



VICTORIA UNIVERSITY OF
WELLINGTON
TE HERENGA WAKA

MEETING OF
COUNCIL

ORDER PAPER AND DOCUMENTS

- PUBLIC -

11.00 AM, MONDAY, 4 MAY 2026
COUNCIL CHAMBER, LEVEL 2,
HUNTER BUILDING

COUNCIL

Order paper for the meeting to be held in
the Council Chamber, Level 2, Hunter Building, Kelburn Campus, Wellington
at 11.00 am on Monday, 4 May 2026

PUBLIC BUSINESS

11.00 am	PROCEDURAL ITEMS		
<i>All timing approximate</i>	1.	a) Karakia	<i>JTP</i>
		b) Welcome and Apologies	<i>Chancellor</i>
	2.	Disclosure of Interests	<i>Chancellor</i>
	3.	Council Minutes, meeting held 23 March 2026	<i>Chancellor</i>
	MATTERs for CONSIDERATION		
11.10 am	4.	Report from the Chancellor	Oral report <i>Chancellor</i>
	5.	Report from the Vice-Chancellor	VUWC 26/36 <i>Vice-Chancellor</i>
11.20 am	6.	Financial report to 31 March 2026	VUWC 26/37 <i>CFO</i>
	ITEMs for APPROVAL		
11.25 am	7.	Conferment of Qualifications	VUWC 26/38 <i>Chancellor</i>
11.30 am	8.	Te Tiriti Statute, minor amendments	VUWC 26/39 <i>Chair TAM</i>
11.35 am	9.	Council dates for 2027	VUWC 26/40 <i>Chancellor</i>
	ITEMs for NOTING		
11.40 am	10.	2025 Foundation Annual accounts	VUWC 26/41 <i>DVCMK</i>
11.45 am	11.	Pasifika report	VUWC 26/42 <i>AVCP</i>
12 noon	12.	Research Committee Annual report	VUWC 26/43 <i>DVCR</i>
12.10 pm	13.	Forthcoming Events and Next Meeting	VUWC 26/44 <i>Chancellor</i>
12.15 pm	14.	Committee and Academic Board minutes	<i>Committee</i>
		• Te Aka Matua Committee, 16 March 2026	<i>Chairs</i>
		• Academic Board minutes, 14 April 2026	
	PROCEDURAL ITEM		
	15.	Resolution to Exclude the Public	VUWC 26/45 <i>Chancellor</i>
Attached	Governing Documents		
	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.**

NAME	ENTITY	POSITION	START DATE (or entry date)	END DATE
Richard Arnold	Tertiary Education Union	Member	2001	
William Bell-Purchas	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	
Brigitte Bönisch-Brednich	Nil			
Megan Evans	MinterEllisonRuddWatts	Partner		
	Foundation Board of Trustees	Trustee	1.1.26	31.12.26
	Son studying at University during 2026			
Pania Gray	Kororā Consulting	Managing Director	August 2010	Ongoing
	Education Services Limited	Independent Chair	July 2014	Ongoing
	Te Wānanga o Raukawa	Part-time student	2021	Ongoing
Asifa Hanif	Wairarapa Women Centre Board	Member	1.3.24	
	Carterton Youth Council	Member	1.9.22	
Mei Fern Johnson	Russell McVeagh	Partner		
	Board of Directors at SEADRIF Insurance Company (Southeast Asia Disaster Risk Insurance Facility),	Director	Dec 2025	
Alan Judge	Biotelliga Holdings Ltd	Shareholder	13.7.17	
	Victoria University of Wellington Foundation Board	Trustee	15.2.21	
	Kiwi Group Capital Ltd	Chair	23.11.22	
	NZ War Memorial Trust	Trustee	13.2.24	
	Weel Holdings Pty Ltd	Director	1.9.24	
	Financial Services Council	Chair	1.1.26	

NAME	ENTITY	POSITION	START DATE (or entry date)	END DATE
Nic Smith	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	
	University of Auckland, appointed Vice-Chancellor, final day with VUW 12 June 2026		Announced 26 Feb 2026	
David Smol	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			
James Te Puni	Barnados NZ Board	Chair	Nov 2015	
	Te Ahuru Mowai	Kaiwhakahaere Matua/CEO	Mar 2020	
	Waikanae Christian Holiday Park	Trustee	March 2021	
	Titahi Ltd	Director & Shareholder	March 2021	
	Community Housing Aotearoa (CHA)	Council Member	Dec 2024	
	Son studying at University during 2026			

Agenda Item 3

Council Minutes, Meeting held 23 March 2026

To receive: the public Minutes of the Meeting of Council held 23 March 2026.

To resolve: that the Minutes of the Meeting of Council held 23 March 2026 be approved.



COUNCIL

Minutes of the Council Meeting held on Monday, 23 March 2026
in Room 1209, Level 12, Rutherford House, Pipitea Campus, Wellington
from 11.00 am to 4.00 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 Asifa Hanif
Ms Mei Fern Johnson
Mr David McLean
Professor Nic Smith (Vice-Chancellor)
Mr David Smol
Mr James Te Puni
Ms Caroline Ward (Secretary to Council)
- APOLOGIES:** Nil
- IN ATTENDANCE:** Ms Jackie Anderson, General Counsel
Mr Mairangi Campbell, Ngā Taura Co-President
Mr Aidan Donoghue, VUWSA President
Ms Rochelle Gribble, Manager Strategic Projects
Ms Susan Hockley, Acting Chief Financial Officer
Professor Rawinia Higgins, Deputy Vice-Chancellor Māori & Kaitiakitanga
Professor Bryony James, Provost
Mr Clinton Jenkins, Associate Director, Planning and Performance Management
Dr Ryan Kerr, Director, Strategy and Planning
Professor Robyn Longhurst, Deputy Vice-Chancellor, Academic
Mr Dan Mahoney, Head, Health, Safety, and Wellbeing
Professor Sally McArthur, Deputy Vice-Chancellor, Research
Mr Lachlan McKenzie, Communications Advisor
Ms Marianna Nicolau, Associate Director, Financial Operations
Ms Megan McPherson, Director of Communications, Marketing, and Digital Engagement
Mr Reece Moors, Director, Office of the Vice-Chancellor
Ms Lisa Rountree, Executive Assistant to DVC, Students
Mrs Rachel Scott, Director, Governance, Risk, and Assurance
Ms Kate Tibbitts, Chief People Officer
Ms Tina Wakefield, Chief Operating Officer

26.23

Noted:

- WELCOME / ACKNOWLEDGEMENTS / APOLOGIES**
- 1 that Professor Richard Arnold led the Karakia
 - 2 that Professor Sally McArthur, who recently started with the University as Deputy Vice-Chancellor, Research, was welcomed to her first meeting of Council.

- 3 that the Chancellor acknowledged and welcomed all present.
4 that there were no apologies.

26.24 DECLARATIONS AND DISCLOSURE OF INTERESTS

- Received:**
- 1 declarations and disclosure of interests by members of Council.
 - 2 that Ms Evans advised that her son has commenced study at Te Herenga Waka in Trimester 1; and Mr Te Puni also advised that his son is a student at the University in 2026.
 - 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.

26.25 COUNCIL MINUTES, MEETING HELD 9 FEBRUARY 2026

Received: the public Minutes of the meeting of Council held 9 February 2026

Resolved: **that the public Minutes of the meeting of Council held on 9 February 2026 be approved.**

Te Puni/Bell-Purchas
Carried
260021

26.26 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 an event to mark 'one year to go' until the opening of the National Music Centre
 - attended the Foundation FRIC meeting
 - attended the Audit & Risk Committee meeting
 - attended the Chancellors' meeting, and the subsequent joint Chancellors/Vice-Chancellors' meeting hosted by UniversitiesNZ
 - attended the Te Aka Matua Committee meeting
 - chaired the Victoria Honours Committee meeting
 - 2 that since receiving Professor Nic Smith's confirmation that he had been appointed to the University of Auckland Vice-Chancellor role, there had been a major focus on recruiting the next Vice-Chancellor. For most of the past month, this has involved the Chancellor chairing staff focus groups, establishing and meeting with the Vice-Chancellor Appointment Committee, confirming the appointment of a recruitment partner, Insight Group, and finalising the role description, candidate information brochure and advertising for the role. Regular updates are being provided to Council via a board book, as well as updates to staff. The goal is to complete the process at/by the 4 May Council meeting, however this is contingent upon candidate availability following shortlisting on 17 April. Advertising closes on 3 April. Professor Smith's final day with the University is 12 June.

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

Bönisch-Brednich/Hanif

Carried
260022

26.27

REPORT FROM THE VICE-CHANCELLOR

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

Noted:

- 1 that the report was taken as read.
- 2 that student experience and wellbeing activity had supported a fantastic start to the year. New Students' Orientation, following Tau Mai for hall residents recorded strong engagement, with cohort-specific welcomes for Māori, Pasifika, and international students. In addition, the Digital Solutions Team provided support to students bringing their own devices to get up to speed quickly to facilitate learning.
- 3 that engagement with VUWSA has been really strong and this has dovetailed with the efforts of student-facing staff contributing to the University meeting its academic and social mission.
- 4 that the Confucius Institute welcomed 28 Mandarin Language Assistants who are now teaching Mandarin language and Chinese culture in 64 schools across the lower North Island.
- 5 that student accommodation occupancy continues to track higher than the same time last year. In addition, the team at Capital Hall welcomed over 60 Massey students who were displaced following short notice closure of Massey's Kainga Rua Hall. Self-catered accommodation is facing unprecedented demand, and the team was able to stand up an additional location to meet this demand.
- 6 that science system reform continues with consultation underway via MBIE and TEC. The University continues to provide feedback and attend consultation sessions. Specific feedback on the detail of changes has not been announced.
- 7 that the University's efforts to gain Horizon Europe funding have been boosted with a grant of €508,745 for Dr Jeremy Owen in the School of Biological Sciences and his research on Bioprospecting and optimised production of marine/aquatic natural products in the omics and artificial intelligence era.
- 8 that doctoral graduates and prospective PhD candidates are at close to record levels. A change in the admissions process requires all doctoral candidates to undergo a compulsory interview.
- 9 that there is high demand for doctoral scholarships. The Vice-Chancellor acknowledged the vulnerable position some of these students are in as they commit to post graduate study in a time of ongoing increases to the cost of living.
- 10 that Wellington UniVentures reported its first operating surplus in 14 years.
- 11 that He Kokonga Whare e Kitea, the project to support data-driven student success has now completed four workstreams. Strong progress means Te Herenga Waka is now substantially aligned with our partner, the University of Canterbury. The work to achieve the Student Success plan is closely linked with the Curriculum Enhancement programme.
- 12 that a review of the Teaching Intensive Pathway is underway by the Provost.
- 13 that with one year to go to the opening of the National Music Centre, the Vice-Chancellor commended the work of Dame Kerry Prendergast in achieving the vision. The recent visit to the Wellington Town Hall by Council members and some of Te Hiwa had highlighted the new era of Music that is on the horizon. Under the leadership of Professor Kim

Cunio of the NZ School of Music, and Provost Professor Bryony James there are exciting opportunities ahead.

- 14 that the upcoming Cuba Dupa event will showcase the University with the 'Vic Uni Glover Park Stage'. In addition, the Te Aro Campus will transform to become Whanga, an immersive visual arts sanctuary allowing a quieter place to relax, be inspired, and discover the breadth of the University's creativity.

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

Bönisch-Brednich/Gray
Carried
260023

26.28 FINANCIAL REPORT TO 28 FEBRUARY 2026

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

- Noted:**
- 1 that the report was taken as read and Ms Susan Hockley was welcomed to the meeting as Acting Chief Financial Officer whilst Ms Rachel Bruce was on leave.
 - 2 that revenue was unfavourable to budget by \$3.1m primarily due to the timing of discounts for full fee students. It was confirmed that international scholarships are in line with budget and will ultimately be cost neutral.
 - 3 that expenditure was favourable to budget by \$6.2m, mainly because of lower spend on operating expenses and people costs.
 - 4 that the consolidated group deficit of \$3.1m includes the Foundation surplus of \$4.5m which was favourable to budget of \$5.6m primarily due to higher donation revenue.
 - 5 that the Balance sheet had increased significantly due to last year's property valuation.
 - 6 that borrowings are well below the same point in time in 2025.

Resolved: that the Financial report to 28 February 2026 be noted.

Evans/Hanif
Carried
260024

26.29 CONFERRMENT OF QUALIFICATIONS

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

Noted: that Professor Brigitte Bönisch-Brednich spoke regarding a PhD student from Afghanistan who is on today's list to be awarded their doctorate. She explained the incredible effort to get this student out of Kabul where they were trapped after the Taliban take-over, into New Zealand when it was fully locked down due to COVID. This was a team effort which showed the University Community and its networks and connections at their finest. The former student now has a job in Sweden but will fly back to New Zealand in May to attend their graduation celebration marking this incredible achievement. Brigitte recorded her sincere appreciation to all those involved in saving the life of, and supporting this student.

