability of the Vice-Chancellor.

Between Council meetings the Chancellor maintains communication between Council and the Vice-Chancellor, expects to be kept informed by the Vice-Chancellor on all important matters, and is available to the Vice-Chancellor to provide counsel and advice where appropriate.

### ***Council procedures***

Council takes a disciplined approach to performing its role, with emphasis on strategic issues and stewardship. Council members must always act within any limitations imposed by Council on its activities.

Council and committee meetings are conducted in accordance with Council's Standing Orders. Council members are expected to perform their individual duties under Schedule 11 section 10 of the Act and comply with Council's Code of Conduct.

**Council has sole authority over its agenda and exercises this through the Chancellor. Any person may, through the Chancellor, request the addition of an item to the agenda.**

Council meetings are held at approximately 6-weekly intervals from approximately 9am to 5pm. The length of the meetings allows time for in-depth discussion on specific topics. Additional meetings may be scheduled as the occasion requires.

### ***Council committees***

Council committees are formed to facilitate efficient decision-making and provision of advice. Council committees operate under approved terms of reference and observe the same rules of conduct and procedure as Council unless Council determines otherwise. Council committees only speak or act for Council when authorised. The authority conferred on a Council committee does not derogate from the authority delegated to the Vice-Chancellor.

Council has four standing committees, namely the Audit and Risk, Finance, Te Aka Matua (Māori Advisory), and People and Culture committees. Three additional committees, the Victoria Honours Committee, the Nominations Panel, and the Vice-Chancellor appointment Committee meet as and when required. Additional committees or sub-committees of standing committees may be formed for specific purposes and disbanded as required.

### ***Council and member evaluations***

Each year Council critically evaluates its own performance including its processes and procedures. From time to time the performance of individual members is also evaluated by self-assessment.

### ***Induction of new members***

An induction programme is run for all new Council members, to ensure that all Council members have a good understanding of the University and the environment in which it operates. As part of the programme, members receive essential Council and University information, meet key management and visit the University's facilities.

***Members' remuneration***

Council members will be paid fees in accordance with Schedule 11 section C of the Education and Training Act 2020. Actual out of pocket expenses (such as travel costs) may also be claimed.

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## 1 INTRODUCTION TO THIS MANUAL

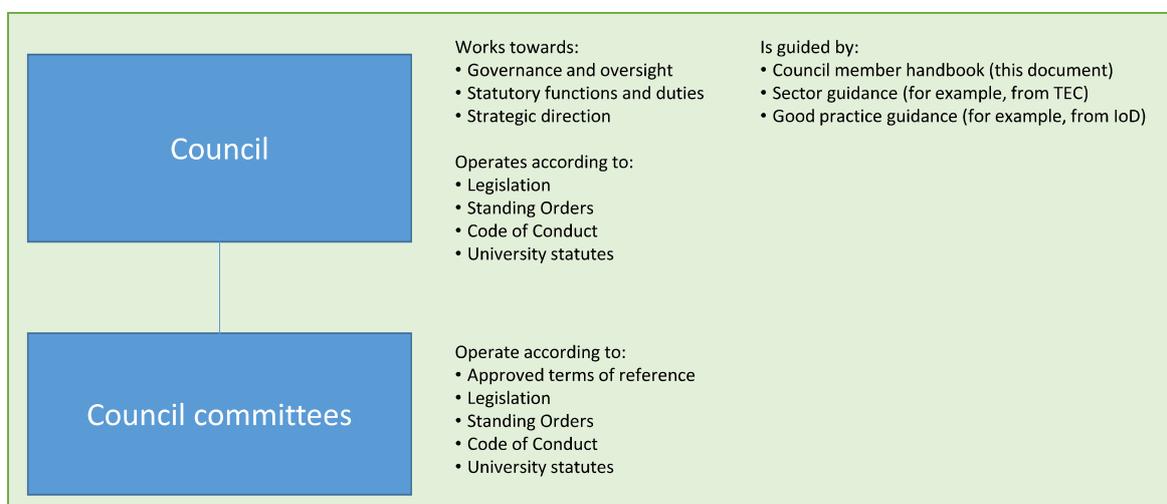
This section provides a brief introduction to this manual.

### 1.1 Context

It is Council's intention to be a high-performing governance team. This manual is one element in the set of governance resources provided to support Council to operate effectively and efficiently.

Other key governance resources include:

- Standing Orders;
- Code of Conduct;
- Terms of reference for Council committees;
- Tertiary Education Commission's (TEC) *"Governance Guide for Council Members of Tertiary Education Institutions"* (a generic guide applicable to all tertiary education institutions in New Zealand);
- Institute of Directors (IoD): corporate membership, *"Four Pillars"* Governance Best Practice guide (a generic guide applicable to all types of organisations) and related training; and
- The University's Strategic Plan, Investment Plan, Annual Budget and Annual Report.



### 1.2 Purpose of this manual

This manual is intended to be:

- A standard reference for Council members;
- High-level and explanatory in nature – with information about where to get more detail when required;
- Publicly available to other people interested in how the University's Council works; and
- Relatively static (i.e. not contain rapidly changing data such as contact details in the main document).

### 1.3 Manual ownership

The owner of this manual is the Secretary to Council.

Updated 12 March 2026

## 1.4 Distribution

This manual is expected to be made available to:

- Council and Te Hiwa (the Senior Leadership Team), as a Board book (and in hardcopy if required);
- Other senior leadership electronically and/or on the University website with the public documentation.

## 2 TE HERENGA WAKA VICTORIA UNIVERSITY OF WELLINGTON

*This section sets out the context of the University's operations and the Council's scope of governance responsibilities.*

### History and current operations

Victoria University of Wellington was established in 1897 for the advancement of knowledge and the dissemination and maintenance of this knowledge by teaching and research.

It is one of the major universities in New Zealand. It operates across three campuses in Wellington (Kelburn, Pipitea, and Te Aro). It also has operations in Auckland, Miramar (Miramar Creative Centre), Gracefield (Ferrier and Robinson Institutes), and Island Bay (Coastal Ecology Laboratory). It is engaged in a wide range of national and global programmes.

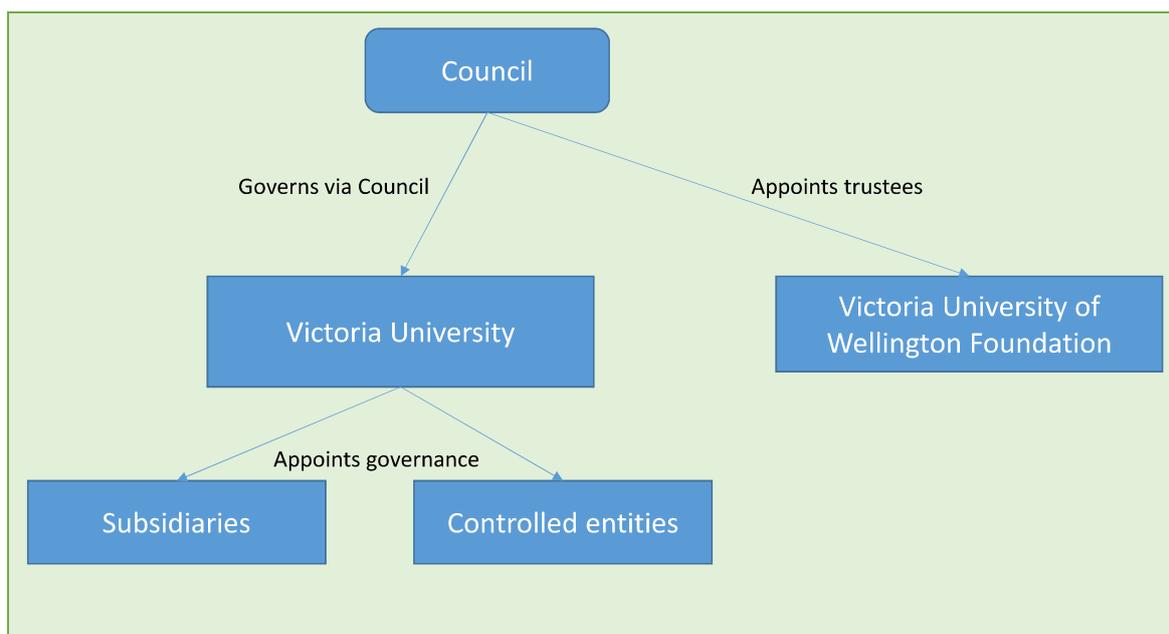
### 2.1 University, subsidiaries and controlled enterprises

Victoria University of Wellington is a registered charity (CC47181) with its main sector of operation recorded as education, training and research.

As well as having responsibility for the University's governance, Council members need to be aware of the governance relationship between Council, the Victoria University of Wellington Foundation (the Foundation) and subsidiaries and other entities that the University controls.

Council governs the University through the approval of the Strategic Plan, the direction it gives the Vice-Chancellor, approval of University statutes and consideration of the information it receives. It governs the Foundation indirectly through appointing the trustees.

Council does not directly govern other University subsidiaries and controlled entities. Directors and Trustees of these are appointed by the Vice-Chancellor (in consultation with the Chancellor) who is ultimately responsible to Council for their operation and performance.



Updated 12 March 2026

### 3 COUNCIL OVERVIEW

*This section sets out the purpose of Council and explains how it obtains its authority. It also identifies the key legislation and governance documents that are relevant to Council in directing the University towards its strategic goals.*

#### 3.1 Treaty of Waitangi commitments

The Te Tiriti o Waitangi Statute is the formal expression of the University's commitment to Māori as tangata whenua and Treaty partners.

The University values te Tiriti o Waitangi, rangatiratanga (leadership), manaakitanga (the generous fostering of knowledge), kaitiakitanga (responsibility for, and guardianship of, knowledge), whai mātauranga (intellectual curiosity), whanaungatanga (collaboration and collectiveness) and akoranga (collective responsibility for learning).

#### 3.2 Council's role and responsibilities

Council is the governing body of Victoria University of Wellington. The functions, powers and duties of Council are defined in the Education and Training Act 2020 as set out below.

##### 3.2.1 Functions of Council (section 280)

Council's functions are:

**280 Functions of councils**

*The functions of an institution's council are—*

- (a) to appoint a chief executive in accordance with the [\[Public Service Act 2020\]](#), and to monitor and evaluate the chief executive's performance:*
- (b) to prepare and submit a proposed plan if the institution is seeking funding under a funding mechanism that provides for funding via plans:*
- (c) if the institution has a plan,—*
  - (i) to ensure that the institution is managed in accordance with that plan; and*
  - (ii) to determine policies to implement that plan:*
- (d) to determine, subject to the [\[Public Service Act 2020\]](#), the policies of the institution in relation to the management of its affairs:*
- (e) to undertake planning relating to the institution's long-term strategic direction.*

### 3.2.2 Powers (283)

Council has all powers reasonably necessary to enable it to perform its functions efficiently and effectively. Many of the powers in section 283 have been delegated to management through the Vice-Chancellor. The Reserved Powers of Council are found in Appendix 3 to the Delegations Statute.

#### 283 Powers of councils

- (1) An institution's council has all powers reasonably necessary to enable it to perform its functions efficiently and effectively.
- (2) Except where they are exercised by delegation under this Act, the following powers of an institution may be exercised only by its council:
  - (a) to provide courses of study or training, admit students (including by discretion and *ad eundem statum*) and grant awards:
  - (b) to grant fellowships, scholarships, bursaries, or prizes:
  - (c) to authorise the making of grants or loans out of the money of the institution to the chief executive, to members of the staff or students of the institution, or to any association of staff or students, on the terms and conditions that the council thinks fit and guarantee loans made by other persons to the chief executive or members of the staff of the institution for housing purposes:
  - (d) to accept gifts, devises, and bequests made to the institution, whether on trust or otherwise:
  - (e) to agree to the disestablishment of the institution and its incorporation in another institution of the same class or a different class:
  - (f) to agree to the incorporation in the institution of another institution or other institutions, whether of the same class as itself or a different class from itself:
  - (g) to arrange for the manufacture of, and distribution of (whether by way of sale or otherwise), any article or thing bearing a mark, symbol, or writing that is associated with the institution:
  - (h) to arrange for the provision of (whether by sale or otherwise) goods and services to staff or students of the institution or other persons using, or otherwise attending at, facilities of the institution:
  - (i) to prescribe fees payable by students of the institution or any of them:
  - (j) to establish bodies within the institution to give advice to the council:
  - (k) to do anything incidental to the exercise of any of the preceding powers.
- (3) Subsection (2)(e) and (f) does not apply to [Te Pūkenga—New Zealand Institute of Skills and Technology's] council.
- (4) An institution's council has the power to appoint committees consisting of the persons, whether or not members of the council, that the council determines to exercise the powers that are delegated to them under section 285 and the powers that are conferred on them by statutes made by the council, and to alter, discharge, and reconstitute committees so appointed.

#### Reserved Powers of Council

Govern the University	in accordance with relevant legislation and the Investment Plan and Strategic Plan
Approve the University's long-term strategic direction, Strategic Plan, Mission, Values and Vision	
Approve the budget	on the recommendation of the Finance Committee
Approve the Annual Report	on the recommendation of the Audit and Risk Committee
Appoint, reappoint (and remove) a Vice-Chancellor	
Monitor and evaluate the Vice-Chancellor's performance	on the recommendation of the HR Committee
Appoint (and remove) an acting Vice-Chancellor	
Authorise other people to execute documents on behalf of the University	
Oversee and monitor the assessment and management of risk across the University and its controlled entities	
Approve the internal audit charter	on the recommendation of the Audit and Risk Committee
Approve statutes	
Agree to the disestablishment of the University and its incorporation in another institution of the same class or a different class	
Agree to the incorporation in the University of another institution or other institutions, whether of the same class as itself or a different class from itself	
Grant honorary degrees and Hunter Fellowships	on the recommendation of the Victoria Honours Committee

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Approve naming rights	on the recommendation of the Victoria Honours Committee
Determine objective criteria for consideration of Council members	
Appoint as a member of Council the Vice-Chancellor and up to 7 other people	taking into account the recommendations of the Nominations Panel
Elect (and remove) a Chancellor and Pro-Chancellor	
Determine rates of payment for members of Council (other than the Vice-Chancellor)	
Dismiss or suspend a member of Council or recommend to the Minister that a member be removed from office	
Initiate action against a member of Council for breach of any individual duty	
Recommend to the Minister that the Constitution of the Council be amended	
Determine Council's annual work plan and anything necessary to support the business of Council	
Determine procedures for meetings of Council and Committees of Council	
Manage disclosures of interest from Members of Council	
Assess the performance of Council	
Appoint, alter, discharge and reconstitute committees of Council, other committees to exercise delegated powers and boards or other bodies within the University to give advice to Council	
Delegate or revoke any of Council's powers to the Vice-Chancellor or to a committee (including the Academic Board)	
Decide how to fill casual vacancies on Council	Includes deciding not to fill a vacancy that occurs within 3 months of the end of Council member's term of office
Appoint trustees of the Victoria University of Wellington Foundation	
Approve any new subsidiary or controlled entity of the University or the disestablishment of any existing entity	
<b>Academic</b>	
Establish an Academic Board and consider any advice from the Academic Board	
Determine the composition of the Academic Board	
Grant (and revoke) qualifications and awards	
Decide on grievance about an action of the Academic Board	in accordance with section 4.3(c) of the Academic Board statute
Establish targeted admissions schemes for students from equity groups	
Determine minimum entry requirements	
Determine wording on Qualification Certificate	
Approve amendment of already issued Qualification Certificate	
<b>Finance and Contracts</b>	
Approve any matter requiring a "Level 0" approval in the Financial Delegated Authority Limits set out in Appendix 2	
Determine tuition fees and student services levies	taking into account the recommendations of the Finance Committee
Approve limits on treasury financial transactions and financial authorities (as set out in the Treasury Statute)	taking into account the recommendations of the Finance Committee
Authorise grants or loans to the Vice-Chancellor, members of staff, students, or to any association of staff or students, and guarantee loans to the Vice-Chancellor or members of staff for housing purposes	
Approve the level of insurance coverage	
Authorise the common seal to be affixed to any document	Common seal must be countersigned by two people (other than for qualification certificates), one of whom must be a member of Council.
Enter into agreements which, if made by a private person, must be by deed.	Requires common seal to be affixed and countersigned by two people with delegated authority (at least one of whom must be a member of Council).