- Resolved:**
- 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 to the Graduates be recorded.
- Bell-Purchas/Hanif**
Carried
260025

26.30 2025 ANNUAL REPORT

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

- Noted:**
- 1 that the Council paper was taken as read and Ms Hockley spoke to it.
 - 2 that the Audit & Risk Committee considered the 2025 Annual Report in detail at its meeting held on 9 March 2026.
 - 3 that since that meeting there had been some minor corrections, as well as one correction to page 78 of the Council documentation version to amend the staff number to 2,237.
 - 4 that the audit process had been smooth, and the Chancellor acknowledged the clean audit report.
 - 5 that it was confirmed that the report will be published online, with just a small number of copies printed as these are required by Parliament.

- Resolved:**
- 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.**

Smol/Gray
Carried
260026

26.31 COUNCIL PROCESS – MODERNISING MEETING PROCEDURE

Received: a Council paper dated 3 March 2026 from Council member, Mr David McLean, regarding modernising Council meeting procedure (document VUWC 26/20).

- Noted:**
- 1 that the Council paper was taken as read.
 - 2 that the proposal aligns with international governance best practice and has the endorsement of several Director institutes (AICD, UK IoD, NZ IoD);
 - 3 that Council members were unanimously supportive of this change and appreciated the symbolism it represents in reinforcing the University's governing body as modern and progressive.
 - 4 that the Secretary to Council will take the necessary steps including updating the minute-taking templates to implement the revised procedure.

- Resolved:**
- 1 **that Council approve:**
the retirement of the practice for resolutions to be formally moved and seconded in Council and Council Committee meetings;

- 2 that the revised procedural approach 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.

McLean/Johnson
Carried
260027

26.32 CHANGES TO THE AUDIT & RISK COMMITTEE

Received: a Council paper from the Chancellor, Mr Alan Judge, regarding changes to the Audit & Risk Committee (document VUWC 26/21).

Noted:

1 that the Council paper was taken as read.
2 that the Audit & Risk Committee considered this item in detail at its meeting on 9 March 2026, and prior to this there were discussions at the Council Workshop on 27 January, and Council only time on 9 February. Careful work took place to ensure the effect of combining the Finance Committee remit into the Audit & Risk Committee would ensure that Council's governance responsibilities would be fully met.
3 that as a result of the proposal, there will be a more fulsome financial report to each of the eight Council meetings per year, and this will include a CFO report covering treasury, capex, and TEC reporting.
4 that further to the Council paper, recommending four members of Council to be appointed under Clause 3.1(b), it was agreed that a fifth Council member be appointed to the Committee, Ms Asifa Hanif, and this is reflected in recommendation 5 below.

Resolved: 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 Reference for the Audit & Risk Committee (attached as Appendix 2 to the Council 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, Asifa Hanif
Council Member, Mei Fern Johnson
Council Member, David McLean
Council Member and Chair, David Smol

Smol/Evans
Carried
260028

26.33

DVC MĀORI AND KAITIAKITANGA UPDATE

Received: 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).

Noted:

- 1 that the presentation was taken as read having been circulated with the meeting documentation.
- 2 that Professor Higgins spoke to a slightly revised presentation – the updated version is on the file for the meeting.
- 3 that as of 5 March 2026, Māori student EFTS sit at 1925, up 53 on the same time as last year. Commencing EFTS are slightly down at 599, compared with 627 at the same time in 2025.
- 4 that Māori student retention rates have steadily improved over the past five years from 90.4% in 2020 to 95.7% in 2025. There was discussion on retention rates and what they mean in practice.
- 5 that Ngā Mokopuna is moving closer to living building certification and the team is on track to submit the paperwork. If certification is achieved, it is hoped to celebrate this achievement at Matariki. A benefits realisation will come back to Council in the future.
- 6 that there was discussion on the extra power the building is generating beyond its needs and how this could be used, noting some is going back into the grid. More information will be provided in a future report.
- 7 that following a planning day, the latest version of the Strategic outcomes framework for Māori, Mai I te Iho ki te Pae, with the addition of KPIs is on the [website](#).
- 8 that Professor Higgins was thanked for her presentation and mahi.

Resolved: that the presentation and update from the DVC Māori and Kaitiakitanga be noted.

Te Puni/Bell-Purchas
Carried
260029

at 12.05 pm Mr Mairangi Campbell, and Mr Aidan Donoghue joined the meeting

26.34

STUDENT PRESIDENT REPORTS

Received:

- 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 Tauira Co-Presidents (document VUWC 26/23b).

Noted:

- 1 that the Student President reports were taken as read.
Ngāi Tauira
- 2 that Mr Campbell took the report as read and conveyed Mr Puha's apologies as he had encountered flight challenges this morning.
- 3 that Ngāi Tauira's vision for 2026 *Love is our Foundation* captures why the student association does what it does. He noted increased engagement, up 40% on the same time last year and advised that Ngāi Tauira is providing leadership and support to smaller Māori student associations at the Law School, Business School, and the fledgling Architecture & Design association.
- 4 that there was discussion on how the relationship with VUWSA is formalised and comment was made as to how effective this relationship is.

VUWSA

- 5 that Mr Donoghue also highlighted incredible levels of student engagement
with a number of events over subscribed.
- 6 that recent major events included the Student Action hui, and the Student
Associations' conference.
- 7 that VUWSA prides itself on being the country's most political student
association and in an election, year is encouraging students to enrol under
the new rules. A campaign around 'show up or shut up' will be run.
- 8 that Mr Donoghue expressed his appreciation of the working relationship
with the Vice-Chancellor and congratulated him on his appointment to the
Auckland VC role. Professor Smith noted how he has valued the
relationship with all VUWSA presidents during his time saying they had
been nothing but constructive. In an environment where tertiary education
is under pressure alignment is important, whilst respectfully disagreeing at
times.
- 9 that VUWSA is keen to work closely in the recruitment process for the new
Vice-Chancellor, and they are staying in regular contact with the two
student representatives on Council.
- 10 that the recent launch of the Student Hardship report had resulted in a
flood of donations to the VUWSA office demonstrating the aroha and
generosity of Te Herenga Waka's communities.
- 11 that the Chancellor reminded everyone that while the two student Council
representatives are now ex officio attendees at VUWSA exec meetings,
when they are at the Council table, they are bound by Council members'
duties to make decisions in the best interest of the University. The Student
President confirmed his understanding of this.
- 12 that the Chancellor thanked the Student Presidents for their reports and
wished them every success with their 2026 work programmes.

Resolved: that the Student President reports be noted.

Gray/McLean
Carried
260030

at 12.20 pm Mr Mairangi Campbell, and Mr Aidan Donoghue left the meeting

26.35

FORTHCOMING EVENTS AND NEXT COUNCIL MEETING

Received: a Council Paper from the Secretary to Council, Ms Caroline Ward, dated 9
March 2026 regarding Forthcoming Events (document VUWC 26/24).

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, 4 May
2026 in the Council Chamber, Level 2, Hunter Building, Kelburn Campus,
Wellington.

3 that Council meetings during the remainder of 2026 will be held at venues
as follows:
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 on 4 May 2026 be noted.

Judge/Gray
Carried
260031

26.36 COMMITTEE AND ACADEMIC BOARD MINUTES

Received: the following Committee and Academic Board minutes:

- Academic Board, 24 February 2026
- Audit & Risk Committee, 9 March 2026

Noted: 1 that the Committee and Academic Board minutes were taken as read.
2 that a question was raised on CUAP and it was advised that consultation is underway on this at the moment so there is nothing that can be said other than that a new qualifications framework is a possibility.

Resolved: that the Committee and Academic Board minutes be noted.

Smol/Smith
Carried
260032

26.37 RESOLUTION CONCERNING THE EXCLUSION OF THE PUBLIC

Received: a recommendation that certain items be taken with the public excluded (document VUWC 26/25).

Resolved: 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
16. Minutes of previous meeting held 9 February 2026	Privacy, commercial prejudice, commercial activities.	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)
17. Health, Safety, and Wellbeing report	Privacy, commercial prejudice, commercial activities, confidential basis.	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)
18. Vice-Chancellor's report	Privacy, commercial prejudice, commercial	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)

	activities, confidential basis.		
19. Financial report to 28 February 2026	Commercial prejudice, commercial activities, Confidential basis	s9(2)(b)(ii), s9(2)(i),and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
20. Research update	Commercial prejudice, commercial activities, confidential basis.	s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
21. Rescinding qualification	Privacy	s9(2)(a),	LGOIMA s48(1)(a)(ii)
22. Changing faculty names	Commercial prejudice, commercial activities, confidential basis.	s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
23. Naming rights	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)
24. 320 The Terrace demolition update	Commercial prejudice, commercial activities, confidential basis.	s9(2)(b)(ii), s9(2)(i),and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
25. Digital roadmap quarterly report	Commercial prejudice, commercial activities, confidential basis	s9(2)(b)(ii), s9(2)(i),and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
26. Committee Structure review – Te Aka Matua Committee	Commercial prejudice, commercial activities, confidential basis.	s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA s48(1)(a)(ii)
27. Committee and Academic Board minutes	Privacy, commercial prejudice,	s9(2)(a), s9(2)(b)(ii),	LGOIMA s48(1)(a)(ii)

	commercial activities, confidential basis.	s9(2)(i), and s9(2)(ba)(i)	
28. Council only time	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 Puni/Johnson
Carried
260033

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 17 April 2026 (document VUWC26/36)

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	17 April 2026
Subject	Vice-Chancellor's report – Public
Document #	VUWC 26/36

Executive Summary

This report provides Council with an overview of key public matters across the University, reflecting steady progress in strengthening our operational foundations, supporting staff and students, and advancing our strategic priorities.

We continue to take a disciplined approach to annual leave management, with a clear focus on staff with high balances. New reporting is now embedded and enables consistent monitoring of leave booked during 2026 against prior years. April saw a marked increase in leave taken compared with historical patterns, which is an encouraging start to the year and supports both staff wellbeing and organisational sustainability.

Operationally, April was a particularly strong month for Digital Solutions. Major foundational milestones were delivered smoothly, including the annual Banner upgrade and a full data-centre resilience test, providing strong assurance of business continuity and recovery capability. The Future Web Programme reached its first major milestone, improving the stability and performance of our large and complex website, and further progress was made in enrolments transformation and data and analytics capability to better support decision-making.

The University continues to respond to changing patterns of student demand. Occupancy remains strong in independent living accommodation, driven by international student growth, and work is underway to explore innovative and cost-effective approaches to future accommodation development. Property and facilities projects continue to support teaching, learning, and research, alongside improved use of technology to inform asset condition and renewal planning.

At a national level, changes to academic quality assurance are progressing with the establishment of Matatāhuna – Universities Quality Assurance Agency and a move toward audited self-accreditation of academic programmes. This represents a significant shift for the sector and will enhance institutional responsibility for academic quality within a nationally agreed framework.

Good progress is also being made in student success and engagement. A whole-of-University Student Success Plan has been endorsed and is now moving into implementation, library use continues to grow, and pathway and outreach programmes remain strong, supporting informed programme choice and smoother transitions into tertiary study.

A highlight was our new partnership with CubaDupa, Wellington's flagship free street festival, which strengthens the University's connection with the city and supports experience-led engagement. Over the weekend more than 1,600 people visited campus, with 14 activations delivered by staff, students, and alumni, and 11 partnerships formed with local businesses. Media and social amplification extended reach well beyond the event, strengthening early awareness with prospective students.

Overall, the University is delivering well, strengthening its resilience, and maintaining momentum across its core activities.

Annual leave management

We continue to manage the use of annual leave with a focus on staff with high balances. Reporting is now in place to monitor booked leave during 2026 against 2024 and 2025 leave usage patterns. We have seen a significant increase in leave used over April from past leave patterns which is a good start to the year. This behaviour needs to continue. Our reporting is now a standard Te Hiwa and Te Ama item to ensure our progress is visible.

Employee engagement tool

We are currently implementing our new Employee Engagement Tool to support a full staff survey later in the year. We are partnering with Culture Amp who offer a significant employer bench marking data base which includes most NZ Universities.

COO Group

Digital Solutions

April was a particularly strong month for Digital Solutions, with several major milestones delivered that strengthen the reliability, resilience, and future readiness of the University's digital environment.

We delivered two significant foundational activities in our 2026 work programme:

- the annual upgrade of Banner (the University's core student system)
- and we moved a number of our key digital assets into the Datacom data centre move.

Both were delivered smoothly and with minimal disruption to staff and students. As part of this work, we also successfully switched all University data storage to our alternate data centre and back again - a full resilience test that had not been undertaken since 2016 - providing strong assurance of our ability to recover from major disruptions.

The Future Web Programme reached its first major milestone, moving the University's large and complex website (around 33,000 pages) to a new hosting environment to ensure ongoing stability and performance. The Enrolments Transformation Programme also delivered a key improvement, introducing changes to online self-service admissions that better support new enrolment requirements.

In addition, the Data Reporting & Analytics business case was approved, unlocking the next phase of work to improve how information is used to support decision-making across the University.