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### 3.2.3 Duties (section 281)

The duties of Council are:

<p><b>281 Duties of councils</b></p> <p>(1) <i>It is the duty of an institution's council, in performing its functions and exercising its powers,—</i></p> <p>(a) <i>to strive to ensure that the institution attains the highest standards of excellence in education, training, and research:</i></p> <p>(b) <i>to acknowledge the principles of Te Tiriti o Waitangi:</i></p> <p>(c) <i>to encourage the greatest possible participation by the communities served by the institution so as to maximise the educational potential of all members of those communities, with particular emphasis on groups in those communities that are under-represented among the students of the institution:</i></p> <p>(d) <i>to ensure that the institution does not discriminate unfairly against any person:</i></p> <p>(e) <i>to ensure that the institution operates in a financially responsible manner that ensures the efficient use of resources and maintains the institution's long-term viability:</i></p> <p>(f) <i>to ensure that proper standards of integrity, conduct, and concern for the public interest and the well-being of students attending the institution are maintained.</i></p> <p>(2) <i>In addition, NZIST's council must comply with section 97 of the Crown Entities Act 2004 in respect of its subsidiaries.</i></p>
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Under the Health and Safety at Work Act 2015, Council members have a duty as officers of the University to exercise “due diligence” to ensure that the University complies with its duties and obligations under that Act.

Due diligence is defined (in section 44(4)) as including taking reasonable steps to:

<p>(a) <i>to acquire, and keep up to date, knowledge of work health and safety matters; and</i></p> <p>(b) <i>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</i></p> <p>(c) <i>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</i></p> <p>(d) <i>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</i></p> <p>(e) <i>to ensure that the PCBU has, and implements, processes for complying with any duty or obligation of the PCBU under this Act; and</i></p> <p>(f) <i>to verify the provision and use of the resources and processes referred to in paragraphs (c) to (e).</i></p>
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(PCBU = a person conducting a business or undertaking (section 17(1)). In this context, the relevant PCBU is Victoria University of Wellington.

This duty essentially directs that the University's health and safety culture be controlled and managed by those in governance (and senior management) roles.

## 3.3 Strategy

### 3.3.1 Strategic Plan

Council is responsible for setting the University's strategic direction and for monitoring progress toward attaining the strategic goals. It does this by approving the Strategic Plan which sets out the University's:

- Vision;
- Mission
- Values
- Strategic Priorities

The 2024-2028 Strategic Plan was approved by Council on 9 September 2024. It is available at Appendix A to this document.

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### 3.3.2 The Statement of National Education and Learning Priorities (NELP) and the Tertiary Education Strategy

The Statement of National Education and Learning Priorities (NELP) and the Tertiary Education Strategy (TES) are issued under the Education and Training Act 2020. The TES sets out the Government's long-term strategic direction for tertiary education, including economic, social, and environmental goals and the development aspirations of Māori and other population groups

The full Tertiary Education Strategy (TES) can be found at this link:

[The Tertiary Education Strategy | Tertiary Education Commission \(tec.govt.nz\)](https://tec.govt.nz)

## 3.4 Legislation

A further consideration in governing Victoria University of Wellington is the application of relevant legislation.

The primary items of legislation directing the University are:

- Education and Training Act 2020 (parts 5 and in particular part 4 subpart 3– Administration of tertiary institutions);
- Victoria University of Wellington Act 1961. Most of the original elements of this Act have now been repealed and replaced by equivalent elements in the Education Act. The provisions that remain include:
  - Section 3 – defines what the University consists of
  - Section 20 – gives Council power to award certificates, fellowships, scholarships, bursaries, and prizes, and to make other awards.
  - Section 21 – gives Council power to provide lectures and instruction to members of the public and award certificates for this;
- Crown Entities Act 2004. The University is a Crown Entity. Only the provisions listed in Schedule 4 apply to Tertiary Education Institutions; and
- Public Finance Act 1989. Only certain provisions of the Act apply, particularly the restrictions on investment in section 65I of that Act.

Governance and management of the University must also comply with other legislation.

The General Counsel conducts an annual legislative compliance survey and the results of this are reported to the Audit and Risk Committee and then Council.

## 3.5 Other key governance material

Council members also need to be familiar with the following key governance material:

### 3.5.1 Standing Orders

Standing Orders set out Council's rules for meetings of Council and its committees. They incorporate and extend the rules set out in Schedule 11 sections 15 and 16 of the Education and Training Act 2020. They also incorporate key requirements of Part 7 of the Local Government Official Information and Meetings Act 1987 which apply to Council and its committees. The standing orders are circulated with each set of public Council documentation.

### 3.5.2 Council Code of Conduct

The Council Code of Conduct sets out expected standards of behaviour for Council members. It should be read in conjunction with applicable legislative requirements. The Code of Conduct is circulated with each set of public Council documentation.

### 3.5.3 Investment Plan

The Investment Plan is submitted to the TEC to seek government funding for domestic students.

To meet TEC's requirements, the Investment Plan must describe:

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- How the University will achieve government priorities set out in the TES;
- The University's mission and role in the tertiary sector;
- All the tertiary education programmes and activities run or undertaken by the University; and
- The outcomes proposed by the University, including performance indicators.

Under changes to the University's delegations' statute approval of the Investment Plan is delegated to the Vice-Chancellor.

### **3.5.4 Annual Budget**

The Annual Budget identifies the projected revenue and operating and capital expenditures required to achieve the University's fiscal targets, the targets specified in the Investment Plan and agreed initiatives to support the Strategic Plan in each calendar year. Council approves the Annual Budget.

### **3.5.5 Annual Report**

The Annual Report includes the University's audited financial statements and the Statement of Service Performance (SSP) which reports against performance measures specified in the Investment Plan. Council approves the Annual Report.

### **3.5.6 Council statutes**

Section 284 of the Education and Training Act 2020 gives Council the authority to make statutes. University statutes are the highest level component of the University's policy framework.

Where a statute has academic implications, Council must take advice from the Academic Board. Statutes are permanent in nature although subject to periodic review. Compliance with statutes is mandatory and non-compliance is actionable through appropriate conduct policy documents.

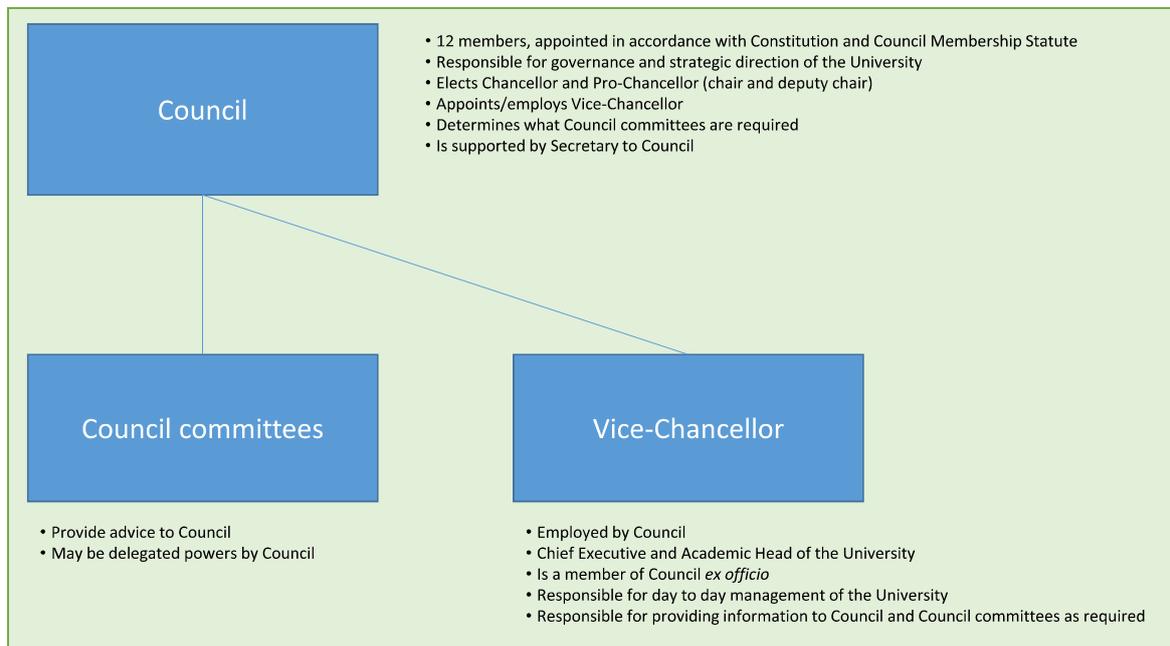
Other components of the University's policy framework include policies, regulations, procedures and guidelines. These are published in a standard format on the website.

### **3.5.7 Delegations**

Delegations are the formal mechanism by which Council authorises committees and the Vice-Chancellor to exercise the power of Council. The Delegations Statute sets out all the decision-making authorities across the University (including those sub-delegated by the Vice-Chancellor). More information can be found at this link - <https://www.wgtn.ac.nz/about/governance/delegations>.

## 4 COUNCIL ORGANISATION

*This section sets out how Council organises itself.*



### 4.1 Council composition

The composition of Council is determined by the Education and Training Act 2020, Council's Constitution (gazetted on 24 September 2015 <https://gazette.govt.nz/notice/id/2015-au5554>) and the Council Membership Statute <https://www.wgtn.ac.nz/documents/policy/governance/council-membership-statute.pdf> ).

The Constitution is a short document that essentially states that the University's Council must comprise 12 members, of whom:

- Four are appointed by the Minister for Universities; and
- Eight are appointed by Council in accordance with its statutes.

The Constitution also specifies that the maximum number of occasions on which a person may be appointed as a Council member is three, although Council's expectation is that no Council member would be appointed on more than two occasions.

The detail of the composition of Council is set out in the Council Membership Statute, which also sets out the basis on which the eight members appointed by Council are elected or selected.

- 4.2 The Nominations Panel oversees the appointments process for the three positions appointed directly by Council.**
- 4.3 The Secretary to Council who is also the Returning Officer conducts elections for the two staff representatives (once every two years) and the two student representatives (once each year). The successful candidates are appointed at the next available Council meeting with staff reps serving a four year term, and student reps a two year term.**
- 4.4 The Vice-Chancellor is appointed *ex officio* for the length of his/her employment contract.**
- 4.5 Chancellor and Pro-Chancellor (Chair and Deputy Chair)**

Council has two specific positions that are determined by election within Council each year.

#### **4.5.1 Chancellor**

The Chancellor is elected by Council as chairperson and is eligible for re-election to this office. This is traditionally for a one year term.

The Chancellor chairs Council and is responsible for providing leadership to Council in the execution and review of its governance responsibilities. The Chancellor represents Council at meetings concerned with governance issues across the sector (for example, Chancellors' meetings, meetings with representatives of government etc.) and provides advice and support to the Vice-Chancellor. The Chancellor is also typically the spokesperson for Council and the University on governance issues.

The Chancellor:

- Convenes Council meetings;
- Is a member *ex officio* of all committees of Council;
- Convenes or is a member of working parties of Council as deemed appropriate;
- Attends meetings of the NZ Chancellors;
- Is a Trustee of the Victoria University of Wellington Foundation (*ex officio*);
- Presides at the University's Graduation Ceremonies; and
- Represents the University at corporate and cultural functions.

#### **4.5.2 Pro-Chancellor**

The Pro-Chancellor is elected by Council as deputy chairperson and is eligible for re-election to this office. This is traditionally for a one year term.

The Pro-Chancellor is the Chancellor's deputy in governance and ceremonial roles and, on occasion as required, acts on the Chancellor's behalf.

If the Chancellor is not present at a meeting of Council or if there is no Chancellor, the Pro-Chancellor presides at the meeting and has all the powers and functions of the Chancellor for the purpose of the meeting.

The Pro-Chancellor:

- Deputises for the Chancellor as the leader of Council and as the Ceremonial Head of the University ;
- Is a member *ex officio* of all committees of Council except the Nominations Panel; and
- Represents the University at corporate and cultural functions.

#### **4.5.3 Election process**

Schedule 11 section 15 of the Education and Training Act 2020 sets out general guidance, including the constraint that Council members who are the Vice-Chancellor, members of staff or students are not eligible for election to be Chancellor or Pro-Chancellor.

The election process will be supervised by the Secretary to Council, who will provide formal notice of the date of the election, receive nominations and, if there are two or more nominations for one office, conduct a secret ballot.

The election process normally followed is:

1. The election will be held at the last meeting of Council in each calendar year.
2. The Secretary to Council will call for nominations at least two weeks before the final Council meeting of the year.
3. Nominations (proposed and seconded) must be received in writing by the Secretary to Council by the date specified in the call for nominations.
4. Nominations will only be accepted from the floor if no written nominations have been received.
5. If there are two or more nominations for one office, a secret ballot will be conducted.
6. If the ballot results in a tie, a second ballot will be held. If the second ballot results in a tie, then the Secretary to Council will supervise the determination of the outcome by lot.

#### 4.6 Officers of Council

The “Officers of Council” are the Chancellor, the Pro-Chancellor, the Vice-Chancellor and the Chair of the Finance Committee.

#### 4.7 Council committees

Council committees are formed to facilitate efficient decision-making and provision of advice. Council has the power to form committees under section 283(4) of the Education and Training Act 2020 as required. Standing Orders require committees to operate under approved terms of reference and observe the same rules of conduct and procedure as Council unless Council determines otherwise. Council committees only speak or act for Council when authorised. The authority conferred on a Council committee does not derogate from the authority delegated to the Vice-Chancellor.

The committee structure is as follows:

##### **Permanent committees**

- Finance Committee;
- Audit and Risk Committee;
- Te Aka Matua (Māori Advisory Committee); and
- People and Culture Committee

##### **Special purpose committees**

- Victoria Honours Committee
- Nominations Panel
- Vice-Chancellor appointment Committee

Membership of each committee is determined by Council at the start of each year, and on other occasions as the need arises.

Each committee operates with agreed terms of reference, which set out:

- The scope, purpose, responsibilities and authority of the committee;
- Membership and attendance;
- Meetings;
- Information and reporting; and
- Review requirements.

The Secretary to Council has a template for the creation of terms of reference for new committees or advisory groups when required.

Committee	Purpose	Meeting frequency	Members
<b>Finance</b>	Assists Council in relation to financial planning, capital management and financial performance.	8 times per year before each Council meeting	Chancellor and/or Pro-Chancellor Vice-Chancellor Up to five other Council Members
<b>Audit and Risk</b>	Assists Council in relation to oversight of strategic, financial and operational risk management, health and safety management, internal and external audit, statutory financial reporting and legislative compliance.	Quarterly (or as required)	Chancellor and/or Pro-Chancellor Up to five other Council Members
<b>Te Aka Matua – Māori Advisory committee</b>	The purpose of Te Aka Matua is to assist Council discharge its governance responsibilities in relation to Māori and Te Tiriti o Waitangi	Four times per year	Chancellor Up to three other members of Council, two of whom should be on an annual rotation to build all Council members' understanding of Te Tiriti o Waitangi, mātauranga Māori, te reo Māori and tikanga Māori Up to three external Māori members – one member each from Taranaki Whānui and Ngāti Toa, appointed by Council on the nomination of the relevant mana whenua Iwi and one co-opted member appointed by Council based on an agreed identified skill-set. No member shall be Council members and may be appointed for up to a four-year term; One Māori student appointed by Council on the nomination of Ngā Tauira
<b>People and Culture Committee</b>	Assists Council to meet its responsibility to monitor and evaluate the Vice-Chancellor's performance and undertake the Vice-Chancellor's annual remuneration review. Develop a culture at the University which supports the delivery of its strategic priorities as they relate to people and culture;	As required	Chancellor Pro-Chancellor up to two other lay members of Council

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<b>Victoria Honours committee</b>	Makes recommendations to Council regarding the criteria, conferment or award for/of an honorary degree, Hunter Fellowship, naming rights, or any other honorary award which Council may wish to bestow.	As required	Chancellor Pro-Chancellor Vice-Chancellor two other Council members President of the PGSA Academic staff as per TOR
<b>Nominations Panel</b>	Ensures Council has the skills, knowledge, diversity and experience for the University to meet the challenges ahead and to achieve its strategic goals. It also oversees the selection and recommendation process of three Council members.	As required	Chancellor Vice-Chancellor Academic Board nominee member of Professional Staff VUWSA President or nominee Te Aka Matua nominee two external members
<b>VC Appointment Committee</b>	To assist Council in appointing a Vice-Chancellor as defined by the Terms of Reference	As and when required	Chancellor Pro-Chancellor Up to three other members including one staff representative 2

## 4.8 Academic Board

Schedule 11 section 18(2) of the Education and Training Act 2020 requires Council to establish an academic board to advise Council on matters relating to courses of study or training, awards, and other academic matters.

The Academic Board may exercise powers delegated to it by Council and the Vice-Chancellor under sections 285 and 295 of the Education and Training Act 2020.