Finally, Digital Solutions supported a record number of network connections during Trimester 1 (15,524), reflecting both growing demand for digital services and the team's ability to scale and deliver reliably during peak periods.

Accommodation occupancy is slightly below 2025 levels at headcount level. At percentage level, occupancy is below YTD budget in our catered halls (91% vs 96%) and ahead of YTD budget in Independent Living (96% vs 89%). The growth in our Independent Living product is due to strong international student demand which is offsetting declining demand from school leavers.

The Sport & Recreation team is in early discussions with VUWSA regarding their proposal to take over certain aspects of student club administration. Any proposal eventually developed from these discussions will be subject to consultation with affected student clubs.

The Accommodation & Property Services team are investigating the potential for modular units to form part of future student accommodation developments. This has the potential to be lower cost and faster to implement than traditional development mechanisms.

320 The Terrace

Work is progressing well on the removal of hazardous materials from the individual units and scaffolding is now in place on the western south portion of the building.

Bachelor of Mechatronics

As part of the introduction of this new programme the basement workshop in Alan MacDiarmid has been completed.

National Music Centre

The base build works to the University's Wellington Town Hall leased spaces have been completed, with ongoing design works progressing well for NZSM's specialist fitout.

Drone exterior fabric condition capture

The team has completed drone capture of the Hunter, Easterfield, Cotton and Laby building exteriors. This information has provided detailed information on the condition of these buildings which will inform our ongoing asset renewal programme. This pilot was very successful and is an example of how we are utilising modern technology to support the ongoing maintenance of our university buildings.

QUT Visit

The Provost and VC visited QUT to discuss their progress in implementing a workload model. The QUT model is similar to the TWAM and they initiated the project three years before Victoria, as such they were able to provide valuable lessons on potential pitfalls and how best to use the data that such a model provides. Reassuringly there were no surprises in what challenges might be upcoming, and a valuable lesson in not rushing to implement a software 'tool' when spreadsheets can serve well until the model is fully understood and calibrated. The second phase of the TWAM data entry at Victoria opens on 18 May and will be completed by 14 August.

Academic Promotions

Academic promotions processes are ramping up and this year a revised guidebook and an increased number of staff training and discussion seminars are already supporting staff who are considering applying. Feedback from the 2025 round (the first round following the revisions to make the process more transparent and equitable) were extremely positive and staff have spoken about how the process feels like it is making it easier to tell their stories of excellent academic achievement.

CubaDupa partnership: strengthening our connection with Wellington

In 2026, Te Herenga Waka—Victoria University of Wellington became a major sponsor, albeit at a reasonable and value for money sponsorship level, of CubaDupa, Wellington's flagship free street festival. This partnership is a cornerstone of the University's experience-first marketing and engagement strategy. The partnership is designed to build emotional connection, community pride, and long-term brand loyalty by embedding the University within the cultural fabric of the city.

CubaDupa provides an ideal platform to reach our core audiences, prospective students, their families, and the wider Wellington community in an authentic, high-energy environment. It is a good brand fit, aligning with the creativity and vibrancy of our institution. As a major sponsor, the University secured a named stage, the Vic Uni Glover Park Stage, in the heart of the festival precinct, and transformed our Te Aro campus into *Whanga* (The Cove), a welcoming space of respite for festival-goers.

Over 1,600 visitors came through the Te Aro campus across the weekend, with repeated and extended visits signalling genuine engagement with our programming. Fourteen (14) public-facing activations were delivered by staff, students, and alumni, ranging from the highly popular *Ask a Philosopher* to a large-scale collaborative installation by artist Vioula Said. Eleven (11) external partnerships with Wellington businesses were formed, and a live music programme featured current and past students alongside external artists. The partnership also drove cross-faculty collaboration through cross-team and volunteer delivery.

Media coverage and digital amplification extended the impact well beyond the festival itself. Coverage appeared in *The Post*, *Stuff*, *Tertiary Insight*, and across radio, while collaborative social content with CubaDupa and Wellington Live delivered broader reach than our organic channels typically achieve. Content on Instagram and TikTok proved particularly effective at reaching new audiences.

CubaDupa demonstrates the value of experience-led marketing in building early awareness and brand salience for prospective students and their influencers. CubaDupa delivered mass reach, strong digital amplification, cross-faculty participation, and a clear capital-as-campus brand signa that positions the University as an integral part of Wellington's identity and creative life.

Changes to Academic Quality Assurance

Following a recent review, the New Zealand Vice-Chancellor's Committee (NZVCC - also known as Universities New Zealand) began transitioning to a smaller secretariat model. As part of this NZVCC has approved Matatāhuna - Universities Quality Assurance Agency (UQAA). UQAA replaces the Academic Quality Agency (AQA), which was disestablished at the end of 2024. The purpose of UQAA is to ensure confidence, nationally and internationally, in the academic quality of New Zealand universities. In relation to Academic Programme approvals an in-principal decision has been made to move to audited self-accreditation of academic programmes by individual universities. This will mean the cessation of the Committee on University Academic Programmes (CUAP). A national framework of agreed standards and guidelines will be developed. Individual universities will have their own institutional frameworks that operate in line with the national framework. It is expected the new system of programme approvals will be in place from 2028 (for more information see [UNZ's website](#)).

He Kokonga Whare e Kitea

A whole-of-university Student Success Plan, focused on improving student progression, retention and equity of outcomes, has been developed through He Kokonga Whare e Kitea and endorsed by the Student Success Committee (a subcommittee of the Academic Board). The Plan reflects extensive engagement across the University through cross-institutional workstreams over the summer. The TEC-funded programme (through to the end of 2026) is now moving into its implementation phase, with a focus on building sustainable student success data capability across the University.

Curriculum Enhancement Programme (CEP)

The final terms of reference for the CEP have been approved and an update on progress was provided in *Oko* on 28 April focusing on how the three workstreams - assessment, delivery modes and point values – will be sequenced to help ensure success of the programme. Consultation on draft terms of reference for a Student Advisory Team, Project Team, and Steering Committee is underway.

Academic Integrity Awareness Week

The University's 5th Academic Integrity Awareness Week (16–20 March) focused on the theme “Academic Integrity is everyone’s responsibility”, with coordinated staff and student communications across multiple channels. Activities included resource bookmarks distributed to student halls, stalls across all three campuses, quizzes and interactive games, and opportunities for students to ask anonymous questions about academic integrity, AI use, and referencing. More than 200 students engaged directly with Centre for Academic Development staff, Peer Advisors, and library staff and over 28 kilos of cake was eaten. For staff, the week featured workshops on AI and assessment (which was so popular that multiple sessions were offered), hands-on sessions with AI tools, and a session on academic integrity and misconduct. 21,500 social media impressions resulted from the week’s activities.

Library

The Library's 2025 Annual Report notes a busy year “welcoming almost 1.4m people to our libraries in 2025. This equates to an increase of 70,028 visitor entries compared to 2024. While Pipitea campus libraries had similar visitation results for 2024 and 2025, notable increases occurred at Kelburn library (up by 52,864) and Architecture & Design library (up by 17,851)”.

DVC Māori report

We have completed and audited the 2025 greenhouse gas inventory, providing a transparent account of our emissions and progress on climate action. The report is publicly available at wgtn.ac.nz/carbon-footprint. Emissions have increased, largely due to air travel, which will require ongoing monitoring.

We successfully hosted our first cohort of secondary school teachers from across the country for carbon literacy training as part of building the connection with schools and prospective students.

Pakohe sustainability scholarships for current students will open at the beginning of May.

On 25 March, the University held its popular annual family-friendly alumni event, this year with the Wellington Zoo. Six hundred (600) alumni, friends and family attended, and the event raised \$3,900 to support tuatara conservation research.

This month alumni events are happening in cities across southeast Asia, Samoa, Brisbane, Tokyo, and Washington DC.

The Ki te Pae Staff Excellence Awards was a successful March event, with over 120 staff recognised for their contributions to Te Herenga Waka. This also included a special presentation of a 2026 Critic and Conscience of Society Award, administered by Universities New Zealand to Dr Andrew Lensen. Dr Lensen is a senior lecturer and programme director in Artificial Intelligence at the School of Engineering and Computer Science.

The University launched a joint initiative between the DVCMK Office, the Faculty of Science & Engineering, Te Pūkenga Wai, and the Pūhoro STEM Academy, to strengthen pathways for Māori learners into science, technology, engineering, mathematics, and mātauranga Māori. The launch was attended by mana whenua, Pūhoro staff, and Māori students from Wellington schools, and reaffirmed a shared commitment to high-quality, experiential learning opportunities and sustained support for rangatahi as they transition into tertiary study.

The marae hosted a delegation from the East West Centre, University of Hawai'i Mānoa. This is the second delegation to return for a visit to the marae to learn more about the buildings, sustainable practices, and the intersection with indigenous knowledge systems. Professor Derek Kawiti worked with the delegation to understand indigenous architecture and sustainable practices in Ngā Mokopuna.

Research funding update

The first report from the Prime Minister's SIT Advisory Council was released just prior to Easter and the key recommendations (see <https://www.mbie.govt.nz/dmsdocument/31887-report-to-the-prime-minister-prioritisation-in-new-zealands-science-innovation-and-technology-system>)

1. Structuring investment around four thematic pillars:
 - i. Primary Industry and Bioeconomy to strengthen the foundations of national prosperity.
 - ii. Technology for Prosperity to improve the efficiencies of current industries and catalyse future industries and strategic capabilities.
 - iii. Environmental Sustainability and Resilience to innovate for environmental stewardship and resilience.
 - iv. Healthy People and a Thriving Society to enhance health and social outcomes through research, technology, and innovation.
2. Adjusting the funding balance to be about 60% mission-led (aligned to national priorities and outcomes) and 40% investigator-led (competitively funded, curiosity-driven research). This replaces the current 45/55 balance.
3. Reallocating 15% of the available \$839m of SI&T funding administered by MBIE to areas of advanced technologies.
4. Establishing a flexible 'Ignition' fund for responding rapidly to limited time and unforeseen opportunities, supporting bold, high-risk high-impact science, and/or surging behind emerging growth sectors driving new markets.

Many of the recommendations had been signalled in a range of meetings and preliminary discussions held with MBIE and other agencies over the last few months and these changes in focus are also embedded within proposed models for the T-REF and IP processes that are currently being finalised with MBIE and the TEC.

After extensive discussions across faculties and institutes, the research office team have been developing a new approach to clustering research capabilities across discipline boundaries with the goal of building scale and diversifying our research in line with plans for the NZ SIT ecosystem. The team have been developing both the data systems and insights that will be needed by schools, faculties, and institutes to effectively respond to changes in research policy focus. Our goal is to ensure that VUW maintains its strong track-record in developing mission-led platform proposals as well as scaling our opportunities for new researcher-led fundamental and cross-disciplinary research. We will be launching these new tools and discussing opportunities with Deans, ADRs and faculties during April and May.

Research commercialisation

The new Intellectual Property (IP) laws are yet to be confirmed but Ministry of Business, Innovation & Employment (MBIE), is hoping to offer a soft landing with guidelines that would help transitioning from the current system to the new one. This includes a trust held by each university which would hold new IP until a decision is made about how to commercialise: inventor-led ventures, or TTO-led.

The pre-Seed Accelerator Fund (PSAF) will come to an end on 30 June 2027, but KiwiNet has advised that all remaining funding will be fully allocated by end of May 2026. This puts at risk new invention disclosures past that date, for which PSAF funding is used for IP search and IP protection.

Faculty of Graduate Research update

We introduced our new system for managing research student enrolment, Panoho last year, as a new system to manage research candidates' enrolment, progress reporting, and examination. Within the FGR team we are seeing the successful delivery of its key goals in reducing the double and triple entry of the same information into different reporting and monitoring systems.

Secondary school visits

The Future Students team has been delivering first-round school visits across the country from February through April. So far, they have visited 188 schools with over 5,000 students attending and being collected as leads. These first-round visits give our Future Students Advisers the opportunity to meet school leavers in their own environment and introduce Te Herenga Waka as an exciting and supportive option for their tertiary study.

For 2026, the first-round visit programme has been refreshed to take a more engaging, student-centred approach to showcasing Te Herenga Waka. A new promotional booklet given to every student during the visit helps them explore how the University aligns with their personality, interests, and aspirations. This updated approach is designed to help students more easily imagine themselves studying at Te Herenga Waka, and early feedback from schools has been positive.

The next phase of our recruitment activity begins in May, with Information Evenings and Regional Expos scheduled to take place across the country.

Recommendation:

That Council note the Vice-Chancellor's public report.

Agenda Item 6

Financial report to 31 March 2026

To receive: the Financial report to 31 March 2026 from the Chief Financial Officer, Ms Rachel Bruce (document VUWC 26/37).