The Academic Board is not a committee of Council, although for convenience it is deemed to be one for the purposes of receiving and exercising delegated authority from Council.

The Academic Board is chaired by the Vice-Chancellor (*ex officio*). The membership, functions and powers of the Board are defined in the Academic Board statute and the Delegations Statute.

## 4.9 Vice-Chancellor

The Vice-Chancellor is the University's Chief Executive and as such is responsible for managing the academic and administrative affairs of the University. The Vice-Chancellor is the employer of all University staff. The Vice-Chancellor is *ex officio* a member of Council and of all committees of Council except the Human Resources committees.

One of the key functions of Council is to appoint, and then monitor the performance of, the Vice-Chancellor.

The Vice-Chancellor is the link that connects the University's governance (Council) and management functions. All Council authority conferred on management is delegated through the Vice-Chancellor so that the authority and accountability of management is considered to be the authority and accountability of the Vice-Chancellor so far as Council is concerned.

Between Council meetings the Chancellor maintains communication between Council and the Vice-Chancellor, expects to be kept informed by the Vice-Chancellor on all important matters, and is available to the Vice-Chancellor to provide counsel and advice where appropriate. Only decisions of Council acting as a body are binding on the Vice-Chancellor. Individual Council members, officers or committees should not give decisions or instructions to the Vice-Chancellor except in those instances where specific authorisation is given by Council.

### **Accountability of Vice-Chancellor to Council**

The Vice-Chancellor is accountable to Council for management of the University. At each of its normal monthly meetings Council expects to receive from or through the Vice-Chancellor:

- Operational and other reports and proposals; and
- Such other information and assurances as Council considers necessary.

## 4.10 Secretary to Council

The Secretary to Council is responsible for managing all Council matters and ensuring that correct procedures are in place and that all applicable rules and regulations for the conduct of the affairs of Council are complied with.

All Council members have access to the advice and services of the Secretary's office.

The role of the Secretary includes:

- Managing the Council's work programme and related meetings in consultation with the Chancellor and Vice-Chancellor  
Preparing, publishing and distributing Council and Council committee papers including agendas and minutes;
- Maintaining Council's register of interests and conflicts of interest;
- Preparing the Council section of the Annual Report;
- Ensuring Council related information on the University's website is current;
- Administering Council fees and expenses;

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- Organising continuing professional development for Council;
- Managing elections and external appointments of Council members;
- Providing executive advice and support to the Chancellor (including for graduation, key events, communication, and other logistics);
- Liaising with TEC and the Minister's office on behalf of Council;
- Keeping pace with the changing technological requirements of the role, particularly post-pandemic
- Managing information requests from Council members to University staff through the Vice-Chancellor; and
- Being the key contact point for all matters relating to Council and to provide advice to senior staff when interacting with Council.

#### **4.11 General Counsel**

General Counsel is responsible for the provision of constitutional and legal advice. In relation to Council business this may include:

- Advice on interpretation and application of relevant legislation;
- Advice on appropriate procedure;
- Advice on the creation, interpretation and application of Council's own procedural documents including Standing Orders, Code of Conduct and Terms of Reference for committees, boards and advisory bodies; and
- Engaging external legal services when required.

Any request for, and provision of, legal advice should be directed through the Chancellor or, in relation to a committee, the chair of that committee.

## 5 COUNCIL PROCESSES AND PROCEDURES

*This section sets out how Council operates.*



Council takes a disciplined approach to performing its role, with emphasis on strategic issues and policy. Council members must always act within any limitations imposed by Council on its activities.

### 5.1 Annual work programme

Council works to a set timetable throughout the year. Council accomplishes its work through a series of Council meetings and Council committee meetings.

#### 5.1.1 Council meetings

Council normally holds formal meetings at six-weekly intervals during standard business hours from approximately 11 am to 4.00 pm. From May 2025, the Council meeting will be preceded by the Finance Committee. Council may also hold additional special meetings if required.

Formal Council meetings and Council committee meetings are conducted in accordance with Council's Standing Orders. These may be amended from time to time by Council as Council sees fit, and they are also reviewed by the Secretary to Council and General Counsel on an annual basis to ensure that they remain current and relevant.

Members are expected to use their best endeavours to attend all Council meetings and to prepare thoroughly. Members are expected to participate fully, frankly and constructively in Council discussions and other activities and to bring the benefit of their particular knowledge, skills and experience to the Council table.

Council discussions are expected to be open and constructive, recognising that genuinely-held differences of opinion can, in such circumstances, bring greater clarity and lead to better decisions. The chair of the meeting will endeavour to seek a consensus in Council but may, if necessary, call for a vote.

Minutes are prepared for all formal Council and Committee meetings. These summarise the items considered and the decisions made.

Meetings open and close with Karakia.

#### 5.1.2 Council committee meetings

Council committee meetings are held in accordance with the agreed timetable and the terms of reference for each specific committee. Meetings of standing committees are publicly notified on the website. Minutes of committee meetings are reported back to Council by inclusion in the agenda for the next Council meeting.

#### 5.1.3 Council workshops

From time to time Council holds a workshop to look at particular topics in more detail. Workshops are not formal meetings of Council and are therefore not open to the public. The chair of the workshop decides the extent to which the proceedings of workshops are recorded and reported back to Council.

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#### 5.1.4 Council performance evaluation

Council will assess its performance on an annual basis. This process may include obtaining input from external parties.

## 5.2 Items for Council consideration

### 5.2.1 Agenda

Council has sole authority over its agenda, and the Chancellor is responsible, in consultation with the Vice-Chancellor and the Secretary to Council, for determining the agenda for each Council meeting. This is generally determined based on the annual work programme, matters arising from previous Council meetings and Council committees, and on new items put forward for consideration.

Any person may, through the Chancellor, request the addition of an item to the agenda.

At each ordinary meeting the interests register is updated as necessary and Council considers:

- A report from the Chancellor;
- Reports from Council committee chairs;
- A report from the Vice-Chancellor;
- A performance report (including financials and major projects)
- A Health and Safety report; and
- Reports on activities from other areas of the University's activities as appropriate.

The sequencing and the allocation of time to items is determined based on the strategic importance of the item and the range of other items that need to be considered at each meeting.

Each Council meeting has a public session and a public-excluded session. This is a critical part of agenda planning.

### 5.2.2 Council papers

Council papers (including formal notice of meeting and agenda) are distributed to Council members using Diligent Board books. Council papers are usually made available at least three calendar days before meetings. Late papers are only accepted where this has been agreed in advance by the Chancellor.

Papers are expected to use the standard template for Council and Committee papers. This template is available from the Secretary to Council.

## 5.3 Interactions with University staff

It is expected that from time to time Council members will need to interact with members of staff. While this is generally encouraged, as it enables Council collectively to obtain a broader understanding of how the University is operating, it is also important for Council members to understand that they do not have authority to direct staff to provide information or undertake other activities unless specifically authorised to do so by the Chancellor or Vice-Chancellor.

It is expected that all interactions between Council members and University staff will be conducted in an open and transparent manner to ensure there are no surprises. The Secretary to Council can facilitate interactions between Council and the appropriate University staff, keeping the Chancellor and Vice-Chancellor informed.

If University staff are approached directly by Council members, they are expected to advise their manager, who in turn may redirect the request to the Vice-Chancellor's Office.

## 5.4 Dealing with disruptions by members of the public

If a Council meeting is disrupted by members of the public during the public section of a meeting (to the extent that reasonable debate by Council is prevented, or Council members feel threatened harassed or intimidated) then Council will manage the situation in accordance with the provisions of section 50 of the Local Government Official Information and Meetings Act 1987.

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## 6 OTHER GUIDANCE FOR COUNCIL MEMBERS

*This section addresses other topics relevant to Council members.*



### 6.1 Induction

At the start of each year, and on any occasion when a new person joins Council, an induction programme is run for all new Council members. This is intended to ensure that all Council members have a good (and consistent) understanding of the University and the environment and markets in which it operates. As part of the programme, members receive essential Council and University information and meet key members of the management team.

Having a good understanding of the context, purpose, organisation and processes of Council and the University is vital for Council to be able to operate as a high-performing team.

The induction programme ensures that:

- New Council members are brought up to speed;
- Council as a whole understands the work programme for the year ahead; and
- Council understands its current mix of knowledge, skills, experience and diversity.

### 6.2 Individual roles and responsibilities

As well as attending all Council meetings and workshops, Council members are also expected to serve on one or more Council committees.

Council members are expected to keep themselves abreast of changes and trends in the University's environment and markets and in the economic, political, social and legal climate generally.

Council members are welcome and encouraged to attend graduation celebrations usually held in May and December.

Council members are expected to perform their individual duties under Schedule 11 section 10 of the Act in accordance with Council's Code of Conduct and in accordance with all relevant University statutes (such as the Conflicts of Interest Statute).

Council members must not act as spokesperson for, or make any public comment on behalf of, Council or the University unless specifically authorised to do so by the Chancellor or Vice-Chancellor.

Council members, as officers of the University, must also ensure that they exercise due diligence to ensure that the University complies with its duties and obligations under the Health and Safety at Work Act 2015.

### 6.3 Fees, allowances and travel costs

Council members may be paid fees in accordance with Schedule 11 section 17 of the Education and Training Act 2020. Actual out of pocket expenses (such as travel costs) may also be claimed.

Where travel on Council business is required, the University will make the travel arrangements and cover the cost. Travel must be approved in advance by the Chancellor.

### 6.4 Insurance

The University maintains a comprehensive portfolio of insurance policies. This section provides an overview of the main insurance policies relevant to Council members.

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#### **6.4.1 Directors & Officers**

This policy covers both individual Council members as well as the University itself for claims made against Council members for wrongful acts in the discharge of their University duties. The policy covers both defence costs and settlements of claims.

#### **6.4.2 Statutory Liability**

This policy covers both individual Council members as well as the University itself for claims alleging unintentional breaches of New Zealand statutes. The policy covers both defence costs and penalties awarded against an insured (although there are some exceptions; for instance, fines following breaches of Health and Safety legislation cannot be insured).

#### **6.4.3 Trustees Liability**

This policy covers claims made against trustees in the discharge of their duties on behalf of a Trust (or fund). The policy covers defence costs, damages and judgements against trustees.

#### **6.4.4 General requirements**

Council members are required to complete a very brief declaration annually for the purposes of the renewal of the University's liability policies. The declaration typically asks whether the Council member has been involved in any companies that have been in receivership or liquidation and whether there has ever been a claim against him or her in the capacity as a Council member or a director, officer or senior employee of any entity.

All policies also require prompt notification of any circumstance which could give rise to a claim. A failure to do so may void the insurance cover. Such notifications are to be made in the first instance to Secretary to Council.

### **6.5 Independent professional advice**

Any Council member is entitled to obtain independent professional advice relating to his or her responsibilities as a member. If a member considers such advice is necessary the member is expected to first discuss it with the Chancellor.

### **6.6 Information access and technology**

#### **6.6.1 Information access**

Council members are given digital access to all Council papers and related material via Diligent Board books which ensures timely, effective and secure provision of Council information. This is the only University provided system that Council members are required to access as a Council member.

Council members are allowed access to the University's library.

Council members (with the exception of the Chancellor) do not require (and are not provided with) University identity or access cards.

Council members who do not have access to suitable technology may make arrangements to borrow the necessary equipment for the duration of their term. Free WiFi is available on all University campuses.

#### **6.6.2 Information security**

Council members are expected to keep all information relating to Council and the University secure. If Council members have reason to believe that there may have been any loss of, or inappropriate access to, University information in their care, they should advise Secretary to Council as soon as possible.

## 6.7 Physical security on campus

Campus security can be contacted on 0800 842 8888

## 6.8 Self-evaluation

As part of Council's goal to be a high-performing Council, Council members are expected to periodically self-evaluate their performance, and to take any appropriate steps in response to the outcome of this evaluation.

## 6.9 Training and development

Council has a "BoardWide" corporate membership of the IoD which provides all Council members full IoD membership benefits (except voting rights). Council expects that all Council members will attend basic governance training.

## 6.10 Declarations

After becoming a member of Council, and whenever circumstances change after that, Council members are required to complete a number of formal declarations. These include:

- Details for Register of Interests. These interests will be published in the Annual Report;
- Insurance declaration; and
- A declaration to confirm that:
  - The person is not disqualified from appointment under section 277 of the Education and Training Act 2020 or section 16 of the Charities Act 2005 (for example as an undischarged bankrupt); and
  - The person agrees to comply with Council's Standing Orders and Code of Conduct.

The Secretary to Council arranges the completion of these declarations.

## 6.11 Where to get more information

More information may be obtained from:

- Chancellor, Pro-Chancellor and Vice-Chancellor;
- Secretary to Council
- General Counsel; and
- The University's website and other websites (such as TEC, [legislation.govt.nz](http://legislation.govt.nz), Ministry of Education, etc.)

## Appendices – Appendix A – Strategy – 2024-2028

### **Te Herenga Waka, He Herenga Tāngata, He Herenga Kaupapa—the university for a better world.**

#### **Te koromakinga—Our mission**

We draw on our whakapapa, knowledge, and place to shape a better future together.

#### **Ngā whanonga pono—Our values**

Kaitiakitanga—we have a duty as guardians to protect and nurture the environment and people entrusted to our care.

Manaakitanga—we are welcoming and generous, and operate in ways that enhance the mana of our staff and students.

Whanaungatanga—we grow meaningful and long-lasting relationships that benefit our University communities and wider society.

Akoranga—we value the experience that students and staff bring to the University and recognise that greater understanding grows out of shared learning.

Whai mātauranga—we nurture intellectual curiosity that pushes the boundaries of knowledge and integrates diverse viewpoints to enhance the world around us.

#### **Te whakakitenga—Our vision: Ki te pae!**

The University's excellence is defined by inspirational teaching, outstanding research, and deep engagement, that mobilises understanding and action for a better world.

We are bold and creative, with tolerance for high-risk, high-reward activities with respect to academic investigations and discussion. A high trust culture across the University is pivotal for freeing time and resources to enable all members of our community to focus on whai mātauranga.

We may contribute as individuals but we succeed together, by investing in opportunities that have the potential to create distinctive long-term value for the University and our wider community.

We are responsible kaitiaki for our society and our environment, leading courageous, evidence-based discussion on critical civic and global issues with manaakitanga.

We cherish and care for our students and staff, who experience akoranga that celebrates their diverse identities, provides development connected to employment opportunities, and allows them to enjoy whanaungatanga that supports their success and life-long learning.

We manaaki all of our staff in ways that support their wellbeing and acknowledge their own aspirations for themselves, their families and the University.

We are a civic university with our community defining why we are here and who we serve. We are globally excellent by being locally relevant for the remarkable capital city of Wellington. This

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connection is evidenced by people's motivation to join with our university. Our collaborations advance our reputation nationally, in the Pacific region, and internationally.

## **Ngā whāinga matua—Our strategic priorities**

### **Connection**

We value and understand our diversity. We prioritise:

- our commitment to Te Tiriti o Waitangi and our connection to place to give meaning and influence to the marae at our heart, and support our global distinctiveness
- aspirations that empower, focus, and connect the distinctive strengths of individuals and groups within the University
- learning that excites and supports our diverse students to enable them to confidently contribute to kaupapa that challenges and extends their thinking
- the connection of ideas across academic disciplines to address pressing challenges and transformational opportunities.
- Read more about the initiatives that enhance our connection.

### **Collaboration**

We value and use our strengths together. We prioritise:

- returning time to staff to pursue opportunities by improving economies of scale and consistency in our processes
- enhancing internal processes that transparently encourage resource sharing and collaboration across the University
- trusting our staff to innovate and work in the best interests of the University with a focus on reviewing outcomes rather than requiring prior approvals
- learning from and working with partners nationally and internationally to advance shared kaupapa.
- Read more about the initiatives that enhance our collaboration.

### **Community**

We create value for our whole society. We prioritise:

- embracing our critic and conscience role in ways that allow current challenges, conflicts, and opportunities to be scrutinised with evidence and respectfully discussed
- engagement activities that enhance knowledge and understanding for all our external communities
- connecting aspiration to opportunity through pathways for Māori and Pasifika success
- empowering students to pursue professional and entrepreneurial experiences that connect ambition with possibility
- ecological thinking that contributes to a sustainable, resilient, and better world.