To resolve: **that the Financial report to 31 March 2026 be noted.**



MARCH 2026

SUMMARY MONTHLY PUBLIC FINANCIAL REPORT

CONSOLIDATED STATEMENT OF FINANCIAL PERFORMANCE

STATEMENT OF FINANCIAL PERFORMANCE	Mar 26 YTD		
	Act	Bud	Var
	\$m		
Government Grants incl. PBRF	51.2	51.2	0.0
Tuition Fees	37.2	40.5	-3.3
Research, Commercial & Other	49.2	49.5	-0.3
REVENUE	137.6	141.3	-3.6
People	71.7	73.2	1.5
Occupancy	12.0	13.2	1.2
Operating	47.8	48.1	0.3
EXPENDITURE	131.5	134.5	3.0
EBITDA	6.2	6.8	-0.6
Depreciation & Amortisation	15.1	14.8	-0.3
Interest Expense	0.6	0.7	0.1
UNIVERSITY GROUP SURPLUS/DEFICIT	-9.5	-8.7	-0.8
%	-6.9%	-6.2%	
CONSOLIDATED GROUP SURPLUS/DEFICIT	-3.1	-7.3	4.2
%	-2.1%	-5.0%	

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

YTD overview

- Revenue is unfavourable to budget by \$3.6m, primarily due to the timing of discounts for full fee students.
- Expenditure is favourable to budget by \$3.0m, primarily due to staff vacancies and timing of spend on occupancy and operating expenses.
- The Consolidated Group Deficit of \$3.1m includes the Foundation Surplus.
- The Foundation Surplus of \$6.4m is favourable to budget by \$5.0m, primarily driven by higher donation revenue.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

STATEMENT OF FINANCIAL POSITION	As At:	
	Mar-26 Actual	Mar-25 Actual
	\$m	
Cash & Cash Equivalents	69.3	105.2
Investments	127.2	111.1
Accounts Receivable & Accruals	39.1	33.4
Pre-Paid Expenses	10.3	11.6
Other Current Assets	9.5	8.9
TOTAL CURRENT ASSETS	255.5	270.3
Property, Plant and Equipment	1,231.9	1,195.7
Intangibles	8.0	8.5
Investments in Related Parties	8.3	7.6
TOTAL NON-CURRENT ASSETS	1,248.2	1,211.8
TOTAL ASSETS	1,503.7	1,482.1
Accounts Payable & Accruals	64.1	52.5
Revenue in Advance	197.6	186.6
Bank Borrowings – Current	-	-
Employee Entitlements – Current	20.8	19.1
Other Current Liabilities	3.8	6.4
TOTAL CURRENT LIABILITIES	286.4	264.6
Employee Entitlements – Non-current	21.7	19.8
Bank Borrowings – Non-current	-	40.0
TOTAL NON-CURRENT LIABILITIES	21.7	59.8
TOTAL LIABILITIES	308.0	324.3
NET ASSETS	1,195.7	1,157.8
Accumulated Surplus	510.7	503.0
Current Year Earnings	(3.1)	0.8
Other Reserves	688.1	653.9
TOTAL COMMUNITY EQUITY	1,195.7	1,157.8
TOTAL LIABILITIES & COMMUNITY EQUITY	1,503.7	1,482.1

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 4 May 2026 (document VUWC 26/38).

- To resolve:**
- 1 that Council grants the degrees, diplomas and certificates in this University on the persons listed in document VUWC 26/38 and that their names be entered on the Roll of Graduates on 4 May 2026.
 - 2 that a motion of congratulations be recorded.



DEGREES, DIPLOMAS AND CERTIFICATES

TO BE GRANTED ON 4 MAY 2026

Doctor of Science

Pawson, David Leo

Doctor of Philosophy

Aliyar, Mahnaz, *in Applied Linguistics*

Brink, Kaylee Grace, *in Political Science*

Chin, Jern Tat, *in Finance*

Lockyer, Orin Walter, *in Sociology*

Oosterman, Jonathan David, *in Sociology*

WELLINGTON FACULTY OF ARCHITECTURE AND DESIGN INNOVATION

Master of Architecture (Professional)

Hemara-Haeana, Kararaina

Isaacs, Henry John

Lopez, Alessandra Rose Lumagui

Ross, Cameron John, *with Merit*

Su, Jayson James, *with Distinction*

Master of Architectural Science (Research)

Madan, Ruhi, *with Distinction*

Master of Interior Architecture

Chater, Ani Roimata

McCaul, Jody Lee, *with Merit*

Rana, Gaurav, *with Merit*

Shortt, Olivia Amy, *with Merit*

Master of Landscape Architecture

Liefting, Kees Antony, *with Merit*

Bachelor of Architectural Studies

Hittle, Max Lane IV

Bachelor of Building Science

Stowers-McCarthy, Markus Senio

Bachelor of Design Innovation**Hainsworth**, Grace Kane**Sharma**, Medha**Postgraduate Diploma in Designed Environments****Omache**, Michael Monari, *in Architecture***Graduate Diploma in Designed Environments****Edirisinghe**, Imeth Sandinu Colette, *in Architecture***Graduate Certificate in Designed Environments****MacGibbon**, Zachary John, *in Architecture***WELLINGTON SCHOOL OF BUSINESS AND GOVERNMENT****Master of Information Studies****Lovatt**, Joshua Lindsay James, *in Archives and Records Management and Library Science***Quinn**, Shelley Ann Cook, *in Archives and Records Management and Library Science***Master of Professional Accounting****Sunny**, Elizabeth**Yang**, Jingwen**Bachelor of Commerce****Aldo**, Vincentius**Archibald**, Lucas James**Boyd**, Maia Moana**Doull**, Hunter**Duncan**, Jack**Feunati**, Rico Teariki Arairangi**Grigg**, James Alexander**Harrison-Barker**, Joshua Liam**Khalate**, Riya Dhananjay**Kodirov**, Humoyunbek**Laterveer**, Sophia Rose Olivia**Lau Young**, Oliver John**Lockwood**, Kyran E**Martin**, Isaac Calder**Parata**, Shekinah Ariana**Power**, Samantha Rose**Rajan**, Rohit**Scott-Rodriguez**, Ryan Andrew**Toaiauea**, Toabwa**Tomari**, Sena**Postgraduate Diploma in Information Studies****Keelan-Orr**, Ashlee Aroha**Postgraduate Certificate in Business Administration****Passos**, Ashleigh Louise**Zillner**, Miriam**Postgraduate Certificate in Public Management****Kire**, Liza Bernadette

WELLINGTON FACULTY OF EDUCATION

Master of Education

Guo, Xing, *with Merit*

Jayasinghe, Hansinee Uthpala, *with Distinction*

Mampitiya Arachchige, Nuwani Shehara, *with Merit*

McKenzie, Stacey Ann

Ny, Eng Bunna, *with Distinction*

Wakefield, Hannah, *with Distinction*

Master of Secondary School Leadership

Gage-Brown, William Frazer, *with Merit*

Postgraduate Diploma in Educational Psychology Practice

Lewis, Nancy Erin

Graduate Diploma of Teaching (Primary)

Barron, Sophie Barbara Zita

Dick, Jack Ethan

WELLINGTON FACULTY OF ENGINEERING

Master of Renewable Energy

Wilson, Dominic McCauley, *with Merit*

WELLINGTON FACULTY OF HEALTH

Master of Health

Abdullahi, Sagal Asad, *in Health Policy, Planning and Service Delivery, with Merit*

Hunt, Bryony Elizabeth, *with Merit*

Master of Health Psychology

Alexander, Zoe Catherine, *with Distinction*

Creagh, Ella Rose, *with Distinction*

Smith, Katie Rose, *with Merit*

Master of Nursing Practice

Ernst Plimmer, Emily Lucia

Powell, Benjamin Thomas

Master of Nursing Science

McCutcheon, Samantha Jane, *with Merit*

Oldfield, Rebecca-Jane

Postgraduate Diploma in Health Psychology

Paasi, Isitokia Malia Kalemeli Koleti Tohuia

Tutua-Nathan, Te Mapihi Kahurangi

Postgraduate Diploma in Nursing Science

Deben, Melanie Anne

Flores, Jose Rafael Esling

Irvine, Lauren Marie

Postgraduate Certificate in Nursing Science

Cameron, Emma Nicole
Flores, Jose Rafael Esling
Frost, Christine Jane
Healey, Laura Ellen
Irvine, Lauren Marie

WELLINGTON FACULTY OF HUMANITIES AND SOCIAL SCIENCES**Master of Arts**

Irving, Rachel Elizabeth, *in Creative Writing with Distinction*
Prendergast, Niamh, *in Film with Distinction*
Stansfield, Craig Wesley John Stone, *in Linguistics with Distinction*

Master of Communication

Dickens, Stephanie Jane, *with Distinction*

Master of Fine Arts (Creative Practice)

Brosnahan, Henry Patrick Bishop, *in Theatre with Merit*
Fanian, Sahar, *in Film with Merit*
Flint, Imogen-Maeve Violet, *in Music/Sound with Merit*
Lees, Alan Joshua, *in Theatre with Merit*

Master of Indigenous Studies

Anderson, Mckenzie Arapera, *with Distinction*
Enoka, Luke Tumihau, *with Distinction*
Higgison, Hannah Jane, *with Distinction*
Lee-Walker, Jade Marie, *with Merit*
Olds, Hana Eve, *with Distinction*

Master of International Relations

Nguyen, Thi Thao Phuong, *with Distinction*

Master of Music Therapy

Tierney, Susannah Nell, *with First Class Honours*

Master of Political Science

Bowden, Rebecca Margaret, *with Merit*

Master of Strategic Studies

Gill, Tyler Ian, *with Merit*
McGregor, Jamie Cameron, *with Merit*
Nagatalevu, Peceli Kamanalagi, *with Merit*

Bachelor of Arts with Honours

Chang, Melody Pan Yun-Ping, *with Second Class Honours (first division) in English*
Taylor, Madison Kathryn, *with First Class Honours in Classical Studies*

Bachelor of Music with Honours

Baldwin, Nicholas Adrian, *with First Class Honours in Music Studies*
McLachlan, Hector Campbell, *with First Class Honours in Jazz Performance*
Reid, Lucy Cameron, *with First Class Honours in Music Studies*

Bachelor of Arts

Anderson Johnson, Halihannah Aileen
Arnold, Brooke Piper
Caughley, Lyra Gretchen
Chalmers, Fern
Cheung, R Jupiter Ho Ching
Edwards, Amy Kathleen
Fanning Heissner, Alexander Julian William
Good, Morgan Sheyne Rose
Hannah-Wickes, Harriet Zahia
Hoang, Lan Chi
Insley Thomson, Eeve Rose
Joiner, Arebella Noelle
Kaiwai, Darlene Mena
Kinsey, Celia Natasha
Lê, Minh Chí
Little, Wade Mary Cynthia
Mahy, India Joyce Burrell
Maru, Sachin Dharamraj
McMahon, Eilis Roslyn
Mitchell, Thomas Richard
Potangaroa, Paris Jessica Piper Maurice
Potter, Matilda Evelyn
Schulze, Alexei Charles
Thomson, Gracyn Brooke

Bachelor of Communication

Giles, Claire

Bachelor of Global Studies

Shaw, Madeleine

Postgraduate Diploma in Museum and Heritage Practice

Ford, Charlie Arthur

Postgraduate Diploma in Teaching English to Speakers of Other Languages

Ferguson, Robin Deanne

Haggie, Hamish O'neil

WELLINGTON FACULTY OF LAW**Bachelor of Laws**

Duncan, Jack
Edwards, Amy Kathleen
Maru, Sachin Dharamraj
Otten, Charlize Georgia
Thomson, Gracyn Brooke

WELLINGTON FACULTY OF SCIENCE

Master of Biomedical Science

Robb, Charlotte Taylor, *with First Class Honours*

Master of Data Science

Gauper, In Mee Sandra, *with Merit*

Linton, Jaime Nicole, *with Merit*

Maw, Khin Myo Thant, *with Merit*

Wongkar, Enggelin Giacinta, *with Merit*

Master of Environmental Studies

Grant, Claire Florence, *with Distinction*

Sudharsanakumar Ananth

Master of Science

Burkitt, Sarah Hazel, *in Psychology with Distinction*

Foley, Jack Richard, *with First Class Honours in Environmental Science*

Kolongahapitiya, Herath Mudiyansele Hasindu Indumina Bandara, *in Psychology with Distinction*

Sulvaran Aguilar, Isabella Michelle, *in Geophysics with Distinction*

Whelan, Niamh Aishling Moana, *with First Class Honours in Forensic Psychology*

Bachelor of Science with Honours

Keay, Matthew James, *with Second Class Honours (first division) in Psychology*

Upjohn, Stuart Craig, *with Second Class Honours (first division) in Geophysics*

Bachelor of Biomedical Science

Tak, Koda Heeyon

Bachelor of Science

Erol-Watt, Kadir Kayi

Kandel, Amit

Power, Michael John

Smith, Natalya Isabella

Postgraduate Diploma in Clinical Psychology

Whelan, Niamh Aishling Moana

Postgraduate Diploma in Clinical Research

Ellis, Nicola Helen

Postgraduate Diploma in Science

Abeyratne, Tehani Attygalle, *in Statistics*

Graduate Diploma in Science

Baldwin, Nicholas Adrian, *in Psychology*

Graduate Certificate in Science

Hamilton-Jenkins, Jessica Trevena, *in Psychology*

Munyame, Euphrasia, *in Geology*

Agenda Item 8

Te Tiriti Statute minor amendments

To receive: a Council paper dated 23 April 2026 from the Chair of Te Aka Matua, Ms Pania Gray, regarding proposed minor amendments to the Te Tiriti Statute (document VUWC 26/39).