## Appendix B – Other relevant publications and information

Document name	Publisher	Link
<b>Resources for TEI councils</b>	TEC	<a href="https://www.tec.govt.nz/teo/working-with-teos/tei/governance/resources-for-councils/">https://www.tec.govt.nz/teo/working-with-teos/tei/governance/resources-for-councils/</a>
<b>Investment Plan</b>	The University	<a href="https://www.wgtn.ac.nz/about/governance/university-publications/investment-plan2/investment-plan.pdf">https://www.wgtn.ac.nz/about/governance/university-publications/investment-plan2/investment-plan.pdf</a>
<b>Annual Budget</b>	The University	On board books resource centre
<b>Annual Report</b>	The University	<a href="https://www.wgtn.ac.nz/about/governance/university-publications/annual-report">https://www.wgtn.ac.nz/about/governance/university-publications/annual-report</a>
<b>Strategies, Statutes and Policies</b>	The University	<a href="https://www.wgtn.ac.nz/about/governance/strategy">https://www.wgtn.ac.nz/about/governance/strategy</a>
<b>Detailed legislation</b>	Parliamentary Counsel Office	<a href="http://www.legislation.govt.nz/">http://www.legislation.govt.nz/</a>

## Appendix C – Karakia (on board books)

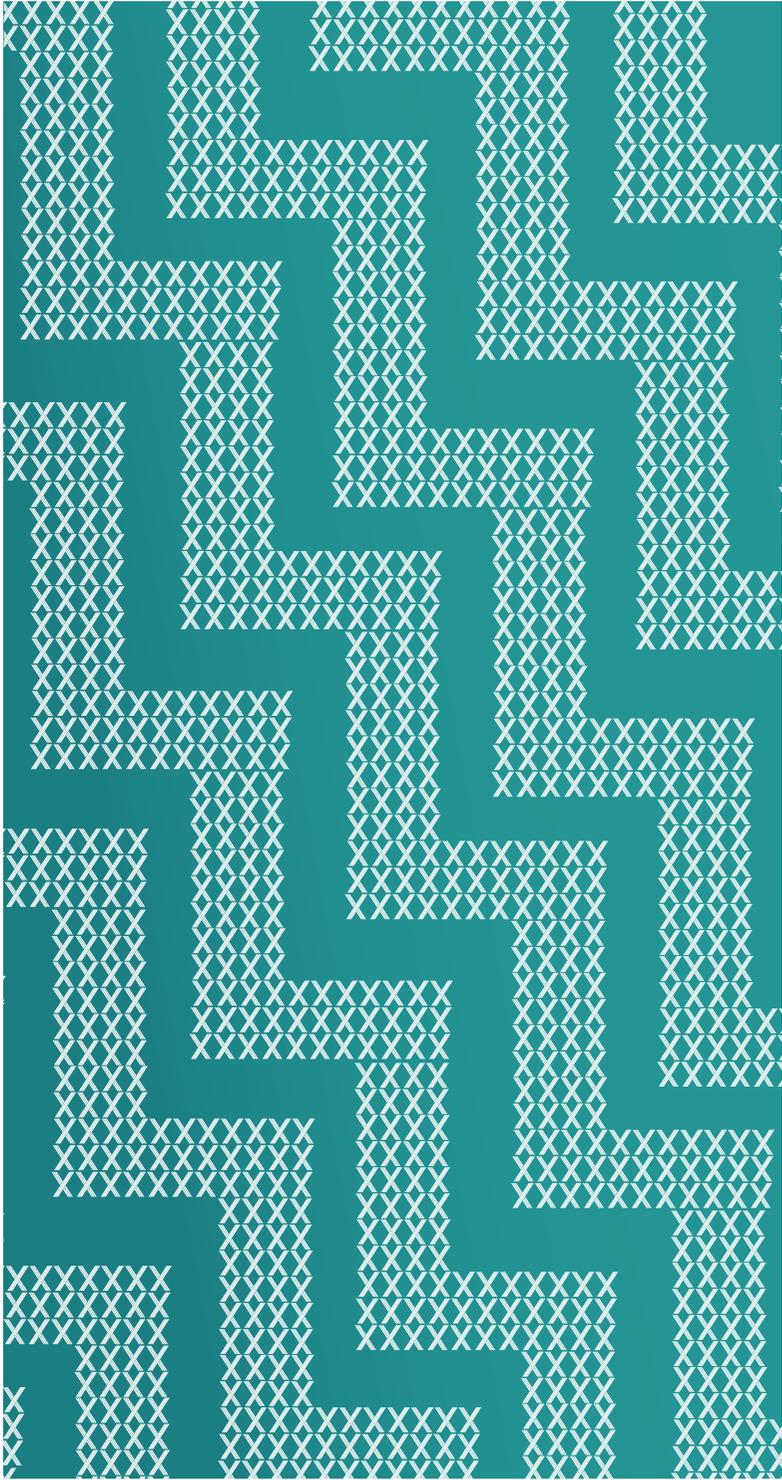


Updated 12 March 2026

# TIKANGA MĀORI AT VICTORIA

NGĀ TIKANGA MĀORI KI TE WHARE  
WĀNANGA O TE ŪPOKO O TE IKA A MĀUI  
MĀORI CUSTOMARY CONCEPTS AT  
VICTORIA UNIVERSITY OF WELLINGTON

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# INTRODUCTION

Kei ngā hoa mahi o Te Whare Wānanga o Te Ūpoko o te Ika a Māui, tēnā koutou katoa. Tēnā tātou e whai whakaaro ana ki ngā tikanga Māori i roto i ētahi āhuatanga o ā tātou mahi. Ahakoa he tīmatanga noa, he iti noa, he pounamu kē hai whakatairanga i ngā tikanga a kui mā, a koro mā.

Welcome to the *Tikanga Māori at Victoria* booklet. This text was compiled to help staff and other members of Victoria University of Wellington's community incorporate more tikanga Māori (Māori customs and protocols) into our university environment and culture.

While we have taken care to be as accurate as possible with the information contained in this booklet, it is only a starting point. There may be finer details or different protocols necessary for a range of Māori events and contexts not covered here. However, by engaging with the material in this booklet, you can be confident that you will be more prepared and informed to support Māori students, staff, events and activities on campus.

## ACKNOWLEDGEMENTS

A number of people have contributed to the compilation of this booklet. In particular, we would like to thank Meremoana Potiki for her initial research, Te Ripowai Higgins for her insights and the team in Victoria's Communications and Marketing group for their work in editing, formatting and printing the booklets. Ngā mihi nunui ki a koutou.

## WHY YOU SHOULD KNOW ABOUT TIKANGA MĀORI AT VICTORIA

There are many reasons for a booklet like this, from the cultural, to the political to the practical. Overall, however, the University's Vision Statement has affirmed that "Victoria will be imbued with distinctive qualities through its values and through the Treaty of Waitangi, mātauranga Māori and te reo Māori" (*Victoria University of Wellington Strategic Plan*, page 7).

The values referred to in that statement are akoranga, whanaungatanga, whai mātauranga, kaitiakitanga, manaakitanga and rangatiratanga. Each of these concepts requires an understanding and commitment to tikanga Māori.

Akoranga means teaching and place of learning. It is derived from the root word ako, which means both to teach and to learn, and recognises the reciprocal relationship of both processes.

Whanaungatanga is based on the root word whānau (extended family). It acknowledges the familial and close relationships and bonds that are formed through collective experiences that provide a sense of belonging.

Whai mātauranga comprises two words—whai, meaning to pursue, search or aim at, and mātauranga, meaning knowledge, wisdom and understanding. Together, they express a commitment to investigating and exploring ideas in order to create new and better understandings of old knowledge.

Kaitiakitanga is commonly translated as guardianship. Its root word is tiaki, which means to guard, care for and conserve. The prefix kai indicates 'the person who does the action' and, therefore, the meaning of kaitiaki becomes guardian or trustee.

Manaakitanga conveys notions of hospitality, based on the compound word manaaki, which means to support and respect. It also encapsulates the root word mana, which translates as reputation, influence and authority. Thus, in Māori tradition, a person could enhance her or his mana by being generous and sharing with others.

Rangatiratanga is based on the root word rangatira, which means to be noble or chiefly. With the added 'tanga' suffix, it alludes to such English language concepts as sovereignty, autonomy and leadership.

By incorporating tikanga Māori into your academic practices, not only will you be helping to invoke each of these university values, but you will also be giving effect to Victoria's Treaty of Waitangi Statute ([www.victoria.ac.nz/policy](http://www.victoria.ac.nz/policy)) along with many of our institution's other strategic documents and plans. Together, we can make Victoria a more inclusive place for Māori students and staff, and provide a more distinctive, place-based educational experience for all our students.





# TE HERENGA WAKA MARAE

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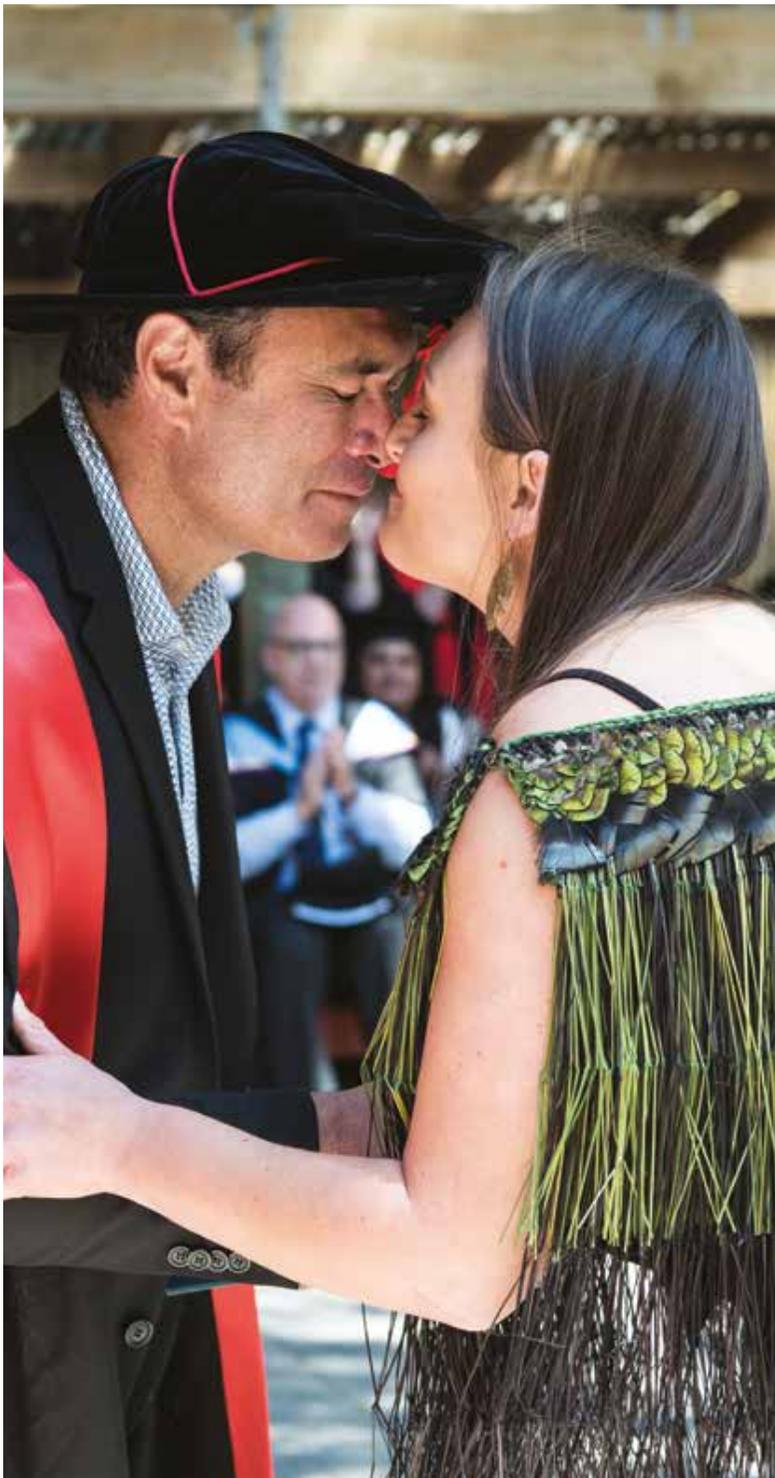
In 1980, Victoria established the first marae (Māori meeting house/ place) at a university. Te Herenga Waka marae was in a refurbished building on Kelburn Parade. A few years later, Professor Hirini Moko Mead, along with Dr Wiremu Parker and tohunga (cultural expert), Te Rangiahuta Ruka Broughton, were instrumental in the construction of a newly carved meeting house, Te Tumu Herenga Waka, which was opened on 6 December 1986. Located next to the meeting house at 46 Kelburn Parade is the wharekai (dining room and kitchen) called Ngā Mokopuna.

Since that time, the marae complex has been well utilised for a range of Māori activities and events. Its primary purpose is to serve the learning and teaching needs of Victoria's students and staff. It is used for lectures, tutorials, noho marae (marae stay overs), assessments, orientations, meetings, wānanga (seminars and forums), conferences and debates. It is also used for a range of social and cultural gatherings such as kapa haka practices, student association gatherings, weddings, christenings and tangihanga (funerals). Highlights of the marae calendar are the hosting of Te Hui Whakapūmau, a Māori graduation celebration held in May, and a graduation ceremony held in December.

For more information about Te Herenga Waka marae or to contact marae staff, go to [www.victoria.ac.nz/marae](http://www.victoria.ac.nz/marae)

## FURTHER READING

Department of Māori Studies, 1986. *A Short History of Te Herenga Waka Marae: Te whakatuwheratanga o Te Tumu Herenga Waka*. Wellington: Victoria University of Wellington.



# PŌHIRI

## MĀORI RITUAL OF WELCOME

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In traditional (pre-European) times, Māori developed a process to receive visitors that was designed to protect the hosts from attack and set an appropriate tone for the gathering. In contemporary times, the risk of confrontation has waned but Māori still take time to welcome guests formally and establish the purpose of their visit. This ritual, known as a pōhiri (or pōwhiri in some dialects), is routinely performed at the beginning of Māori events, meetings and celebrations. At Victoria, pōhiri are often held to welcome students and staff at the start of the academic year, to welcome new staff into senior leadership roles, to welcome international visitors, at the start of conferences held on campus and as part of graduation celebrations.

In the pōhiri, men and women have different, but complementary, roles. The pōhiri is performed outside, in front of the whareniui (meeting house) in the realm of the Māori atua (god) called Tūmataunga. The stages of the welcome are prescribed to ensure the physical and spiritual safety of the participants. Despite a number of tribal and regional variations, the basic flow of the pōhiri is as on the following pages.



## PREPARATION FOR THE PŌHIRI

As the manuhiri (visitors) assemble at the entrance of the marae (Māori community space), they should gather their thoughts for the pōhiri ahead. The speaker and/or leader of the group may recite a waerea (incantation) to prepare and protect the group. The group should arrange themselves to walk on the marae together, with their female elders towards the front, the remaining women and children gathered behind them and the men flanking the group and bringing up the rear.

At Te Herenga Waka marae, all formal pōhiri procedures are conducted entirely in te reo Māori (the Māori language). After the Māori cultural formalities are over, however, visitors may be invited to give speeches in other languages.

## KARANGA

The first voices heard as part of the pōhiri are usually those of Māori women. First, a woman from the tangata whenua (host group) will call words of welcome (karanga), in the Māori language, to the visiting group. In reply, a woman from the manuhiri will reply. They will continue in their exchange of calls as the visiting group, led by the kaikaranga (female caller), enters the grounds of the marae and makes their way to the paepae (visitor seating area).

Generally, the karanga will include an exchange of greetings between the groups, the paying of respects to people, connected to either group, who have recently passed away and an acknowledgement of the purpose of the gathering. The karanga exchange will continue until the manuhiri have arrived at their seating area.

At Te Herenga Waka marae, the front row of the paepae is reserved for the male speakers and other male leaders within the group. For their protection, women and children in the group must sit behind the front row.

## WHAIKŌRERO

The next phase of the pōhiri is an exchange of whaikōrero (speeches), delivered by men in each group. Traditionally, these speeches greet the other group, emphasise their shared relationships and acknowledge the purpose of the gathering. The order in which these speeches are delivered depends on the kawa (sacred protocols) observed by the marae. The two different types of speech-making kawa are pāeke and tāuutuutu. Pāeke refers to an exchange where the tangata whenua speakers deliver their speeches first and then the manuhiri deliver theirs. In contrast, tāuutuutu refers to a speaking order where the two sides alternate their speakers, starting and ending with a speaker from the tangata whenua.

The kawa of Te Herenga Waka is pāeke. In pāeke, all speakers from the tangata whenua speak before the manuhiri during whaikōrero. The first speaker is seated closest to the house, and the speaking order continues away from the house until all speakers have finished. The order then crosses to the manuhiri side. Here, the order is reversed, with the first speaker seated furthest from the house, and the last speaker situated closest to the marae. Done in this way, the mauri (life force) of the ceremony begins with, and is restored, to the whareniui at completion (Mead, 2003, page 16).