To note: that the Te Aka Matua Committee considered the proposed amendments at its meeting on 16 March 2026 and was unanimous in putting the changes forward.

To resolve: **that on the recommendation of the Te Aka Matua Committee, Council approve the minor amendments to the Te Tiriti statute, as set out in document VUWC 26/39.**



UNIVERSITY COUNCIL PAPER

TO:	Members of the University Council
FROM:	Ms Pania Gray, Chair of Te Aka Matua
AUTHOR:	Meegan Hall, Assistant Vice-Chancellor Mātauranga Māori
DATE:	23 April 2026
SUBJECT	Te Tiriti Statute, Minor Amendments
DOCUMENT #	VUWC 26/39

Executive summary

The University's Te Tiriti o Waitangi Statute (Tiriti Statute) was scheduled for review in 2022. No major issues have been raised in relation to the Tiriti Statute and this review is simply part of the regular review cycle.

Recommendation:

It is recommended that Council:

Approve the revised Te Tiriti o Waitangi Statute.

Background

There have been many changes to the Education and Training Act 2020 since our Tiriti Statute was originally approved, but section 281(1)(b) still requires university councils, in the performance of their functions and the exercise of their powers, to acknowledge the principles of Te Tiriti o Waitangi, and honouring Te Tiriti o Waitangi remains one of the core purposes of the Act.

Our Tiriti Statute is short and relatively simple. It draws on concepts from the actual Te Tiriti o Waitangi document, as well as key Waitangi Tribunal reports, other governance documents from the University such as *Mai i te Iho ki te Pae*—Māori Strategic Outcomes Framework, and from mātauranga Māori (Māori knowledge). It includes a set of eight principles, which were selected with a lot of care and consideration for our distinctive university context and purpose. They are: *kāwanatanga* (good governance), *rangatiratanga* (self-determination), *kōwhiringa* (options), *mahi tahi* (partnership), *kaitiakitanga* (protection), *whai wāhi* (participation), *rite tahi* (equality), and *whakaoranga* (redress).

Te Herenga Waka—Victoria University of Wellington is still the only university to have a Tiriti Statute. The closest is Massey University, which adopted a Tiriti o Waitangi Policy in 2023 that includes a number of Tiriti provisions and principles but covers a similar range of concepts around governance, Māori self-determination, protection, participation, options, and outcomes. Also, the University of Waikato released a Treaty Statement in 2022 that notes the principles of *kāwanatanga*, *tino rangatiratanga*, partnership, protection, equitable treatment and options.

This revised draft of the Tiriti Statute, developed by the Office of the Deputy Vice-Chancellor Māori and Kaitiakitanga and incorporating feedback from Legal Services, was considered by Te Aka Matua at their August 2025 and March 2026 meetings. It includes minor revisions relating to:

1. The University's Māori name, Te Herenga Waka, the Council's Māori name, Te Rūnanga, and the full title of the Tumu Ahurei—Deputy Vice-Chancellor Māori and Kaitiakitanga.
2. A new clause (4.1) stating that this Statute will be regularly reviewed under the oversight of the Council's Te Aka Matua Committee. A similar approach was recently adopted in the update of the Health, Safety and Wellbeing Statute upon request from another Committee of Council.
3. Adding the Treaty of Waitangi Act 1975 to the Related Documents list.
4. Differentiating between the sponsor and owner of the Statute.
5. Adding a modification history table at the end of the Statute.

Te Aka Matua also requested that under 'Purpose' the fact that Te Āti Awa rangatira were signatories to Te Tiriti be reflected and that the words 'mana whenua' be added to the Mahi Tahi/Partnership principle (3.1(d)).

A revised version of the Tiriti Statute, with changes in blue, is attached to this memo.

Recommendation

It is recommended that Council:

Approve the revised Te Tiriti o Waitangi Statute.



Te Tiriti o Waitangi Statute

1. Purpose

The purpose of this Statute is to outline the principles adopted by [Te Rūnanga](#)—the University Council to enact the University’s obligations that derive from section 281(1)(b) of the Education and Training Act 2020.

As a University, we embrace [Te Tiriti o Waitangi](#) as one of our distinctive qualities.¹

The principles articulated in this Statute enable [Te Herenga Waka](#)—Victoria University of Wellington ([the University](#)) to realise opportunities under Te Tiriti o Waitangi to further advance the University and contribute to the betterment of New Zealand society. Application of Statute

This Statute applies to staff members, students, and Council members of the University.

Statute Content

2. Principles

3.1 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.

- (a) 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.
- (b) 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.
- (c) 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.
- (d) 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, [including mana whenua](#).

¹ Te Tiriti o Waitangi was signed in Wellington on 29 April 1840 by chiefs from Te Āti Awa, Taranaki whānui and some representatives from Ngāti Toa Rangatira. On 14 May 1840 on Kāpiti Island, Tāmihana Te Rauparaha, Te Rangitopeora and Mātene Te Whiwhi signed Te Tiriti o Waitangi - this is considered the primary signing for Ngāti Toa Rangatira.

- (e) 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.
- (f) 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.
- (g) 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.
- (h) 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

3. Review

- 3.1. This Statute will be regularly reviewed under the oversight of the Council's Te Aka Matua Committee in accordance with the University's Policy Framework.

4. Related Documents

[Education and Training Act 2020](#)
[Treaty of Waitangi Act 1975](#)

5. Document Management and Control

Essential Record

Approver	Te Rūnanga–Council
Approval Date	11 February 2019
Effective Date	11 February 2019
Next Review Date	May 2029
Policy Sponsor	Tumu Ahurei–Deputy Vice-Chancellor Māori and Kaitiakitanga
Policy Owner	Assistant Vice-Chancellor (Mātauranga Māori)

Modification History

Date	Approval Agency	Details
4 May 2026	Te Rūnanga–Council	Full review

Agenda Item 9

Council dates for 2027

To receive: a Council paper dated 2 April 2026 from the Chancellor, Mr Alan Judge, regarding proposed Council dates for 2027 (document VUWC 26/40).

To resolve: **that the proposed dates for 2027 set out in document VUWC 26/40 be approved.**



COUNCIL PAPER

TO	Members of Council
FROM	Mr Alan Judge, Chancellor
AUTHOR	Ms Caroline Ward, Secretary to Council
DATE	2 April 2026
SUBJECT	Proposed Council dates for 2027
DOCUMENT #	VUWC 26/40

Executive Summary

The proposed Council dates for 2027 have been circulated to Council members and set based upon initial feedback. The date setting considers graduation dates in May and December, and avoids school and public holidays as far as possible.

The proposed dates are as follows:

Council Workshop, Wharewaka, 9 am to 5 pm

Tuesday, 2 February 2027 (one week after Wellington Anniversary weekend)

Council meetings at 11 am to finish by 4 pm

- 15 February 2027
- 22 March 2027
- 3 May 2027
- 14 June 2027
- 26 July 2027
- 6 September 2027
- 18 October 2027
- 29 November 2027

Audit & Risk Committee

- 8 March 2027 (timed for Annual report recommendation to 22 March Council)
- 19 April 2027 (two weeks before 3 May Council meeting)
- 12 July 2027 (two weeks before 26 July Council meeting)
- 4 October 2027 (two weeks before 18 October Council meeting)

The dates for the Victoria Honours Committee, and the Te Aka Matua Committee will be set once these dates are confirmed.

Recommendation:

that the 2027 Council dates as set out in this document be approved.

To note – 2027 Graduation weeks

- 17-21 May 2027
- 6-10 December 2027

Attached: Calendar page showing dates

2027 Calendar

New Zealand

January							February							March						
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su
				<u>1</u>	<u>2</u>	3	<u>1</u>	<u>2</u>	3	4	5	<u>6</u>	7	1	2	3	4	5	6	7
<u>4</u>	5	6	7	8	9	10	<u>8</u>	9	10	11	12	13	14	<u>8</u>	9	10	11	12	13	14
11	12	13	14	15	16	17	<u>15</u>	16	17	18	19	20	21	<u>15</u>	16	17	18	19	20	21
18	19	20	21	22	23	24	22	23	24	25	26	27	28	<u>22</u>	23	24	25	<u>26</u>	27	<u>28</u>
<u>25</u>	26	27	28	29	30	31								<u>29</u>	30	31				

April							May							June						
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su
			1	2	3	4						1	2		1	2	3	4	5	6
5	6	7	8	9	10	11	<u>3</u>	4	5	6	7	8	9	<u>7</u>	8	9	10	11	12	13
12	13	14	15	16	17	18	10	11	12	13	14	15	16	<u>14</u>	15	16	17	18	19	20
<u>19</u>	20	21	22	23	24	<u>25</u>	<u>17</u>	<u>18</u>	<u>19</u>	<u>20</u>	<u>21</u>	22	23	21	22	23	24	<u>25</u>	26	27
<u>26</u>	27	28	29	30			24	25	26	27	28	29	30	28	29	30				
							31													

July							August							September						
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su
			1	2	3	4							1			1	2	3	4	5
5	6	7	8	9	10	11	2	3	4	5	6	7	8	<u>6</u>	7	8	9	10	11	12
<u>12</u>	13	14	15	16	17	18	9	10	11	12	13	14	15	13	14	15	16	17	18	19
19	20	21	22	23	24	25	16	17	18	19	20	21	22	20	21	22	23	24	25	26
<u>26</u>	27	28	29	30	31		23	24	25	26	27	28	29	27	28	29	30			
							30	31												

October							November							December						
Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su
				1	2	3	1	2	3	4	5	6	7			1	2	3	4	5
<u>4</u>	5	6	7	8	9	10	8	9	10	11	12	13	14	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	11	12
11	12	13	14	15	16	17	15	16	17	18	19	20	21	13	14	15	16	17	18	19
<u>18</u>	19	20	21	22	23	24	22	23	24	25	26	27	28	20	21	22	23	24	<u>25</u>	<u>26</u>
<u>25</u>	26	27	28	29	30	31	<u>29</u>	30						<u>27</u>	<u>28</u>	29	30	31		

2027 Holidays for New Zealand

Jan 1 New Year's Day
 Jan 2 Day after New Year's Day
 Jan 4 Day after New Year's Day (substitute day)
 Jan 25 Wellington anniversary
 Feb 1 Auckland anniversary
 Feb 6 Waitangi Day
 Feb 8 Waitangi Day (substitute day)
 Mar 26 Good Friday

Mar 28 Easter Sunday
 Mar 29 Easter Monday
 Apr 25 ANZAC Day
 Apr 26 ANZAC Day (substitute day)
 Jun 7 King's Birthday
 Jun 25 Matariki

Oct 25 Labour Day
 Dec 25 Christmas Day
 Dec 26 Boxing Day
 Dec 27 Christmas Day (substitute day)
 Dec 28 Boxing Day (substitute day)

Council
 Audit & Risk
 Graduation weeks – May and December

Agenda Item 10
2025 Foundation Annual Accounts

To receive: a Council paper dated 21 April 2026 from the Deputy Vice-Chancellor Māori and Kaitiakitanga providing the 2025 Foundation Annual Accounts (document VUWC 26/41)

To resolve: **that the 2025 Foundation Annual Accounts be noted.**



COUNCIL PAPER

TO	Members of Council
FROM	Rawinia Higgins, Deputy Vice-Chancellor Māori and Kaitiakitanga
AUTHOR	Heidi Stedman – Acting Executive Director, Development and Alumni Relations Office and the Foundation
DATE	21 April 2026
SUBJECT	VUW FOUNDATION ANNUAL AUDITED REPORT 2025 AND FINANCIAL REPORTS FOR DECEMBER 2025
REF TO STRAT PLAN	All
DOCUMENT #	VUWC 26 / 41

Executive Summary

The Victoria University of Wellington Foundation reported a year-end surplus of \$13.4m for 2025. The annual audited report has been completed, with a clean opinion issued on the financial statements in accordance with accounting standards. There were no recommendations noted for Management.

The report has been approved and signed by the Acting Chair of the VUW Foundation and the Vice-Chancellor of the VUW.

Revenue

In 2025, the total cash received from fulfilled pledges and external donations was \$10.1m, exceeding the budget by \$1.6m. This favourable variance is mainly due to a \$1.6m bequest for a scholarship endowment. In addition, the University transferred \$1.2m to the Foundation to establish a postgraduate scholarship endowment for the Faculty of Science and Engineering. Investment gains totalled \$10.1m, bringing overall revenue for the year to \$21.4m.

Expenditure

In 2025, the Foundation disbursed \$7.4m in grants to the University and the Research Trust. The majority of these funds supported scholarships, prizes, and the expenses related to academic and professional positions and programmes. In addition, \$0.6m was incurred for investment management fees, bringing the total expenditure for the year to \$8.0m.

Investment Market Value

The total investment market value of Foundation funds as of 31 December 2025 was \$131.5m (September 2025: \$128.5m). Investments yielded a +10.5% (\$10.1m) return for 12 months to 31 December 2025.

Recommendation:

It is recommended that Council Note the VUW Foundation Annual Audited Report 2025 and Financial Reports for December 2025.

VUW FOUNDATION FINANCE REPORT

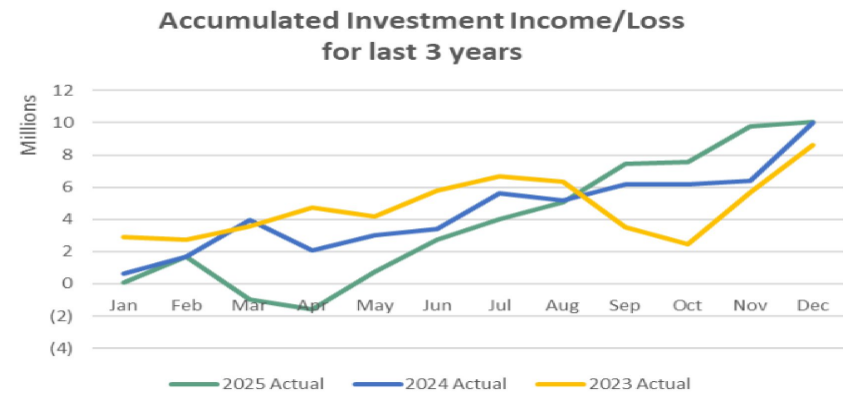
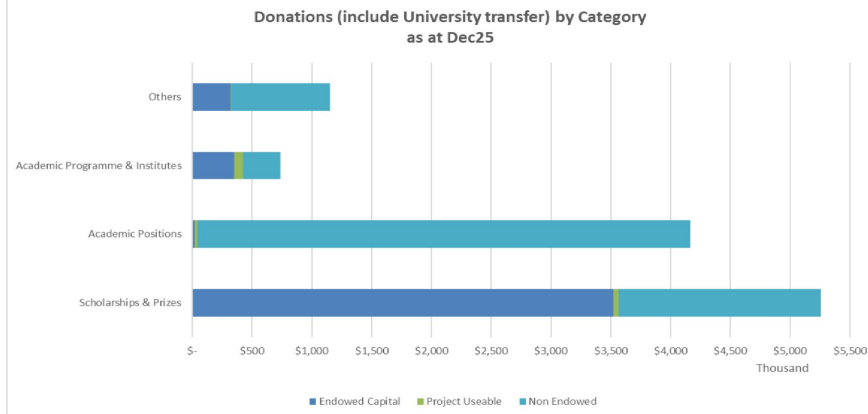
31 DECEMBER 2025

VUW FOUNDATION FINANCE DASHBOARD

In 2025, cash donations were \$11.3m. Investment income was \$10.1m, disbursements were \$7.4m, and investment management fees were \$0.6m, resulting in a \$13.4m operating surplus.

DECEMBER 2025

Year	Cash donations	Investment Gains/(Loss)	Disbursements	Investment fees	Surplus/(Deficit)
2025	\$11.3M	\$10.1M	\$7.4M	\$0.6M	\$13.4M
2024	\$6.0M	\$10.0M	\$6.5M	\$0.6M	\$8.8M
2023	\$21.9M	\$8.6M	\$7.5M	\$0.5M	\$22.1M



STATEMENT OF FINANCIAL PERFORMANCE (\$'000)	Oct-Dec 2025			Dec YTD 2025			Full Year 2025		
	Actual	Budget	Var	Actual	Budget	Var	Uni Forecast *	Budget	Var
Cash Donations - External	2,065	903	1,162	10,099	8,500	1,599	8,874	8,500	374
Cash Donations - Internal (VUW)	1,200	-	1,200	1,214	-	1,214	14	-	14
Investment Income/(loss)	2,611	1,349	1,262	10,067	5,474	4,593	8,073	5,474	2,599
REVENUE	5,876	2,252	3,624	21,380	13,974	7,406	16,961	13,974	2,987
Disbursements	3,357	4,090	733	7,400	11,672	4,272	8,877	11,672	2,795
Investment Fees	98	151	53	572	602	30	640	602	(38)
EXPENDITURE	3,455	4,241	786	7,972	12,274	4,302	9,517	12,274	2,757
OPERATING SURPLUS / (Deficit)	2,421	(1,989)	4,410	13,408	1,700	11,708	7,444	1,700	5,744

* Uni forecast is adjusted quarterly, vs. budget which is set the year prior.

Note:

1: External cash donations totaled \$10.1m, \$1.6m above budget, boosted by a \$1.6m bequest.

2: \$1.2m cash donations from VUW is the approved transfer to set up a scholarship endowment fund for the Faculty of Science and Engineering.

3: Total investment income for 2025 was \$10.1m. From July to December 2025, the investment income was \$7.1m for endowment fund and \$0.8m for non-ended fund, which will be available for the next declared income distribution in June 2026.

4: Disbursements to VUW were \$7.4m, \$4.3m under budget, mainly due to delays in capital expenditure for the Chairs in Mechatronics and Construction Management.

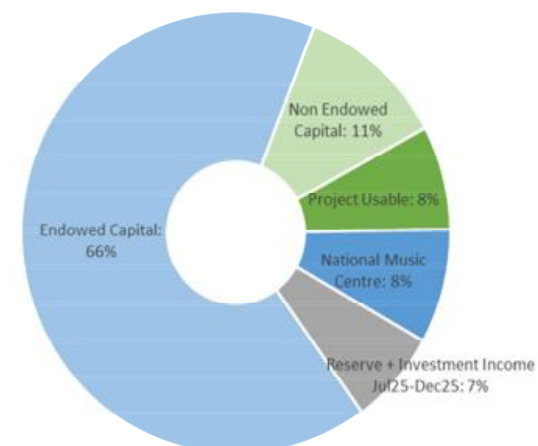
FINANCIAL POSITION

\$131.5m total assets, with total liabilities of \$12.2m, giving net assets of \$119.3m

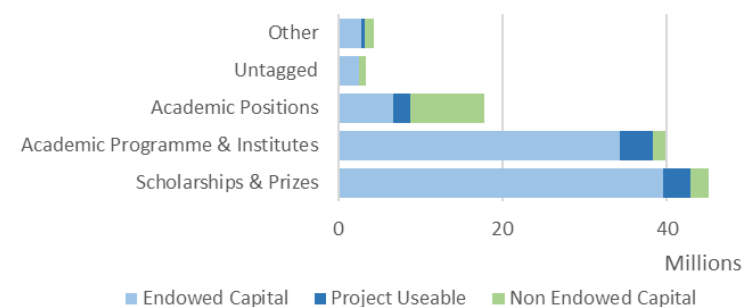
STATEMENT OF FINANCIAL POSITION	Dec 2025 Actual (\$000)	Dec 2024 Actual (\$000)
Cash & Cash Equivalents	1,161	227
Investments	130,349	121,564
TOTAL CURRENT ASSETS	131,510	121,791
Artwork - Painting	10	10
TOTAL NON-CURRENT ASSETS	10	10
TOTAL ASSETS	131,520	121,801
Accounts Payable & Accruals	1,241	1,859
NMC Liability	10,932	14,003
TOTAL CURRENT LIABILITIES	12,173	15,862
TOTAL LIABILITIES	12,173	15,862

NET ASSETS	119,347	105,939
Endowed Capital	85,932	79,489
Non-endowed	14,630	11,631
Project Usable	9,839	8,744
Distribution Reserve	2,118	155
Net Endowment Investment income from July 25 to Dec 25	6,828	5,920
TOTAL EQUITY	119,347	105,939

Liabilities and Equity



Trust Fund by Category as at Dec-25



**Victoria University of Wellington
Foundation Trust
Financial statements
For the year ended 31 December 2025**

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Trust directory

Trustees

Souella Cumming (acting Chairperson)
Alan Judge
Brooke Roberts
Nic Smith
Raphael Hilbron
Timothy Pankhurst
Tricia Walbridge
Ali Liban (appointed 01 January 2025)
Pania Gray (appointed 01 February 2025)
John McCay (appointed 01 November 2025)
Marcail Parkinson (resigned 31 December 2024)
John Allen (resigned 01 February 2025)
Dame Kerry Prendergast (resigned 31 March 2025)
Sir Maarten Wevers (resigned 30 June 2025)
Gregor Coster (resigned 17 November 2025)
Ruth Harley (resigned 16 December 2025)

Registered office

Kelburn Parade, Wellington

Auditors

Ernst & Young, Wellington
on behalf of the Controller and Auditor-General

Bankers

ANZ Bank New Zealand Ltd

Solicitors

Chapman Tripp
Greenwood Roche

Other Party to Deed of Trust

Victoria University of Wellington (VUW)

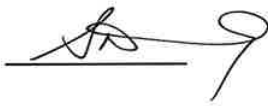
Statement of responsibility

We are responsible for the preparation of the Victoria University of Wellington Foundation Trust (the "Foundation") financial statements, and for the judgements made in them.

We have the responsibility for 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, these financial statements fairly reflect the financial position and operations of the Foundation for the year ended 31 December 2025.

For and on behalf of the Trustees as at 24 March 2026.



Souella Cumming
Trustee



Nic Smith
Trustee

Statement of comprehensive revenue and expense

For the year ended 31 December 2025

	Note	2025 \$	2024 \$
Revenue			
Donations – Endowed		4,216,779	2,712,022
Donations – Non-endowed		7,096,680	3,271,598
Interest - Current account		8,755	57,478
Fair value gain on investments		<u>10,057,912</u>	<u>9,948,283</u>
Total revenue		21,380,126	15,989,381
Expenses			
Grants and disbursements		7,400,432	6,541,477
Investment management fees		567,258	613,733
Bank charges		<u>4,401</u>	<u>1,802</u>
Total expenses		<u>7,972,091</u>	<u>7,157,012</u>
Net surplus		<u>13,408,035</u>	<u>8,832,369</u>
Total comprehensive revenue and expense		<u>13,408,035</u>	<u>8,832,369</u>

The accompanying notes form part of these financial statements.

Victoria University of Wellington Foundation Trust
Statement of financial position

Statement of financial position

As at 31 December 2025

	Note	2025 \$	2024 \$
Current assets			
Cash & cash equivalents	3	33,078,260	28,342,837
Investments	4	<u>98,431,481</u>	<u>93,449,169</u>
Total current assets		<u>131,509,741</u>	<u>121,792,006</u>
Non-current assets			
Investment - Peter McIntyre painting		<u>9,500</u>	<u>9,500</u>
Total non-current assets		<u>9,500</u>	<u>9,500</u>
Total assets		<u>131,519,241</u>	<u>121,801,506</u>
Current liabilities			
Accounts payable & accruals	5	1,240,501	1,859,276
National Music Centre fundraising	8	<u>10,931,563</u>	<u>14,003,088</u>
Total current liabilities		<u>12,172,064</u>	<u>15,862,364</u>
Total liabilities		<u>12,172,064</u>	<u>15,862,364</u>
Net assets		<u>119,347,177</u>	<u>105,939,142</u>
Equity			
Accumulated funds		<u>119,347,177</u>	<u>105,939,142</u>
Total equity	6	<u>119,347,177</u>	<u>105,939,142</u>

The accompanying notes form part of these financial statements.

Victoria University of Wellington Foundation Trust
Statement of changes in equity

Statement of changes in equity

For the year ended 31 December 2025

	Note	2025 \$	2024 \$
Balance at 1 January		105,939,142	97,106,773
Total comprehensive revenue & expense for the year		<u>13,408,035</u>	<u>8,832,369</u>
Balance at 31 December	6	<u>119,347,177</u>	<u>105,939,142</u>

The accompanying notes form part of these financial statements.

Statement of cash flows

For the year ended 31 December 2025

	Note	2025 \$	2024 \$
Cash flows from operating activities			
Receipts from donations, investment earnings & other		14,545,436	21,492,531
Interest received		8,755	57,478
National Music Centre fundraising (payments)/receipts		(3,071,526)	4,969,639
Payment of grants & other disbursements		(8,608,795)	(7,009,136)
GST (net)		17,931	(1,947)
Net cash flow from operating activities		<u>2,891,801</u>	<u>19,508,565</u>
Cash flows from investing activities			
Sale/(purchase) of investments		<u>1,843,622</u>	<u>(15,531,456)</u>
Net cash flow from investing activities		<u>1,843,622</u>	<u>(15,531,456)</u>
Net increase in cash & cash equivalents		4,735,423	3,977,109
Cash & cash equivalents at beginning of the year		<u>28,342,837</u>	<u>24,365,728</u>
Cash & cash equivalents at the end of the year	3	<u>33,078,260</u>	<u>28,342,837</u>

The accompanying notes form part of these financial statements.

Notes to the financial statements

For the year ended 31 December 2025

1 Statement of accounting policies for the year ended 31 December 2025

REPORTING ENTITY

The Foundation is an independent Charitable Trust registered under the Charities Act 2005. The Foundation is deemed solely for accounting purposes to be controlled by Te Herenga Waka Victoria University of Wellington (VUW).