Whatever the kawa, holding the pōhiri outside means that it is in the realm of Tūmatauenga (the Māori god of war), speakers are welcome to use traditional Māori weapons and other adornments (such as tokotoko (walking sticks) and patu (clubs)) to enhance their oratory.

## WAIATA

After each speaker, their group performs a waiata (song). This indicates the support of the group for the speaker and his speech. Different iwi (tribes) will often sing particular songs from their area. Groups should stand near their speaker to sing their waiata and then return to their seats as soon as it finishes.

## KOHA

When the final speech from the manuhiri has finished, the speaker may place on the ground in front of him a koha (gift) for the hosts. In pre-European times, the koha would have been produce or treasures specific to the manuhiri. Today, the koha is more likely to be in the form of cash. Koha is a practical response to sharing the cost of coming together, so people should consider what they bring as their contribution. Usually, the costs of events at Te Herenga Waka marae that involve Victoria University staff and/or students are covered by the University but it would be appropriate to give koha on some occasions, such as tangihanga (funerals).

## HONGI

The next stage is for the two groups to come together for the hongī. This involves the manuhiri lining up and, one-by-one, pressing their noses together with the tangata whenua to symbolise the unity of the group. Today, this usually includes a handshake and often a kiss on the cheek too.

It is usually appropriate for everyone in the visiting group to be involved in the hongī. However, there are a number of situations when this might not be appropriate:

- If a visiting group is really large and it would take too long to hongī everyone, the people nearest the speakers may be called forward to hongī on behalf of their group.
- If any of the visitors are sick, it is best for them to stay seated rather than pass on any illness.
- If it is against the cultural or religious beliefs of any of the visitors to be in such close proximity with another person, it is best for the specific members of the visiting group to remain in their seats during the hongī. No offence will be taken.

## KAI

A shared kai (food) marks the final formal stage of the pōhiri. Māori believe that the participants in a pōhiri move into a heightened state of tapu (sacredness) and that this sacred state is removed by eating food. Food is not eaten inside the wharenuī. Instead, the people move into the wharekai (dining room) next to the wharenuī for the meal.

## VARIATIONS AND ADDITIONAL ELEMENTS

There are other stages or variations that may occur as part of the pōhiri:

- For particularly auspicious pōhiri, a wero (challenge) may be performed. This involves one or more Māori males approaching the manuhiri at the beginning of the pōhiri with a taki (dart) or something similar. The idea is to test the visiting group to see if they come in peace, or not.
- Some iwi (tribes) conduct their pōhiri in a different order. For example, the Te Atiawa and Taranaki people will hongī with their visitors before the speeches begin. This links to the passive resistance movement that evolved in Parihaka, a Taranaki settlement, in the late 1800s, and acknowledges the philosophy of their charismatic leaders, Te Whiti o Rongomai and Tohu Kākahi.
- Some tribes have a tradition of women delivering whaikōrero as part of the pōhiri. However, when Te Herenga Waka marae's protocols were established, it was decided to emulate the more common practice of women performing the karanga and men performing the whaikōrero.

## MIHI WHAKATAU

Sometimes, the manuhiri may be welcomed inside the whareniui. This is generally called a mihi whakatau.

The rules of a mihi whakatau are slightly different from an outdoor pōhiri. For example, it begins with a karakia (prayer) to set the tone. Also, speakers are not allowed to use ceremonial weapons inside the house as it is considered to be the realm of Rongomātāne (the Māori god of peace). In addition, the places for the manuhiri and tangata whenua to sit are reversed from their outside locations.

Mihi whakatau can also be conducted in places other than a marae. For example, government departments, schools and community groups may decide it is more appropriate to host a mihi whakatau to welcome visitors.

At Te Herenga Waka marae, a mihi whakatau is sometimes held instead of a pōhiri. This means that the manuhiri sit inside, on the right-hand side of the whareniui. The kawa of the marae is still followed though, and the formalities are still conducted in te reo Māori.

### FURTHER READING

Higgins, R., & Moorfield, J., 2003. 'Ngā Tikanga o te Marae'. In Ka'ai, T., Reilly, M., Moorfield, J., & Moseley, S., *Ki te Whaiao: Introduction to Māori society and culture*. Auckland: Pearson Longman, pp. 73–84.

Mead, H.M., 2003. *Tikanga Māori: Living by Māori values*. Wellington: Huia Publishers.

Roa, T., & Tuaupiki, J.T., 2005. Tikanga Tainui: Tikanga whare wananga. *He Puna Kōrero: Journal of Māori and Pacific Development*, 6(2), p. 3.

Salmond, A., 2009. *Hui: A story of Māori ceremonial gatherings*. 3rd edition. North Shore: Raupo.

Tauroa, H., & Tauroa, P., 1986. *Te Marae: A guide to customs and protocol*. Auckland: Reed Methuen.



# KARAKIA AND WAIATA

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## FURTHER READING

For lyrics and sound files of popular Māori songs, go to [www.folksong.org.nz/waiata.html](http://www.folksong.org.nz/waiata.html)

For more about Māori spiritual beliefs, go to [www.nzetc.victoria.ac.nz/tm/scholarly/tei-corpus-ElsdonBest.html](http://www.nzetc.victoria.ac.nz/tm/scholarly/tei-corpus-ElsdonBest.html)

## **KARAKIA**

There are many situations at Victoria where it may be appropriate to conduct a short karakia (prayer). A karakia can be said at the beginning or end of a meeting or gathering.

The karakia listed on the following pages are short, quite simple and suitable for most occasions.

**This karakia was composed by Professor Rawinia Higgins and Dr Mike Ross. It can be used to start or close a meeting or event. It has no religious connotations so is suitable for any gathering.**

Mauri oho  
Mauri tū  
Mauri ora ki a tātou  
Haumi e, hui e, tāiki e!

*Awaken the spirit  
Engage the spirit  
The spirit of life amongst us  
Be united in purpose!*

**This is a more traditional karakia that calls on the elements to focus the people and ensure a successful gathering. It can be said at the beginning of an event or meeting.**

Whakataka te hau ki te uru  
Whakataka te hau ki te tonga  
Kia mākinakina ki uta  
Kia mātaratara ki tai  
Kia hī ake ana te atakura  
He tio, he huka, he hau hū  
Tīhei mauri ora!

*Cease the winds from the west  
Cease the winds from the south  
Let the breeze blow over the land  
Let the breeze blow over the ocean  
Let the red-tipped dawn come with a sharpened air  
A touch of frost, a promise of a glorious day  
Let there be life!*

**This is another traditional Māori karakia but it is said at the end of an event to draw the gathering to a close.**

Unuhia, unuhia,  
Unuhia ki te uru tapu nui  
Kia wātea, kia māmā te ngākau,  
te tinana, te wairua i te ara takatā  
Koia rā e Rongo, whakairia ake ki runga  
Kia tina! Tina! Hui e! Tāiki e!

*Draw on, draw on,  
Draw on the supreme sacredness  
To clear, to free the heart,  
the body and the spirit of mankind  
Rongo, high above us  
Draw together! Affirm!*

**It is common Māori practice to say karakia before eating meals. The following is a karakia for kai that draws on Christian tradition.**

E te Atua  
Whakapainga ēnei kai  
Hei oranga mō ō mātou tinana  
Whāngaia hoki ō mātou wairua  
ki te taro o te ora  
Ko Ihu Karaiti tō mātou Ariki  
Ake, ake, ake  
Amine

*Lord God  
Bless this food  
For the goodness of our bodies  
Feeding our spiritual needs  
also with the bread of life  
Jesus Christ, our Lord  
Forever and ever  
Amen*

**This karakia is another that can be used to bless food before eating. It is more traditional in style and has no Christian connotations.**

Nau mai e ngā hua

o te wao

o te ngākina

o te wai tai

o te wai Māori

Nā Tāne

Nā Rongo

Nā Tangaroa

Nā Maru

Ko Ranginui e tū iho nei

Ko Papatūānuku e takoto nei

Tūturu whakamaua

Kia tina! Tina! Hui e! Tāiki e!

*Welcome the gifts of food*

*from the sacred forests*

*from the cultivated gardens*

*from the sea*

*from the fresh waters*

*The food of Tāne*

*of Rongo*

*of Tangaroa*

*of Maru*

*I acknowledge Ranginui who is above me*

*Papatuanuku who lies beneath me*

*Let this be my commitment to all!*

*Draw together! Affirm!*

## WAIATA

There are many situations where it may be appropriate to perform a waiata (song). A waiata may be sung in support of a speaker or to create a sense of group unity.

These three waiata are short, simple and suitable for most occasions. Sound recordings of all three are available online.

### Māku rā pea

Māku rā pea

*I will perhaps*

Māku rā pea

*I will perhaps*

Māku koe e awhi e

*I will help you*

Ki te ara, ara tupu

*Upon the pathway, of progress*

Māku koe e awhi e

*I will indeed help you*

### E tū kahikatea—Nā Hirini Melbourne

E tū kahikatea

*Stand like the kahikatea [tree]*

Hei whakapae ururoa

*To brave the storms*

Awhi mai, awhi atu

*Embrace and receive*

Tātou, tātou e

*We are one together*

### Mā wai ra—Nā Henare Te Owai

Mā wai ra

*Who will stand*

e taurima

*to deliver*

te marae i waho nei?

*on the marae now?*

Mā te tika

*Let it be justice*

Mā te pono

*Let it be truth*

me te aroha e

*and let it be love*

This waiata was composed by Te Rangīāhuta Ruka Broughton shortly before his passing in 1986, just a few months before Te Tumu Herenga Waka was opened. The waiata is about his ill health, which is said to have been the utu (sacrifice) for the building of the whareniui. The waiata urges students and staff members who enter the whareniui to uplift each other, to think critically and to engage in higher learning. This waiata is performed by the tangata whenua during most pōhiri at Te Herenga Waka marae. It is important to note that this waiata is sung only by the tangata whenua of the marae, and is not appropriate for anyone coming on to Te Herenga Waka as manuhiri.

A recording of this waiata is available from the Language Learning Centre at Victoria. Victoria staff, students or alumni who would like an electronic copy of the sound recording can email [ako@vuw.ac.nz](mailto:ako@vuw.ac.nz) and it will be emailed.

### Kāore taku raru—Nā Te Rangīāhuta Ruka Broughton

Kāore taku raru te āta mōhiotia  
 i ngā rau rangi nei.  
 Ko ngā ngaru kai waka  
 i te au a Tāne.  
 Pākia mai rā  
 e ngā pōtiki a Rakamamao  
 e hūhū rā he hiku taniwha pea ngē  
 kei te aukume,  
 kei te aurona,  
 kei te aukaha  
 te tau a Whiro.  
 E tū e hine mā, e tama mā,  
 whakaarahia ake ngā poupou  
 o tō whare  
 o Te Herenga Waka  
 me tōna tāhuhu.  
 Ko te pātaka kai iringa hoki  
 o te kupu o te kōrero  
 a te kāhui kāhika  
 o ngā rā ki tua.  
 Kia toka ia nei  
 te paepae tapu  
 kei ngā waha kākā nui a Tāne,  
 kei ngā manu tioriori  
 pari karangaranga o Rongomaraeroa.  
 Pūkana whakarunga  
 Pūkana whakararo  
 Ko Poutūterangi tonu  
 kei ngā huihuinga a Matariki  
 hei rāhiri mai i te ngahue tangata  
 Ka huri au ki te whare  
 mōwai rokiroki hai!

*My sickness is unresolved  
 these many days past.  
 It afflicts me like the canoe-eating waves  
 raging against Tāne.  
 Slapped  
 by the winds of Rakamamao,  
 that swishes like the tail of the taniwha  
 and creates a whirlpool,  
 an ever-deepening whirlpool,  
 that gathers strength  
 and causes Whiro to sing.  
 Arise young men and women,  
 raise the posts  
 of your house  
 Te Herenga Waka  
 and its ridgepole.  
 The storehouse from which suspends the world and history  
 of the towering assemblage  
 of past times.  
 Make strong  
 the sacred benches  
 of the speakers of Tāne,  
 of the singing birds  
 that reverberate  
 on the marae.  
 Stare fiercely above,  
 stare fiercely downwards.  
 'Tis Poutūterangi  
 of the gathering of Matariki  
 that welcomes the multitudes.  
 Thus I turn to the house  
 of infinite calm!*



# GENERAL TIKANGA TIPS

Generally speaking, tikanga are Māori customary practices or behaviour. The concept is derived from the Māori word tika, which means 'right' or 'correct', so, in Māori terms, to act in accordance with tikanga is to behave in a way that is culturally proper or appropriate. The relationship Māori have with the different atua (gods) is reflected in the customs and rituals that make up tikanga Māori (Ka'ai et. al., 2004, page 13).

The basic principles underpinning the tikanga noted below are common throughout New Zealand. However, different iwi, hapū (sub-tribes) and marae often have their own variations. These guidelines relate to practices endorsed by Te Kawa a Māui / School of Māori Studies and are modelled at the University's Te Herenga Waka marae. They can be reflected and upheld on any Victoria University premises and in other situations.

## HEAD (MĀHUNGA)

Māori regard the head as the most tapu (sacred) part of a person (Mead, 2003) and you should avoid touching someone's head unless invited.

## FOOD (KAI)

There are many Māori rituals and practices relating to food. In a teaching and learning context, it is common for Māori to share food as a means of welcoming people, removing tapu, celebrating and further building rapport. However, when dealing with food, ensure it is not passed over anyone's head and that it is kept well away from hats and pillows. Food is not to be brought into classes held in the whareniui.

## TABLES (TĒPU)

Avoid sitting on tables, particularly any with food on them or tables that are likely to have food on them at some point.

## BAGS (PĒKE)

Avoid placing bags on tables. Instead, place them on a chair or on the floor.

## PILLOWS (PERA)

Linked with the idea that heads are tapu, anything that relates to heads, like pillows, should be treated carefully. Do not sit on pillows or cushions.

## HATS (PŌTAE)

Similarly, hats need to be handled carefully. Do not place hats on tables and, if possible, avoid wearing a hat during karakia.

## SPEAKING (KŌRERO)

In a Māori context, it is considered rude for a person to enter and cross a room, or speak, while someone is addressing an audience. To avoid offence, either wait quietly by the door until a break in the dialogue or, when that is not appropriate, enter as discreetly as possible. Try to avoid walking directly in front of the speaker and, if you cannot avoid this, crouch down as you pass as a sign of respect.

## FURTHER READING

Barlow, C., 1991. *Tikanga Whakaaro: Key concepts in Māori culture*. Auckland: Oxford University Press.

Mead, H.M., 2003. *Tikanga Māori: Living by Māori values*. Wellington: Huia Publishers.



# TIKANGA AND RESEARCH

Increasingly in New Zealand, research activities and funding applications are expected to include a Māori dimension. If you are engaging in research, in whatever field or topic, it may help you to be aware of the following tikanga.

## ETHICS

Any research conducted by Victoria's staff and students that involves human participants or human tissue or affects people's privacy, rights and freedoms, is subject to the Human Ethics Policy. The Human Ethics application process requires applicants to consider the following question: How does your research conform to the University's Treaty of Waitangi Statute? This question requires a full and thoughtful response. The Human Ethics Committee is not usually swayed by statements that the Treaty of Waitangi is 'not applicable' or 'not relevant' to the research project. In fact, the provision of such a response is likely to slow down the approval process of an application.

The Human Ethics application form also asks if you are specifically recruiting from particular groups. If you select 'Māori' from the list of options, you will need to explain the consultation you have undertaken with Māori. This can be challenging for researchers who have not formed research relationships with Māori groups before submitting their application. Researchers are strongly encouraged to engage with Māori groups as early as possible to establish relationships (and achieve the required ethical approval).

For further help in developing relationships with Māori people and groups, or for conducting Māori-related research, contact the Office of the Deputy Vice-Chancellor (Māori).

For more information about the Human Ethics application process, go to [www.victoria.ac.nz/human-ethics](http://www.victoria.ac.nz/human-ethics)

## VISION MĀTAURANGA

Vision Mātauranga is a government policy designed to encourage research that draws on Māori knowledge, resources and people.

Since 2010, the goals of Vision Mātauranga have been integrated across all of the Ministry of Business, Innovation and Employment (MBIE) investment-priority areas. This means that in order to, for example, apply to the Endeavour Fund, you will need to demonstrate how your research will give effect to Vision Mātauranga. The Vision Mātauranga framework is even applied beyond MBIE. For example, the Marsden Fund, which is administered by the Royal Society of New Zealand, also requires applicants to consider the Vision Mātauranga policy in the development of their proposals.

For more information about Māori research at Victoria, go to [www.victoria.ac.nz/maori-research](http://www.victoria.ac.nz/maori-research)

## FURTHER READING

Health Research Council of New Zealand, 2010. *Guidelines for Researchers on Health Research Involving Māori*. Available at [www.hrc.govt.nz](http://www.hrc.govt.nz)

Ministry of Research Science and Technology, 2007. *Vision Mātauranga*. Available at [www.mbie.govt.nz/info-services/science-innovation/pdf-library/vm-booklet.pdf](http://www.mbie.govt.nz/info-services/science-innovation/pdf-library/vm-booklet.pdf)

Pihama, L., Cram, F., & Walker, S., 2002. Creating methodological space: A literature review of kaupapa Māori research. *Canadian Journal of Native Education*, 26(1), p. 30.

# TIKANGA AND TEACHING

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There are many ways to incorporate tikanga Māori into the classroom. The key to the effective use of Māori content is the way that the content is delivered. We know from ample research that the demeanour and enthusiasm of the lecturer affects the way students engage with a course. Similarly, it stands to reason that the way lecturers and tutors approach the delivery of Māori course content will impact on how positively the students receive it.

If you are new to teaching with, or about, Māori cultural practices, you could start by inviting a Māori guest lecturer into your course, or co-teaching with them. Another useful way to introduce Māori ideas is by engaging in comparative analysis, either in a lecture, tutorial or an assignment.

Another example is to model the concept of manaakitanga (hospitality). You could do this not just as a topic of study but as a means to acknowledge the contribution of others; for example, in the way that guest lecturers are greeted and thanked by the class or how you demonstrate your gratitude for student contributions.

Other tikanga Māori that you could model or advocate in your courses include such things as sharing kai, not sitting on tables, having mihi (introductions) at the beginning of the course and ending the course with a poroporoaki (an opportunity for students to farewell and thank each other).



# MĀORI REPRESENTATION AND SUPPORT

There are a number of Māori entities at Victoria as well as support for people interested in developing their Māori cultural competence.

## OFFICE OF THE DEPUTY VICE-CHANCELLOR (MĀORI)

The Office of the Deputy Vice-Chancellor (Māori) is responsible for leadership and oversight of all things Māori at Victoria. It is led by Professor Rawinia Higgins (Ngāi Tūhoe), who was appointed to the role of Te Tumu Ahurei / Deputy Vice-Chancellor (Māori) in July 2016. Professor Higgins is ably backed by an administrative team that provides her with policy, strategy, liaison and operational support.

A key priority of the Office is the realisation of its strategic outcomes framework, *Mai i te Iho ki te Pae* (go to [www.victoria.ac.nz/outcomes-framework](http://www.victoria.ac.nz/outcomes-framework)). This document aims to more effectively link Victoria's Māori-related activities with our Māori-related outcomes. Every staff member at Victoria is encouraged to engage with this document and contribute to the fulfilment of its goals.

## TOIHUAREWA

Toihuarewa is a subcommittee of the Academic Board and a vehicle for Māori academic issues at Victoria. Toihuarewa is also a tangible form of the University's commitment to the Treaty of Waitangi. The Deputy Vice-Chancellor (Māori) is the convener of Toihuarewa.

Toihuarewa members provide Māori representation on a number of university committees, including the:

- Academic Board
- Academic Committee
- Equity and Diversity Committee
- Faculty of Graduate Research
- Human Ethics Committee
- Learning and Teaching Committee / Te Maruako
- Research Evaluation Committee
- Student Experience Committee
- University Research Committee.

In addition, Toihuarewa members are regular participants in university reviews, academic audits, faculty committees, school committees and programme committees.

Toihuarewa meets monthly. To be part of a Toihuarewa meeting, for example, to discuss a Māori-related project or issue, contact the Office of the Deputy Vice-Chancellor (Māori).

To talk to a Toihuarewa representative about learning and teaching or research matters, contact the Assistant Vice-Chancellor (Mātauranga Māori) via [ako@vuw.ac.nz](mailto:ako@vuw.ac.nz) or the Office of the Deputy Vice-Chancellor (Māori) at [tumu.ahurei@vuw.ac.nz](mailto:tumu.ahurei@vuw.ac.nz)

## TE HAUHIKU

Te Hauhiku is the representative body for Māori professional staff at Victoria. The group has evolved somewhat organically; however, its purpose is to support Māori professional staff and engage with issues that relate to Māori professional staff activities.

Te Hauhiku meets monthly. To be part of a Te Hauhiku meeting, for example, to discuss a Māori professional staff-related project or issue, contact the Office of the Deputy Vice-Chancellor (Māori).

## TE HĀPAI PROGRAMME

Te Hāpai is a staff development programme designed to increase the understanding, and use of, Māori culture, language and the Treaty of Waitangi within the University.

The courses are coordinated by Victoria's Human Resources team, with the support of the Office of the Deputy Vice-Chancellor (Māori). Courses include an introduction to te reo Māori, an introduction to tikanga Māori and an introduction to the Treaty of Waitangi. All three courses are designed specifically for the Victoria context and include discussion and experiential learning.

To find out more about the programme and to enrol, go to [www.victoria.ac.nz/te-hapai](http://www.victoria.ac.nz/te-hapai)

## FEEDBACK ON COURSE OR QUALIFICATION PROPOSALS

At Victoria, most proposals for new or amended courses or qualifications require a statement about how they will demonstrate the University's commitment to the principles of the Treaty of Waitangi. It is an opportunity to reflect on how well the course or qualification can create meaningful outcomes for Māori students. Proposers should refer to the *Māori Strategic Outcomes Framework / Mai i te Iho ki te Pae* ([www.victoria.ac.nz/outcomes-framework](http://www.victoria.ac.nz/outcomes-framework)) and indicate how the proposal will align with the Framework. For example, how will Māori concepts and examples be taught? Are Māori staff likely to be involved in an advisory, teaching or research capacity, and if so, who will they be? What opportunities are there for Māori research associated with the proposal?

For advice on incorporating Māori research, tikanga, perspectives and examples into courses and programmes and to find out about the *Māori Strategic Outcomes Framework / Mai i te Iho ki te Pae*, contact the Office of the Deputy Vice-Chancellor (Māori) or email [ako@vuw.ac.nz](mailto:ako@vuw.ac.nz) or [tumu.ahurei@vuw.ac.nz](mailto:tumu.ahurei@vuw.ac.nz)

# FREQUENTLY ASKED QUESTIONS

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This booklet is a basic introduction to tikanga Māori at Victoria, so will not address every question readers may have. Below are a few common and/or important questions that are often asked and have not been addressed earlier in this booklet.

## **Q When can I come to a marae?**

**A** The first time you visit a marae you should be welcomed at a pōhiri. When this is over, you are considered part of the marae community and you can generally return to the marae at your leisure.

At Victoria University of Wellington, we host a mass pōhiri at the start of each year to welcome new students and staff. This means that, even if you did not attend the pōhiri in person, you were symbolically welcomed and so you are able to attend classes and other events at the marae without the need for another pōhiri.

## **Q Why are the women seated behind the men at the pōhiri?**

**A** When a man conducts his whaikōrero on the marae ātea (the outside area in front of the marae) he is entering into the spiritual realm of Tūmatauenga. As women are revered in Māori society for their ability to give life, Māori are conscious not to expose women to threats that might be made on the marae and may affect subsequent generations (Ka'ai et al., 2004).

## **Q I am not cisgendered, so where should I sit during the pōhiri?**

**A** The overall point of the pōhiri at Te Herenga Waka marae is to welcome people so that they can become part of the community and have a positive and successful learning experience. The practice at Te Herenga Waka marae is for people to participate in the pōhiri in a way that is appropriate for their personal identity, without overtly transgressing the kawa of the marae. So, for example, a person who was born a biological male but who identifies as female can sit with the women during the pōhiri. Similarly, a person who was born a biological female but who identifies as male can sit with the men.

## **Q Why do we take off our shoes before entering the wharenuī?**

**A** The wharenuī is considered to symbolically represent a Māori ancestor. It is a mark of respect for people to remove their shoes before entering the metaphorical body of the tipuna (ancestor). Others believe that dust and dirt from the marae ātea being the realm of Tūmatauenga, should not be brought inside the wharenuī. Whatever the case, you should assume that you will need to remove your shoes when visiting a marae.

## **Q Can I eat food in the wharenuī?**

**A** Generally speaking, food cannot be consumed inside the wharenuī at Te Herenga Waka marae. The only exceptions are water, which can be drunk to avoid dehydration, and medicine, which can be taken as required.

### Q What is said in the whaikōrero?

A The structure of a whaikōrero is determined by the speaker but generally follows a set format:

- Whakaaraara  
Tauparapara/tau  
Mihi ki te marae and whare tipuna  
Mihi mate  
Mihi ora  
Take
- Mōteatea, waiata and /or haka
- Forms of karakia
- Acknowledging the marae  
Acknowledging ancestors  
Acknowledging the living  
Acknowledging the purpose of the meeting/pōhiri  
Singing a traditional chant or waiata

### REFERENCES

Ka'ai, T.M., Moorfield, J. C, Reilly, M.P.J., & Mosley, S. (Eds.), 2004. *Ki te Whaiao: An introduction to Māori culture and society*. Auckland: Pearson Education New Zealand Limited.

Mead, H.M., 2003. *Tikanga Māori, Living by Māori values*. Wellington: Huia Publishers.

Victoria University of Wellington, 2015. *Victoria University of Wellington Strategic Plan*. Available at [www.victoria.ac.nz/strategic-plan](http://www.victoria.ac.nz/strategic-plan)



Capital thinking. Globally minded.

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## Te Tiriti o Waitangi Statute

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### 1. Purpose

- a) The purpose of this Statute is to outline the principles adopted by Council to enact the University's obligations that derive from section 281(b) of the Education and Training Act 2020.
- b) As a university, we embrace the Treaty of Waitangi as one of our distinctive qualities. The principles, as articulated in this Statute, enable Victoria University of Wellington to realise opportunities under Te Tiriti o Waitangi/Treaty of Waitangi to further advance the University and contribute to the betterment of New Zealand society.

### 2. Application of Statute

- a) This Statute applies to staff members, students, and Council members of the University.

### Statute Content

### 3. Principles

- a) The following principles have been drawn from Te Tiriti o Waitangi, New Zealand case law, Waitangi Tribunal reports, Crown policy documents, the University's governance documents, and mātauranga Māori.
- b) The principle of Kāwanatanga stems from Article One of Te Tiriti o Waitangi, which used Kāwanatanga to mean governance. In the context of the University, this means that the Council has an obligation to provide good governance for the University as a whole and to act reasonably and in good faith, including with its Māori staff, students and stakeholders.
- c) The principle of Rangatiratanga recognises Māori autonomy and self-determination, as guaranteed in Article Two of Te Tiriti o Waitangi. In the context of the University, it means encouraging senior Māori leadership roles and entities, spaces and events where tikanga Māori prevails, and engagement with and rights over te reo and mātauranga Māori.
- d) The principle of Options (Kōwhiringa) acknowledges Māori rights to pursue their own personal direction, whether that be in accordance with tikanga Māori or not. In the context of the University, this means that Māori staff and students have a choice about whether or not to access Māori specific processes, services or support within the University environment.
- e) The principle of Partnership (Mahi tahi) requires Māori and the Crown to work together for mutually beneficial outcomes. In the context of the University, this Principle underpins the integrity of the relationships formed between the University and its Māori stakeholders.
- f) The principle of Kaitiakitanga (Protection) ensures Māori rights and interests are actively protected through honourable conduct, fair processes, robust consultation and good decision-making. In the context of the University, this means actively protecting Māori student, staff and stakeholder rights and interests in relation to University activities.
- g) The principle of Participation (Whai wāhi) ensures that Māori are fully involved in all parts of New Zealand society. In the context of the University, it requires the University to ensure Māori

representation in key decision-making bodies and the involvement of Māori across all parts of the University.

- h) The principle of Equality (Rite tahi) focuses on providing an environment that supports equitable Māori outcomes. In the context of the University, it means actively working towards achieving equitable outcomes for Māori students and staff.
- i) The principle of Redress (Whakaoranga) provides for the effective resolution of Māori grievances. In the context of the University, this means actively addressing any inequities for Māori across the institution.

### **Related Documents and Information**

#### **4. Related Documents**

[Education and Training Act 2020](#)

[Treaty of Waitangi](#)

#### **5. Document Management and Control**

Approver	Council
Approval Date	11 February 2019
Effective Date	11 February 2019
Last Modified	
Review Date	
Sponsor	Deputy Vice-Chancellor (Māori)
Contact Person	Deputy Vice-Chancellor (Māori) Ext: 5303

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## Standing Orders of Council

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### Introduction

These Standing Orders set out rules for meetings of Council and its committees. They incorporate and extend the rules set out in Schedule 11 sections 15 and 16 of the Education and Training Act 2020. They also incorporate key requirements of Part 7 of the Local Government Official Information and Meetings Act 1987 which apply to Council and its committees.

### Interpretation

The Chancellor (or other member presiding) is responsible for ruling on any question about the interpretation or application of these Standing Orders and for deciding cases not otherwise covered.

### Definitions

In these Standing Orders:

**Chancellor** means the Chairperson of Council

**Council** means the Council of the University

**EA** means the Education and Training Act 2020

**LGOIMA** means the Local Government Official Information and Meetings Act 1987

**member presiding** means the Chancellor, Pro-Chancellor or whoever is presiding at a meeting

**Pro-Chancellor** means the Deputy Chairperson of Council

**Secretary** means the Secretary to Council

**University** means Victoria University of Wellington

**Vice-Chancellor** means the Chief Executive of the University

### Meetings

1. Ordinary meetings of Council will be held at such places and times as the Chancellor determines are necessary for the efficient performance of the functions of Council (EA Schedule 11 sections 15(1) and (2)).
2. The Chancellor may at any time of his/her own motion call a special meeting of Council.
3. If requested by written notice by at least three members of Council, the Chancellor must convene a special meeting (EA Schedule 11 section 16(3)).
4. If there is no Chancellor, or for any reason the Chancellor is not available, the Pro-Chancellor has the powers and duties of the Chancellor under orders 1, 2 and 3 (EA Schedule 11 section 16(4)).

### Quorum

5. No business may be transacted at a Council meeting unless a majority of Council members are present (EA Schedule 11 section 16(7)). Business can be progressed by email between meetings but must be ratified at the next Council meeting.

### Notice of meeting

6. Notice of every Council meeting must be sent to each member at a contact address they have provided (which may be an email address). The notice must be sent at least five or, in the case of email or other electronic format, three calendar days before the date of the meeting and must specify the business to be transacted.

7. If the Chancellor or a majority of Council believes that an urgent meeting is required, he or she or they may call a meeting on such period of notice as he or she determines (which may, in cases of emergency, be less than 24 hours). Notice of an urgent meeting may be given or sent by any form of communication (including telephone or email) to contact details held for the relevant Council member. In the absence or unavailability of the Chancellor, the Pro-Chancellor may exercise the Chancellor's powers under this clause.
8. Failure to send or receive a notice of meeting does not invalidate proceedings at that meeting.

### **Chancellor and Pro-Chancellor**

9. The Council must elect one of its members to be the Chancellor, and another of its members to be the Pro-Chancellor (EA Schedule 11 section 15(1)). The election must be for a stated period, not exceeding the elected member's unexpired term of office as a member of Council (EA Schedule 11 section 15(3)).
10. A member of Council who is the Vice-Chancellor, a member of staff or a student enrolled at the University is not eligible for election as the Chancellor or Pro-Chancellor (EA Schedule 11 section 15(4)).
11. The Chancellor and Pro-Chancellor hold office for the period for which they are elected, but are eligible for re-election (EA Schedule 11 section 15(5)). If the term of office of the Chancellor or Pro-Chancellor expires before a successor is elected, he or she continues in office until a successor is elected (EA Schedule 11 section 15(6)).
12. The election process will be supervised by the Secretary, who will provide formal notice of the date of the election, receive nominations and, if there are two or more nominations for one office, conduct a secret ballot.
13. The Chancellor will preside at every Council meeting at which he or she is present (EA Schedule 11 section 16(8)).
14. If the Chancellor is not present at a Council meeting but the Pro-Chancellor is present, the Pro-Chancellor will preside (EA Schedule 11 section 16(9)).
15. If neither the Chancellor nor the Pro-Chancellor is present at a meeting, the members present will appoint one of their number to preside (EA Schedule 11 section 16(10)).
16. At any time during the meeting the member presiding may request any member present to take the chair temporarily as acting member presiding.