The Foundation was established on 1 October 1990 for the purpose of raising funds from external sources for the use by VUW. The Foundation is domiciled in New Zealand and its registered office and principal place of business is in Wellington.

The Foundation has designated itself as a public benefit entity (PBE) for financial reporting purposes.

The financial statements of the Foundation for the year ended 31 December 2025 were authorised for issue in accordance with the resolution of the Trustees on 24 March 2026.

BASIS OF PREPARATION

The financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the period.

Statement of compliance

The accompanying financial statements have been prepared in accordance with generally accepted accounting practice in New Zealand (NZ GAAP).

The financial statements have been prepared in accordance with PBE standards Reduced Disclosure Regime (RDR).

Under the Charities Act 2005, the Foundation prepares financial statements in accordance with GAAP. The Charities Act 2005 does not require the Foundation to prepare a financial report which would include service performance information.

Measurement base

The financial statements have been prepared on a historical cost basis, except for investments which have been recognised at fair value.

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest dollar (\$).

Changes in accounting policies and disclosures

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

New or amended financial reporting standards and interpretation adopted during the period

There are no new or amended standards and amendments applicable to the Foundation which were effective for the year ending 31 December 2025.

SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of the financial statements are set out below.

1.1 Revenue

Revenue is measured at fair value.

The specific accounting policies for significant revenue items are explained below:

Donations, bequest, and pledges

Donations and bequests are recognised as revenue when the right to receive the funds or asset has been established. Pledges are not recognised as assets or revenue until the pledged item is received.

1 Statement of accounting policies for the year ended 31 December 2025 (continued)

Interest

Interest revenue is recognised using the effective interest method.

Investment revenue

Investments held by the Foundation include investments in fixed interest funds and equity funds. These investments are managed by various asset managers, and revalued to fair value at balance date. The fair value is based on independently sourced market parameters.

Fair value movements are recognised through the surplus in the statement of comprehensive revenue and expense.

1.2 Expenses

The specific accounting policies for significant expense items are explained below:

Grants

Grants expenditure is recognised when an obligation arises to pay funds for the purpose in which the funds were intended.

1.3 Financial assets

Financial assets are classified, at initial recognition, and subsequently measured at amortised cost, and 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 Foundation'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 Foundation has applied the practical expedient, the Foundation 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 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 Foundation'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.

(i) Financial assets at fair value through surplus or deficit

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 comprehensive revenue and expense.

This category included investments in managed funds which the Foundation had not irrevocably elected to classify at fair value through other comprehensive revenue and expense (FVOCRE).

After initial recognition the financial assets in this category are measured at fair value with gains or loss on re-measurement recognised in surplus or deficit.

(ii) Debt instruments at amortised cost

Debt instruments at amortised cost are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the balance date, which are included in non-current assets.

After initial recognition, are subsequently measured at amortised cost using the effective interest method (EIR), and are subject to impairment. Gains and losses are recognised in surplus or deficit when the asset is derecognised, modified or impaired.

The Foundation's cash and cash equivalents and non-exchange accounts receivable are categorised as debt instruments at amortised cost.

1 Statement of accounting policies for the year ended 31 December 2025 (continued)

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 Foundation's statement of financial position) when:

- The rights to receive cash flows from the asset have expired; or
- The Foundation 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 Foundation has transferred substantially all the risks and rewards of the asset, or (b) the Foundation has neither transferred not retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

1.4 Impairment of financial assets

Financial assets are assessed for evidence of impairment at each balance date. Impairment losses are recognised in the surplus or deficit.

Financial assets at fair value through surplus or deficit include investments in managed funds. Fair values of these units are determined by reference to prices made available by the investment manager.

1.5 Financial Liabilities

Financial liabilities at amortised cost are classified, at initial recognition.

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

The Foundation's financial liabilities include accounts payables and National Music Centre fundraising receipts.

Subsequent measurement

After initial recognition, financial liabilities 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 comprehensive revenue and expense.

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.

1.6 Other investments

Investment in paintings is recognised at market value at the time of the ownership transfer in the statement of financial position.

1.7 Goods and services tax

All items in the financial statements are stated exclusive of GST, except for receivables and payables, which are presented on a GST inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, Inland Revenue is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from Inland Revenue, including the GST relating to investing and financing activities, is classified as a net operating cash flow in the statement of cash flows.

1 Statement of accounting policies for the year ended 31 December 2025 (continued)

1.8 Income tax

The Foundation is exempt from income tax.

2 Financial instruments

	2025 \$	2024 \$
FINANCIAL ASSETS		
Debt instruments at amortised cost		
Cash & cash equivalents	33,078,260	28,342,837
Financial assets at fair value through surplus or deficit		
Investments	98,431,481	93,449,169
FINANCIAL LIABILITIES		
Financial liabilities at amortised cost		
Accounts payable	1,170,702	1,576,859
National Music Centre fundraising	10,931,562	14,003,088

3 Cash and cash equivalents

	2025 \$	2024 \$
Cash at bank - ANZ operating	1,161,069	227,992
Investment cash component	<u>31,917,191</u>	<u>28,114,845</u>
Total	<u>33,078,260</u>	<u>28,342,837</u>

4 Investments

	Entity	
	Actual 2025 \$	Actual 2024 \$
New Zealand and Australian equity funds	9,793,213	9,417,949
New Zealand and Australian property funds	6,351,870	5,539,271
New Zealand fixed interest funds	13,771,514	13,043,072
International equity funds	45,195,678	43,779,601
International fixed interest funds	9,187,776	8,386,368
International infrastructure funds	6,771,579	6,385,535
Private debt funds	7,359,851	6,897,373
Total	<u>98,431,481</u>	<u>93,449,169</u>

5 Accounts payable and accruals

	2025 \$	2024 \$
Accounts payable - exchange	1,170,702	1,576,859
Accruals	<u>69,799</u>	<u>282,417</u>
Total	<u>1,240,501</u>	<u>1,859,276</u>

6 Equity

Endowed capital	104,716,690	94,307,848
Non-endowed	<u>14,630,487</u>	<u>11,631,294</u>
Balance 31 December	<u>119,347,177</u>	<u>105,939,142</u>

Equity represents funds which are held in the Foundation in accordance with donor requirements. Endowed capital are those funds which are held as capital sum, the annual revenue from which is to be applied as directed by the donor or trustees. Non-endowed are those funds which are held but not yet applied in accordance with donor or trustees requirements due to the timing of the projects.

7 Related party transactions

Donations from Trustees and management were \$5,420 for the year (2024: \$5,295).

There are no fees paid to the Trustees as they are volunteers (2024: no fees paid to trustees).

VUW provides all the management and administration support to the Foundation at no cost. Support activities include fundraising, donations administration, financial services such as cash and investment management, data and records management, support for governance, and communications and reporting.

8 National Music Centre fundraising

During the 2018 financial year, VUW entered into an arrangement with the New Zealand Symphony Orchestra ('NZSO') to raise funds for the National Music Centre. The Foundation is acting as an agent for the administration of the funds and has recognised funds held on behalf of VUW and NZSO as at 31 December 2025 of \$10,931,563 (2024: \$14,003,088).

In 2025, VUW and NZSO have started drawing down on the funds as the work for the National Music Centre has now started.

9 Contingencies

There are no contingent liabilities or assets at balance date (2024: nil).

10 Capital management policy

The Foundation actively manages its capital position. The Trustees' objective is to ensure that the Foundation is a going concern and has adequate funds for projects funded by private parties that promote academic excellence at the University.

11 Events after balance date

There were no events subsequent to balance date requiring disclosure in the financial statements.



INDEPENDENT AUDITOR'S REPORT

TO THE READERS OF VICTORIA UNIVERSITY OF WELLINGTON FOUNDATION TRUST'S FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

The Auditor-General is the auditor of the Victoria University of Wellington Foundation Trust (the Trust). The Auditor-General has appointed me, David Borrie, using the staff and resources of Ernst & Young, to carry out the audit of the financial statements of the Trust on his behalf.

Opinion

We have audited the financial statements of the Trust on pages 4 to 12, 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.

In our opinion, the financial statements of the Trust:

- present fairly, in all material respects:
 - its financial position as at 31 December 2025; and
 - its 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 Reduced Disclosure Regime.

Our audit was completed on 25 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 and the International Standards on Auditing (New Zealand) 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 opinion.



Responsibilities of the Trustees for the financial statements

The Trustees are responsible on behalf of the Trust for preparing financial statements that are fairly presented and that comply with generally accepted accounting practice in New Zealand.

The Trustees are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible on behalf of the Trust for assessing the Trust's ability to continue as a going concern. The Trustees are also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the Trustees intend to liquidate the Trust or to cease operations, or have no realistic alternative but to do so.

Responsibilities of the auditor for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements, 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.

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.

We did not evaluate the security and controls over the electronic publication of the financial statements.

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, 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 procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Trust's internal control.



**Shape the future
with confidence**

- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Trustees and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Trust'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 Trust to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Trustees 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 Trustees are 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 our auditor's report thereon.

Our opinion on the financial statements 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, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements 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 Trust 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.



**Shape the future
with confidence**

Other than in our capacity as auditor, we have no relationship with, or interests in, the Trust.

A handwritten signature in grey ink, appearing to read 'David Borrie', is positioned above the printed name.

David Borrie
Ernst & Young
Chartered Accountants
On behalf of the Auditor-General
Wellington, New Zealand

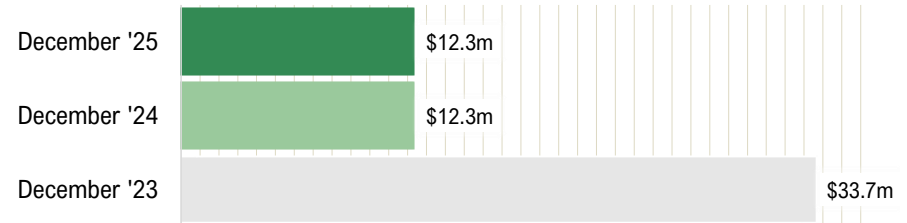
Philanthropic Giving Report to the end of December 2025

Funds Raised: Year-to-date

This includes new cash received, confirmed pledges, regular giving, payroll giving, notified bequests, and gifts-in-kind.

Excludes payments towards pledges or internal transfers.

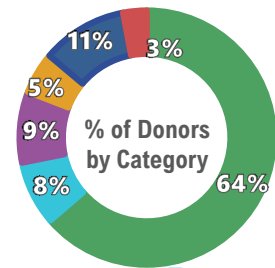
	December '23	December '24	December '25
Foundation	\$28.8m	\$7.6m	\$6.5m
University	\$2.4m	\$4.7m	\$3.0m
Notified Bequests	\$0.3m	\$0.0m	\$2.3m
National Music Centre	\$2.2m	\$0.0m	\$0.4m
Gift in Kind	\$0.0m	\$0.0m	\$0.1m
TOTAL RAISED	\$33.7m	\$12.3m	\$12.3m



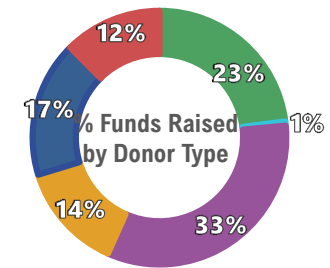
Funds Received: Year-to-date

This includes cash received, such as new cash gifts, payments of confirmed pledges, realised bequests, regular giving, and payroll giving donations.