### **Attendance**

17. A meeting of Council may be held either:
  - a) by a number of members who constitute a quorum being assembled together at the place, date, and time appointed for the meeting; or
  - b) where approved by the Chancellor (or Pro-Chancellor in the Chancellor's absence) by means of audio, or audio and visual, communication by which all members participating and constituting a quorum can simultaneously hear each other throughout the meeting.

### **Conflicts of interest**

18. A member of Council who has an interest in a matter being considered or about to be considered, must, as soon as possible after the relevant facts have come to the member's knowledge, disclose the nature of the interest at a meeting of Council (EA Schedule 11 section 8(1)).
19. A disclosure under order 18 must be recorded in the minutes of the meeting and the member must not, unless Council decides otherwise:
  - (a) be present during any deliberation with respect to that matter; or
  - (b) take part in any decision with respect to that matter (EA Schedule 11 section 8(2)).

20. For the purposes of orders 18 and 19, a person has an interest in a matter if, and only if, the matter relates to the conditions of service of the person as Vice-Chancellor or a member of the staff of the University or the person has any other direct or indirect pecuniary interest in the matter (EA Schedule 11 section 8(3)).
21. The University's Conflict of Interest Statute (and any associated procedures) will apply to the identification, disclosure and management of a conflict of interest of a Council member to the extent consistent with these Standing Orders.

## **Voting**

22. Every question before Council at a meeting will be decided by a majority of the votes cast on it by the members present (EA Schedule 11 section 16(11)).
23. At any meeting of Council the member presiding has a deliberative vote on every question and, on any question where the deliberative votes for and against are equal, also has a casting vote (EA Schedule 11 section 16(12)).
24. Voting will be by voices and the member presiding will declare the result of the voting. Unless a show of hands or secret ballot is called for, his/her declaration of the result will be final.
25. At any time before the member presiding declares the result of a vote, any member may request voting to be by show of hands or secret ballot.
  - (a) If a show of hands is requested, the member presiding will call for a show of hands and will declare the result.
  - (b) If a secret ballot is requested, the Secretary will conduct a secret ballot and will declare the result.
26. When a question is decided by a show of hands, any member may request each member's vote be recorded in the minutes. Unless any three members object, the Secretary will ensure they are recorded.
27. A member who has voted against a resolution, or has abstained from voting, may request that this fact be recorded in the minutes and, if requested, the Secretary must ensure it is recorded.

## **Business**

28. The Chancellor, in conjunction with the Vice-Chancellor and Secretary, will decide the agenda for each Council meeting.
29. Matters put forward to Council should be appropriate for Council to consider in accordance with its statutory role.
30. Members of the University community or other persons who wish to put forward items for inclusion on the agenda of a Council meeting must notify the Secretary in writing at least two weeks prior to the meeting of Council. The decision on whether or not to include such items on the agenda will be made in accordance with order 28, having regard to order 29.
31. An item of business that is not on the agenda for a meeting of Council may be discussed at the meeting if it is a minor matter relating to the general business of Council. The member presiding must explain at the beginning of the meeting, at a time when it is open to the public, that the item will be discussed. No resolution, decision or recommendation may be made in respect of such an item except to refer it to a subsequent meeting for further discussion (LGOIMA section 46A(7A)).
32. An item of business that is not on the agenda for a meeting of Council may be dealt with at the meeting if Council so resolves. The member presiding must explain at the meeting, at a time when it is open to the public, the reason why the item is not on the agenda and why discussion of the item cannot be delayed until a subsequent meeting (LGOIMA section 46A(7)).
33. At any special meeting of Council no business may be transacted other than the business specified in the notice of the meeting and reasonably incidental matters.

## Procedures

34. The member presiding will have general control over the procedure to be followed at a meeting, and power to make binding rulings on the procedure to be followed.
35. Without limiting order 34, the member presiding may in his/her discretion at any stage of the meeting:
  - (a) impose speaking time limits on each member speaking on a matter; or
  - (b) rule that no member may speak more than once on a matter.

## Admission of media and public

36. Media representatives and other members of the public may be admitted to Council meetings in accordance with the provisions of the Local Government Official Information and Meetings Act 1987 and may also be excluded from Council meetings in accordance with the provisions of that Act (LGOIMA sections 48 and 50).
37. A person who is not a Council member may be invited to speak at a Council meeting at the discretion of the member presiding.

## Committees and delegation of powers

38. The Council may establish boards or other bodies within the University to give advice to Council (EA section 283(2)(j)).
39. The Council may appoint committees consisting of such persons, whether or not members of Council, as Council determines to exercise delegated powers under EA section 285 and 286 and such powers as are conferred on them by statutes made by Council. The Council may alter, discharge and reconstitute committees so appointed (EA section 238(4)).
40. The quorum of a board, advisory body or committee to which Council has delegated power will be a majority of the members unless the Terms of Reference for that board, advisory body or committee state otherwise.
41. The chairs of Council committees will be appointed annually by Council, on the recommendation of the Chancellor. This does not apply to the Academic Board or where otherwise provided in University statutes or law.
42. Boards, advisory bodies and committees of Council must operate under terms of reference approved by Council and in accordance with these Standing Orders, which will apply to them with all necessary changes. In the event of conflict between any terms of reference and these Standing Orders, the terms of reference will prevail, unless the Standing Orders reflect legal requirements.

## Minutes

43. Accurate minutes must be kept of the proceedings of meetings of Council, and of any board, advisory body or committee. Minutes will be reasonably promptly circulated following the meeting to all members of the Council or relevant Committee. The next appropriate meeting will formally approve the minutes when they have been accepted as a true and correct record of proceedings.

## Alteration of Standing Orders

44. Except where these Standing Orders embody statutory provisions, they may be amended by ordinary resolution passed at any meeting of Council. Notice of intention to propose an alteration of Standing Orders and of the terms of the proposed alteration must be included in the relevant notice of the meeting.

## Suspension of Standing Orders

45. Standing Orders may be suspended, with the unanimous consent of the meeting, in regard to any item of business. The suspension will not apply to Standing Orders which reflect legal requirements.

### **Review of Standing Orders**

46. Standing Orders will be reviewed on an annual basis.

# Code of Conduct

## Council of Victoria University of Wellington

### Purpose of the Code

This Code sets out expected standards of conduct for Council members. It should be read in conjunction with applicable legislative requirements.

### Code of Conduct for Council Members

When acting as a Council member in any circumstance, Council members must:

1. behave in a way that reflects and upholds the values of Victoria University as contained in the Strategic Plan;
2. comply with the individual duties in Schedule 11 section 10 of the Education and Training Act 2020 (set out below);
3. accept and support all Council decisions once made. Council operates under the principle of collective responsibility;
4. accept and, together with other Council members, ensure that Council can undertake its statutory responsibilities, duties and functions;
5. uphold the principles of being a good employer;
6. avoid, to the extent possible, any conflicts of interest. Where an interest in a matter being considered or about to be considered by Council arises, promptly disclose that interest in accordance with the Standing Orders;
7. not direct the actions of or raise concerns with individual members of University staff unless authorised to do so by the Chancellor or Vice-Chancellor.
8. not act as spokesperson for, or make any public comment on behalf of, Council or the University unless specifically authorised to do so by the Chancellor (in consultation with the Vice-Chancellor, where appropriate); and
9. be familiar with the operations of the University and the environment in which it operates.

### Breach of Duties or the Code

A breach of any of the individual duties in Schedule 11 section 10 of the Education and Training Act 2020, or this Code of Conduct, may result in removal from office under sections 12 and 13 of the Act.

#### Schedule 11

##### 10 Individual duties of council members

(1) A council member, when acting as a council member in any circumstances,—

(a) must—

- (i) act with honesty and integrity; and
- (ii) act in the interests of the institution as a whole; and
- (iii) act in a manner that promotes the performance of the functions characteristic of an institution of the kind to which the member belongs, and the duties of the council; and
- (iv) act in good faith, and not pursue the member's own interests at the expense of the council's interests; and

(b) must exercise the care, diligence, and skill that a reasonable person would exercise in the same circumstances, taking into account—

- (i) the nature of the institution; and
- (ii) the nature of the action; and
- (iii) the position of the person as a council member, and the nature of the responsibilities undertaken by the council member; and

(c) may not disclose any information to which subclause (3) applies to any person, or make use of, or act on, that information, except—

- (i) in the performance of the council's functions; or
- (ii) as required or permitted by law; or
- (iii) if the member has earlier been authorised to do so by the council; or
- (iv) if disclosing, making use of, or acting on it does not, or is unlikely to, prejudice the council or the institution; or
- (v) in complying with requirements for members to disclose interests.

(2) The fact that a council member was appointed by the council in accordance with a statute providing for the appointment of a member (or 2 or more members) to represent the interests of a stated institution or of people or institutions of a stated description does not limit or affect the council member's duty under subclause (1)(a)(ii) to act in the interests of the institution as a whole.

(3) This subclause applies to information that—

- (a) a council member has in their capacity as a council member; and
- (b) would not otherwise be available to the member.

*(4) This clause does not apply to a member of [Te Pūkenga—New Zealand Institute of Skills and Technology's] council.*



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## **Audit and Risk Committee**

### **Terms of Reference**

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#### **1 Introduction**

The Audit and Risk Committee is a committee of Council. It operates within the relevant provisions of the Education and Training Act 2020, the Local Government Official Information and Meetings Act 1987, The Health and Safety at Work Act 2015 and Standing Orders of Council. The Committee's scope encompasses the University and its subsidiaries and controlled entities.

#### **2 Purpose**

The purpose of the Committee is to assist Council to discharge its governance responsibilities in relation to oversight of strategic and operational risk management, health, safety and wellbeing management, internal and external audit, statutory financial reporting, and legislative compliance.

#### **3 Membership**

3.1 Unless Council decides otherwise the membership of the Committee will be as follows:

- (a) The Chancellor and the Pro-Chancellor;
- (b) Up to five other members of Council appointed by the Council each year on the recommendation of the Chancellor;
- (c) All Council members can attend Committee meetings.

3.2 Council will, each year on the recommendation of the Chancellor, appoint a Committee Chair from among the members of the Committee. The Chancellor, Vice-Chancellor and any staff or student members of the Committee will not be eligible for appointment as Committee Chair.

#### **4 Meetings**

4.1 The Committee will meet at least four times a year as determined by the Chair or as otherwise requested by Council.

4.2 A quorum at meetings of the Committee will be three Members, one of whom must be the Chancellor, Pro Chancellor or Committee Chair.

4.3 Meetings will be chaired by the Chair, or in their absence by another member of the Committee as decided by the members of the Committee present at the meeting.

4.4 The Committee may have in attendance any other people it considers necessary to provide appropriate information and explanations.

4.5 The Committee Chair will appoint a Secretary to the Committee in conjunction with the Secretary to Council to ensure minutes of all meetings are kept.

4.6 The Standing Orders of Council will apply to any meetings of the Committee except to the extent inconsistent with these Terms of Reference.

**5 Information and reporting**

- 5.1 The Committee will maintain direct lines of communication with the Vice-Chancellor, the Director, Governance, Risk & Assurance (who oversees the work of the internal auditors), the General Counsel and the external auditors.
- 5.2 The Director, Governance, Risk & Assurance, the internal and external auditors are encouraged to meet with the Chair of the Committee independent of university management.
- 5.3 Auditors' only time is reserved at the end of each meeting of the Audit and Risk Committee to provide the opportunity for the Auditors to share any pertinent information as required and for the Audit and Risk Committee to ask any relevant questions of the Auditors in this private session. Auditors in attendance will be the External Audit Partner, the Director, Governance, Risk and Assurance as the functional leader of the internal audit service provider and the internal audit service provider, as required.
- 5.4 The Committee may receive advice from external parties who have relevant expertise and experience.
- 5.5 In addition to provision of scheduled information and reports, the Vice-Chancellor, COO, and CFO are responsible for drawing to the Committee's attention any material matter that appears likely to create a significant risk for the University in relation to audit and risk matters.
- 5.6 After each meeting of the Committee the Chair will report the Committee's findings, conclusions and recommendations to Council.
- 5.7 The confirmed minutes of all Committee meetings will be circulated to members of Council, the Vice-Chancellor, CFO, COO, General Counsel, the Director, Governance, Risk & Assurance, the external auditors and to any other people as Council and the Vice-Chancellor direct after notifying the Committee Chair.

**6 Responsibilities**

The responsibilities of the Committee are as follows:

- (a) liaise with the internal and external auditors and act as an independent reporting channel for any matters of concern
- (b) review the annual external audit plan with the external auditors
- (c) assess the performance of financial management
- (d) review the annual report, including financial statements, (which are also reviewed by the Finance Committee) and related audit findings
- (e) clear the public release of the Annual Report
- (f) review accounting policies as necessary
- (g) oversee compliance of statutory responsibilities relating to financial and other requirements
- (h) review the appointment of external auditors and their fees, including any non-audit services and fees, and make appropriate recommendation to Council recognising the OAG determines the auditor and influences the level of fees
- (i) review frequency and significance of transactions between the University and related parties
- (j) review the independence of the external auditors and the appropriateness of any non-audit services they perform recognising the OAG determines the auditor
- (k) review the internal auditors and their activities

- (l) approve the annual internal audit plan
- (m) ensure recommendations highlighted in internal audit reports are actioned by management or otherwise justified and explained where there is a conscious management decision not to implement a recommendation.
- (n) monitor strategic risk assessments and ensure a process exists for management overseeing operational risks and related internal controls
- (o) recommend the Council approve the risk appetite statement agreed between the Committee and management
- (p) monitoring the adequacy of the University's insurance programme and making appropriate recommendations to Council
- (q) oversee the annual legislative compliance programme and recommend as appropriate to Council
- (r) oversee the adequacy of health, safety and wellbeing policy and management processes and systems
- (s) supervise special investigations as requested by the Council
- (t) any other duties and responsibilities which have been assigned to the committee from time to time by the Council

## **7 Authority**

- 7.1 The Committee has no authority independent of the functions delegated to it by Council in these terms of reference. The Committee will make recommendations to the Council on all matters requiring a decision. The Committee does not have the authority or power to make a decision in the Council's name or on its behalf.
- 7.2 The Committee, through the Chair, is authorised by Council to investigate any activity within its terms of reference. All staff members will be directed to cooperate with any reasonable request.
- 7.3 The Committee, through the Chair, is authorised by Council to obtain outside legal or other independent professional advice and to arrange for the attendance of outside parties with relevant experience and expertise at meetings. The Director, Governance, Risk and Assurance and General Counsel will be consulted before obtaining outside professional and legal advice. These services will be funded from the Council cost centre. If the resulting expenditure will exceed the approved budget, then the Committee will need to consult with Council and obtain its approval, generally at the next Council meeting.
- 7.4 Nothing in these terms of reference limits the responsibility and authority of the Vice-Chancellor to commission internal audits and reviews to be undertaken at any time. The Committee will be consulted or informed of any such audits as appropriate.

## **8 Review**

The Committee will undertake a periodic self-review of its responsibilities and objectives, and of its charter and report to Council on that review.

## **9 Delegation by Council**

In accordance with sections 285(1) and 286(1) of the Education and Training Act 2020, Council delegates to the Audit and Risk Committee all functions and powers necessary to discharge its responsibilities in accordance with these terms of reference.

Signed: 

Professor Nic Smith, Vice Chancellor

Date: 26-6-25

Signed: 

Alan Judge, Chancellor

Date: 24-6-25

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## Finance Committee

### Terms of reference

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#### 1 Introduction

The Finance Committee is a committee of Council. It operates within the relevant provisions of the Education and Training Act 2020, the Local Government Official Information and Meetings Act 1987 and Standing Orders of Council. The Committee's scope encompasses the University and its subsidiaries and controlled entities.

#### 2 Purpose and responsibilities

2.1 The purpose of the Committee is to assist Council to discharge its governance responsibilities in relation to financial planning, capital management and financial performance.

2.2 The Committee will review the areas listed below, provide feedback to management and to Council.

##### 2.3 Financial planning

a) Long term financial and capital plans to support the Strategic Plan.

b) The business plan, budget and statutory Investment Plan.

c) Business cases for major investments.

##### 2.4 Capital management

a) Treasury policy

b) Funding strategy

c) New funding facilities and/or transactions outside the Vice-Chancellor's delegated authority

##### 2.5 Financial performance

a) Periodic review of business performance<sup>1</sup> versus approved business plan

b) Review of quarterly Treasury report

Note: The Audit & Risk Committee is responsible for reviewing the Annual Report and Financial Statements

#### 3 Authority

3.1 The Committee has no authority independent of the functions delegated to it by Council in these terms of reference.

#### 4 Membership

4.1 Unless Council decides otherwise the membership of the Committee will be as follows:

a) The Chancellor and/or the Pro-Chancellor;

b) The Vice-Chancellor; and

c) Up to five other members of Council appointed by Council each year on the recommendation of the Chancellor.

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<sup>1</sup> Includes performance versus budget

- 4.2 Council will, each year on the recommendation of the Chancellor, appoint a Committee Chair from among the members of the Committee. The Vice-Chancellor and any staff or student members of the Committee will not be eligible for appointment as Committee Chair.

## 5 Meetings

- 5.1 The Committee will meet at least four times a year as determined by the Chair or as otherwise requested by Council.
- 5.2 A quorum at meetings of the Committee will be three Members, one of whom must be the Chancellor, Pro-Chancellor or Committee Chair.
- 5.3 Meetings will be chaired by the Chair, or in his or her absence by another member of the Committee as decided by the members of the Committee present at the meeting.
- 5.4 The Committee may have in attendance any other people it considers necessary to provide appropriate information and explanations.
- 5.5 The Committee Chair will appoint a Secretary of the Committee in conjunction with the Secretary to Council.
- 5.6 The Standing Orders of Council will apply to any meetings of the Committee except to the extent inconsistent with these Terms of Reference.

## 6 Information and reporting

- 6.1 In addition to provision of scheduled information and reports, the Vice-Chancellor is responsible for drawing to the Committee's attention any material matter that appears likely to create a significant risk for the University in relation to financial matters.
- 6.2 After each meeting of the Committee the Chair will report the Committee's findings and conclusions to Council.
- 6.3 The confirmed minutes of all Committee meetings will be circulated to members of Council, the Vice-Chancellor and to any other people as Council and the Vice-Chancellor direct.

## 7 Review

- 7.1 The Committee will undertake an annual review of its responsibilities and activities and report to Council on that review.

## 8 Key dates

These terms of reference were approved on:	21 March 2016 by Council
These terms of reference take effect from:	21 March 2016
These terms of reference were amended on:	12 December 2016 by Council
	27 February 2017 by Council
	26 February 2018 by Council

## **9 Delegation by Council**

In accordance with section 285(1) of the Education and Training Act 2020, Council delegates to the Finance Committee all functions and powers necessary to discharge its responsibilities in accordance with these terms of reference.

Signed: \_\_\_\_\_  
Council member

Full name: \_\_\_\_\_

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Signed: \_\_\_\_\_  
Council member

Full name: \_\_\_\_\_

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_



## Te Aka Matua Kōmiti – Māori Advisory Committee

### Terms of reference

#### 1 Introduction

The Te Aka Matua Kōmiti – Māori Advisory Committee is a committee of Council. It operates within the relevant provisions of the Education and Training Act 2020, the Local Government Official Information and Meetings Act 1987 and Standing Orders of Council. The Committee's scope encompasses the University and its subsidiaries and controlled entities.

#### 2 Purpose and responsibilities

- 2.1 The purpose of Te Aka Matua is to assist Council discharge its governance responsibilities in relation to Māori and Te Tiriti o Waitangi.
- 2.2 In fulfilling this purpose, Te Aka Matua will provide **advice** to Council on:
- a. Understanding and applying Te Tiriti o Waitangi to support Council decisions, business and processes;
  - b. The strategic direction of the University and its implications, opportunities and connections with Māori, including mana whenua;
  - c. Building and maintaining positive external relationships with iwi, and other Māori organisations and entities; and
  - d. Any other matters consistent with the above responsibilities as requested from time to time by Council.

#### 3 Authority

- 3.1 The Committee has no authority independent of the functions delegated to it by Council in these terms of reference.

#### 4 Membership

- 4.1 Unless Council decides otherwise the core membership of the Committee will be as follows:
- a. The Chancellor;
  - b. Up to three other members of Council, two of whom should be on an annual rotation to build all Council members' understanding of Te Tiriti o Waitangi, mātauranga Māori, te reo Māori and tikanga Māori;
  - c. Up to three external Māori members – one member each from mana whenua iwi, Taranaki Whānui and Ngāti Toa, appointed by Council on the nomination of the relevant mana whenua iwi and one co-opted member appointed by Council based on an agreed identified skill-set. No member shall be Council members and may be appointed for up to a four-year term;

- d. One Māori student appointed by Council on the nomination of Ngāi Tauira<sup>1</sup>.
- 4.2 Council will, each year on the recommendation of the Chancellor, appoint a Committee Chair from among the members of the Committee. No external member, staff or student members of the Committee shall be eligible for appointment as Committee Chair.

## 5 Meetings

- 5.1 The Committee is expected to meet four times a year as determined by the Chair or as otherwise requested by Council.
- 5.2 A quorum at meetings of the Committee will be a majority of the members of the Committee one of whom must be the Chancellor or Committee Chair.
- 5.3 Meetings will be chaired by the Chair, or in their absence by another Council member of the Committee as decided by the members of the Committee present at the meeting.
- 5.4 The Committee may have in attendance any other people it considers necessary to provide appropriate information, explanations and who bring diverse perspectives and insights to inform its views and advice.
- 5.5 The Committee Chair will appoint a secretary to the Committee in conjunction with the Secretary to Council.
- 5.6 The Standing Orders of Council will apply to any meetings of the Committee except to the extent inconsistent with these Terms of Reference.

## 6 Information and reporting

- 6.1 The Chair-approved draft or if available, the confirmed minutes of a Committee meeting will be circulated to members of Council at the next Council meeting. The confirmed minutes shall be made available to the Vice-Chancellor and any other people as Council and the Vice-Chancellor direct.

## 7 Review

- 7.1 The Committee will undertake an annual review of its responsibilities and activities and report to Council on that review.

## 8 Key dates

These terms of reference were approved on:	7 June 2016
These terms of reference take effect from:	7 June 2016
These terms of reference were amended by Council on:	26 February 2018
These terms of reference were amended by Council on:	26 March 2018
These terms of reference were amended by Council on:	29 October 2018
These terms of reference were amended by Council on:	10 October 2022
These terms of reference were amended by Council on	16 June 2025

## 9. Delegation by Council

- 9.1 In accordance with section 285(1) of the Education and Training Act 2020, Council delegates to the Te Aka Matua Kōmiti – Māori Advisory Committee all functions and powers necessary to discharge its responsibilities in accordance with these terms of reference.

<sup>1</sup> Council may wish to give consideration to attendance being shared by the Co-Presidents of Ngāi Tauira.

Signed:

Alan Judge  
Council member

Full name:

Alan Judge, Chancellor

Date:

24/6/25

Signed:

Nic Smith  
Council member

Full name:

Nic Smith, Vice-Chancellor

Date:

26/6/25

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## Victoria Honours Committee

### Terms of reference

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## 1 Introduction

The Victoria Honours Committee is a committee of Council. It operates within the relevant provisions of the Education and Training Act 2020, the Local Government Official Information and Meetings Act 1987 and Standing Orders of Council. The Committee's scope encompasses the University and its subsidiaries and controlled entities.

## 2 Purpose and responsibilities

2.1 The purpose of the Committee is to:

- a) Recommend to Council, from time to time, criteria to be considered when proposing Honorary Degrees, Hunter Fellowships and Distinguished Alumni Awards;
- b) Recommend to the Academic Board and to Council the names of persons considered to be worthy of the conferment of an honorary degree, a Hunter Fellowship or a Distinguished Alumni Award, and the reasons for such recommendations in the context of the Honorary Degrees and Hunter Fellowships Statute and the Committee's current guidelines for such honours;
- c) Recommend to Council naming in accordance with the Victoria Naming Statute;
- d) Oversee the Chancellor's Lecture and the Chancellor's Dinner; and
- e) Recommend to Council, from time to time, the establishment of, and criteria for, any other honorary awards which the Council may wish to bestow.

## 3 Authority

3.1 The Committee has no authority independent of the functions delegated to it by Council in these terms of reference.

## 4 Membership

4.1 Unless Council decides otherwise the membership of the Committee will be as follows:

- a) The Chancellor;
- b) The Pro-Chancellor;
- c) The Vice-Chancellor;
- d) Two members of Council who are not members of the Academic Board;
- e) Two senior members of the academic staff appointed by Council on the nomination of the Chancellor for an initial term of four years, renewable once for a further four year term;
- f) Three members of the academic staff of different faculties appointed by Council on the nomination of the Academic Board for an initial term of four years, renewable once for a further four year term;
- g) One member, being a graduate, nominated by the Post Graduate Students' Association and appointed by Council for a term of two years.

4.2 Council will, each year on the recommendation of the Chancellor, appoint a Committee Chair from among the members of the Committee.

## 5 Meetings

- 5.1 The Committee will meet as determined by the Chair or as otherwise requested by Council.
- 5.2 A quorum at meetings of the Committee will be a majority of the members of the Committee.
- 5.3 Meetings will be chaired by the Chair, or in his or her absence by another member of the Committee as decided by the members of the Committee present at the meeting.
- 5.4 The Committee may have in attendance any other people it considers necessary to provide appropriate information and explanations.
- 5.5 The Secretary to Council will also be the Secretary of the Committee.
- 5.6 All proceedings under the Honorary Degrees and Hunter Fellowships Statute are confidential and taken in committee. A resolution of Council conferring an honorary degree or a Hunter fellowship is also taken in committee and remains confidential until the award is accepted.
- 5.7 The Standing Orders of Council will apply to any meetings of the Committee except to the extent inconsistent with these Terms of Reference.

## 6 Information and reporting

- 6.1 After each meeting of the Committee the Chair will report the Committee's findings, conclusions and recommendations to Council.
- 6.2 The confirmed minutes of all Committee meetings will be circulated to members of Council, the Vice-Chancellor and to any other people as Council and the Vice-Chancellor direct.

## 7 Review

- 7.1 The Committee will undertake an annual review of its responsibilities and activities and report to Council on that review.

## 8 Key dates

These terms of reference were approved on: 25 July 2016 by Council

These terms of reference were amended by Council on: 26 February 2018

## 9 Delegation by Council

In accordance with section 285(1) of the Education and Training Act 2020, Council delegates to the Victoria Honours Committee all functions and powers necessary to discharge its responsibilities in accordance with these terms of reference.

Signed: \_\_\_\_\_  
Council member

Full name: \_\_\_\_\_

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Signed: \_\_\_\_\_  
Council member

Full name: \_\_\_\_\_

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

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## Council People and Culture Committee

### Terms of reference

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#### 1 Introduction

The People and Culture Committee is a committee of Council. It operates within the relevant provisions of the Education and Training Act 2020, the Local Government Official Information and Meetings Act 1987, the Health and Safety at Work Act 2015 and Standing Orders of Council.

#### 2 Purpose and responsibilities

The Committee shall assist Council to meet its responsibilities to:

- establish key performance objectives for the Vice-Chancellor, evaluate the Vice-Chancellor's performance and undertake the Vice-Chancellor's annual remuneration review;
- review and support personal development priorities and programs for the Vice-Chancellor;
- develop a culture at the University which supports the delivery of its strategic priorities as they relate to people and culture;
- ensure the wellbeing, health and safety of staff and students;
- ensure the Vice-Chancellor, as the employer of staff, is discharging their responsibilities effectively and is building organisational performance and culture;
- provide advice and guidance in relation to key staff-related strategies, policies and priorities;
- review the approach to and feedback from formal staff engagement exercises;
- provide an environment in which staff and students can achieve to their full potential;
- ensure that equity, diversity and inclusion practices and priorities are being achieved;
- ensure there are effective succession plans in place for key personnel; and
- such other matters as may be referred to it by Council from time to time.

#### 3 Authority

- 3.1 The Committee has no authority independent of the functions delegated to it by Council in these terms of reference.
- 3.2 The Committee, through the Chair, is authorised by Council to investigate any activity within its terms of reference.

#### 4 Membership

- 4.1 The membership of the Committee will be as follows:
  - a) The Chancellor (Chair)
  - b) The Pro-Chancellor

c) Up to two lay members of Council

- 4.2 The Committee Chair will be the Chancellor or such other member of the Committee appointed as Chair by the Council.

## **5 Meetings**

- 5.1 The Committee will meet as determined by the Chair or as otherwise requested by Council.
- 5.2 A quorum at meetings of the Committee will be two Members, one of whom must be the Chancellor or Pro-Chancellor.
- 5.3 Meetings will be chaired by the Chair or in their absence by another member of the Committee.
- 5.4 The Committee may have in attendance any other people it considers necessary to provide appropriate information and explanations.
- 5.5 The Committee Chair will appoint a Secretary of the Committee in conjunction with the Secretary to Council.
- 5.6 The Standing Orders of Council will apply to any meetings of the Committee except to the extent inconsistent with these Terms of Reference.

## **6 Information and reporting**

- 6.1 The Committee will maintain direct lines of communication with the Council.

## **7 Review**

- 7.1 The Committee will undertake an annual review of its responsibilities and activities and report to Council on that review.

## **8 Key Dates**

- 8.1 These terms of reference were approved on: 14 February 2022 by Council  
These terms of reference take effect from: 14 February 2022

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## Council People and Culture Committee

### Terms of reference

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#### 9 Delegation by Council

In accordance with section 285(1) of the Education and Training Act 2020, Council delegates to the People and Culture Committee all functions and powers necessary to discharge its responsibilities in accordance with these terms of reference.

Signed: \_\_\_\_\_  
Council member

Full name: \_\_\_\_\_

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Signed: \_\_\_\_\_  
Council member

Full name: \_\_\_\_\_

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

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## Nominations Panel

### Terms of reference

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#### 1 Introduction

The Nominations Panel is a committee of Council. It operates within the relevant provisions of the Education and Training Act 2020, the Local Government Official Information and Meetings Act 1987, the Health and Safety at Work Act 2015 and Standing Orders of Council.

#### 2 Purpose and responsibilities

- 2.1 The purpose of the Committee is to make recommendations to Council on its membership in accordance with the Council Membership Statute.
- 2.2 In particular, the Nominations Panel is responsible for:
- a) identifying and recommending to Council suitable candidates to fill Council vacancies as and when they arise;
  - b) ensuring that there is an appropriate mix of knowledge, skills, experience and diversity on Council so as to ensure the Council is capable of undertaking its responsibilities, duties and function; and
  - c) considering any other matters referred to the Panel by Council.

#### 3 Authority

- 3.1 The Committee has no authority independent of the functions delegated to it by Council in these terms of reference.

#### 4 Membership

- 4.1 The membership of the Committee will be as follows:
- a) The Chancellor (or the Pro-Chancellor where the person holding office as Chancellor is being considered for recommendation)
  - b) a senior member (Professor or Associate Professor) of the University's academic staff appointed by Council on the nomination of the Academic Board for a term of up to four years
  - c) a member of the University's professional staff appointed by Council for a term of up to four years
  - d) the President of the Victoria University of Wellington Students' Association (or nominee);
  - e) a person appointed by Council on the nomination of Te Aka Matua for a term of up to four years
  - f) the Vice-Chancellor;
  - g) up to 2 external members appointed by the Council for a term of up to four years
- 4.2 The Panel will be chaired by the Chancellor (or Pro-Chancellor if the person holding office as Chancellor is being considered for recommendation)

- 4.3 At least two members of the Panel must be graduates of the University.
- 4.4 None of the members of the Nominations Panel, other than the Chancellor (or Pro-Chancellor) and Vice Chancellor, may be members of Council.

## **5 Meetings**

- 5.1 The Panel will meet when convened by the Chair or as requested by the Council.
- 5.2 A quorum at meetings of the Committee will be three Members, one of whom must be the Chancellor (or Pro-Chancellor).
- 5.3 The Committee may have in attendance any other people it considers necessary to provide appropriate information and explanations.
- 5.4 The Chair will appoint a Secretary of the Panel in conjunction with the Secretary to Council.
- 5.5 The Standing Orders of Council will apply to any meetings of the Panel except to the extent inconsistent with these Terms of Reference.

## **6 Information and reporting**

- 6.1 The Committee will maintain direct lines of communication with the Council.

## **7 Review**

- 7.1 The Panel will undertake a periodic review of its responsibilities and activities and report to Council on that review.

## **8 Key dates**

These terms of reference were approved on: 29 July 2019 by Council  
These terms of reference take effect from: 29 July 2019

These terms of reference were amended and approved by Council on: 23 March 2020  
These terms of reference take effect from: 23 March 2020

## **9 Delegation by Council**

In accordance with section 285(1) of the Education and Training Act 2020, Council delegates to the Nominations Panel all functions and powers necessary to discharge its responsibilities in accordance with these terms of reference.

Signed: \_\_\_\_\_  
Council member

Full name: \_\_\_\_\_

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Signed: \_\_\_\_\_  
Council member

Full name: \_\_\_\_\_

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_