	December '23	December '24	December '25
Foundation	\$16.3m	\$6.0m	\$10.1m
National Music Centre	\$1.0m	\$4.5m	\$2.5m
TOTAL RECEIVED	\$17.3m	\$10.5m	\$12.6m

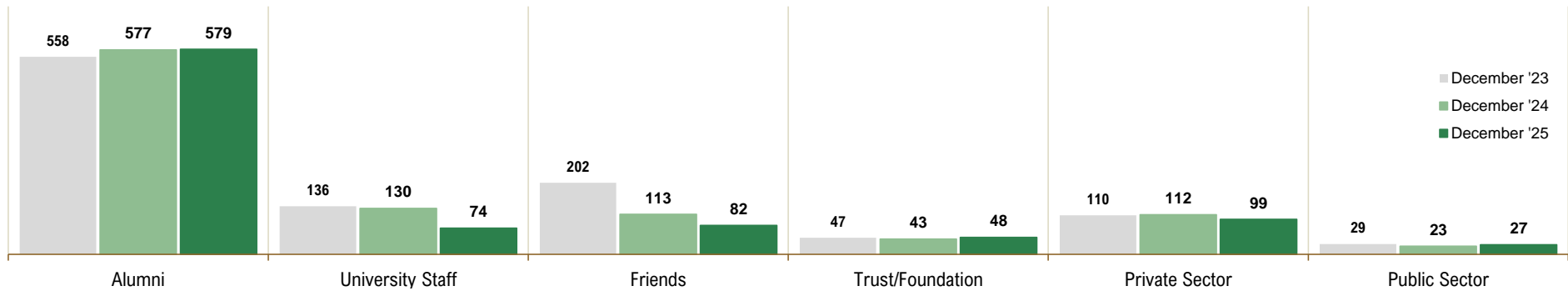


- Alumni
- Friends
- Private Sector
- University Staff
- Trust/Foundation
- Public Sector



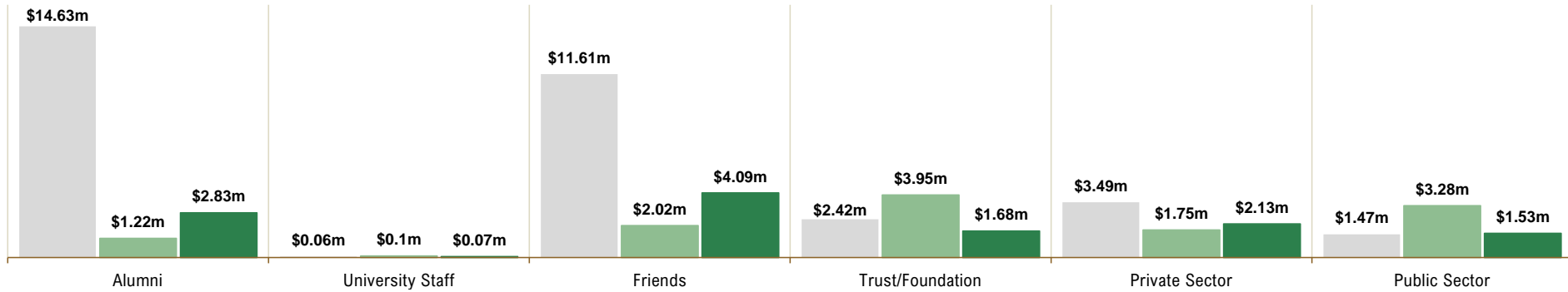
- Alumni
- Friends
- University Staff
- Trust/Foundation

Number of Donors by Category: Comparison over last 3 years

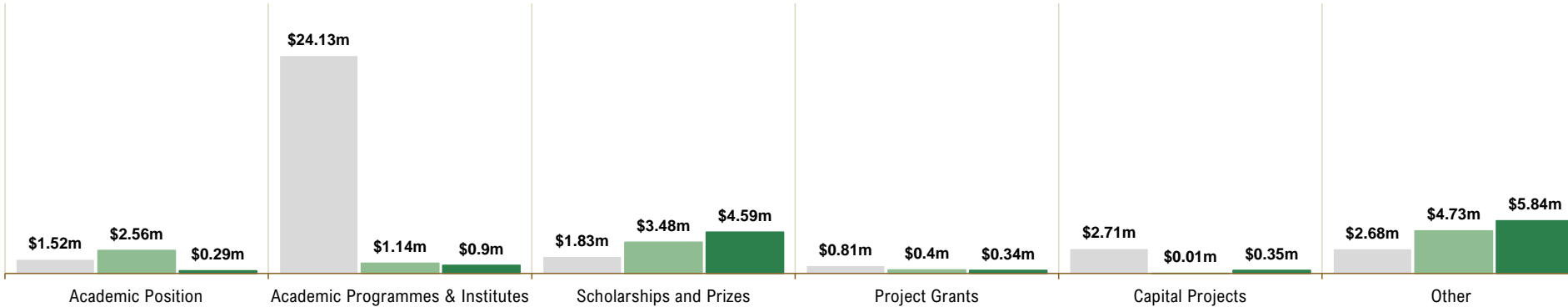


Funds raised per Donor Type: Comparison over last 3 years

New cash received, confirmed pledges, recurring gift payments, payroll giving, notified bequests, and gifts-in-kind. This excludes payments to pledges or any internal transfers.



Funds raised per Purpose: Comparison over last 3 years



Major gifts 2025 (\$100k+)

Major gifts are any funds raised that are one hundred thousand New Zealand dollars or more. This includes new cash received, confirmed pledges, notified bequests, or gifts-in-kind.

Name of Donor	Amount	Supported Project	Date Received
Wellington City Council	\$182,500	National Music Centre Project	1/01/2025
Allan H Young (Notified Bequest- Estimated Value)	\$1,000,000	Endowment fund for Scriptwriting	1/01/2025
Arthur J Pomeroy (Notified Bequest- Estimated Value)	\$450,000	Endowment fund for Classics	7/02/2025
Stout Trust	\$120,000	J D Stout Fellowship	18/02/2025
William J Macdonald (Realised Bequest)	\$1,620,000	Doris and Peter Macdonald Scholarship	11/04/2025
David J Sax	\$212,300	Vice-Chancellors Leadership Programme	23/06/2025
Michael and Suzanne Borrin Foundation	\$167,761	Justice Innovation Centre	23/06/2025
Luke G Peacock	\$150,000	LG Peacock Scholarship Fund	14/07/2025
Seng T Yeo	\$195,000	Asia Connect Scholarships	23/07/2025
Pub Charity Limited	\$110,108	Grant - NZSM Purchase music equipment	31/07/2025
Robert R Dykes	\$102,505	Recruitment fees for the Bob Dykes Chair in Generative Artificial Intelligence	18/08/2025
Erica H McLean	\$100,000	National Music Centre Project	8/09/2025
Michael K Lamont (Notified Bequest- Estimated Value)	\$500,000	M K Lamont Autoimmune Research Fund	6/10/2025
Sarah M Treister (Realised Bequest)	\$622,711	Endowment fund for Sally Treister Musical Scholarships	18/11/2025
Wesley K Phoa	\$285,000	Morgan Phoa PhD Scholarships	25/11/2025
Gordon H Brown (Realised Bequest)	\$345,085	Endowment fund for Gordon H Brown Lecture Series	5/12/2025
Joyce Fisher Charitable Trust	\$210,000	Masters of Secondary School Leadership Scholarships	9/12/2025
Ross S Mountain	\$300,000	Ross Mountain Fund	16/12/2025

Agenda Item 11
Pasifika Report

To receive: a Council paper dated 21 April 2026 from the Assistant Vice-Chancellor (Pasifika), Dr Emma Dunlop-Bennett, providing the Pasifika Report (document VUWC 26/42)

To resolve: **that the Pasifika report be noted.**



COUNCIL PAPER

TO	Members of Council
FROM	Vaka Tangata Moana, Office of the Assistant Vice-Chancellor Pasifika
AUTHOR	Emma Dunlop-Bennett, Assistant Vice-Chancellor Pasifika
DATE	21 Apri 2026
SUBJECT	Pasifika student success @ Te Herenga Waka
DOCUMENT #	VUWC 26/42

EXECUTIVE SUMMARY

Vaka Tangata Moana, the Office of the Associate Vice-Chancellor Pasifika (OAVCP), is pleased to provide Council with a five-year overview of Pasifika student success. From student enrolments to course completion, the data shows upward ticks in key measures of student success.

This achievement reflects not only the resilience and commitment of Pasifika students, particularly following COVID, but also the positive impact of intentional, system-level changes across the University.

RECOMMENDATION

It is recommended that that Council note this report provided by Vaka Tangata Moana.

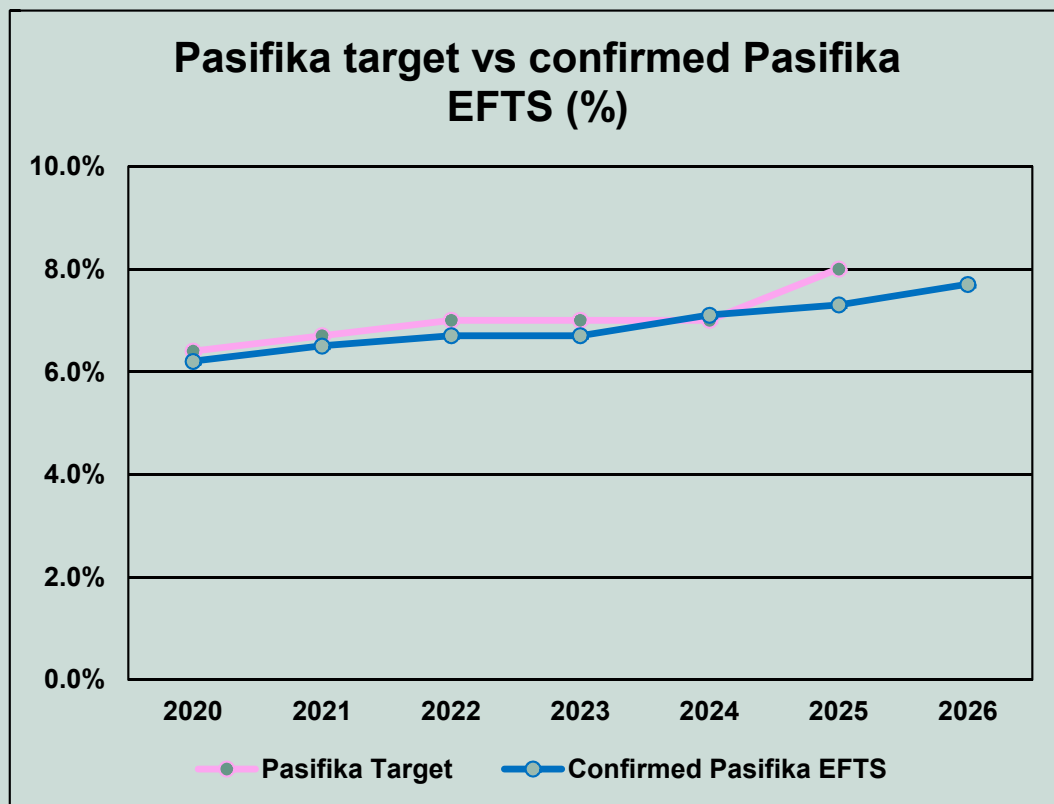
Pasifika students @ Te Herenga Waka

Vaka Tangata Moana, the Office of the Assistant Vice Chancellor Pasifika

Report to Council

May 2026

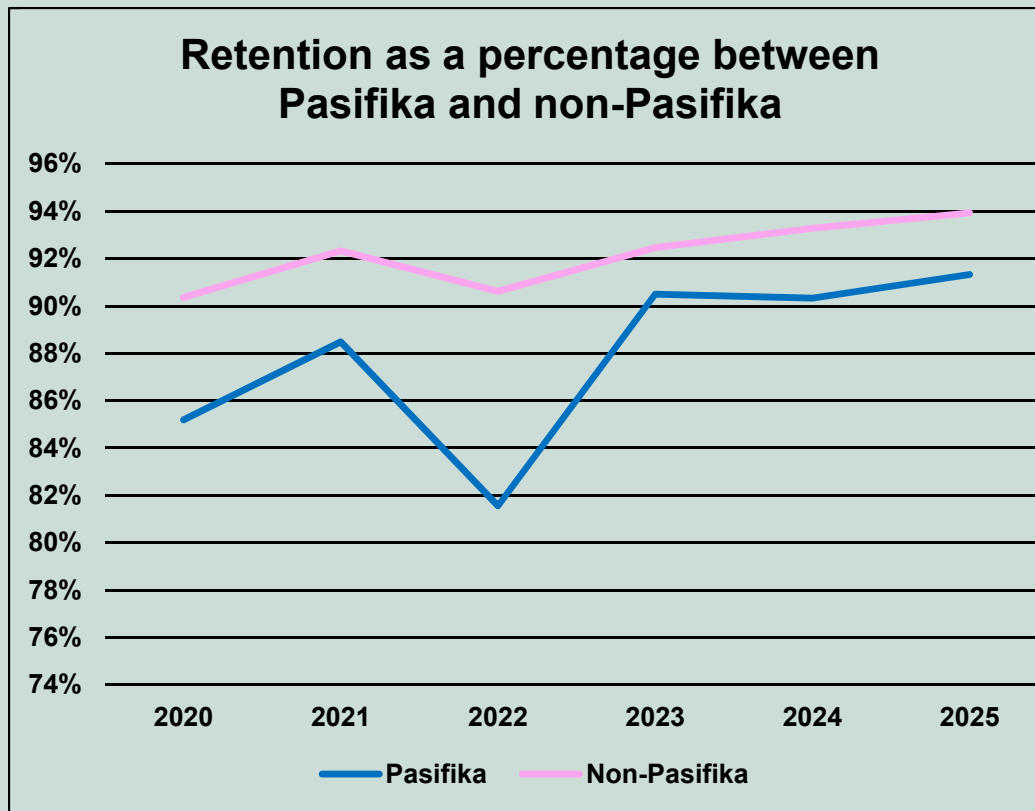
Pasifika student enrolment



Summary

- Pasifika student enrolments increased by 99 this year, bringing us to a total of 1410 students. This is an increase of 8%.
- In terms of EFTS, Pasifika have been close to the TEC targets: exceeding it in 2024 by 0.1%, but below the 2025 target by 0.7%. Currently, Pasifika EFTS is sitting at 7.7% (April 2026).
- We will continue to build on our current recruitment efforts and ensure that, once recruited, Pasifika staff and students are supported through a joined-up Pasifika service that draws on expertise from across the University.

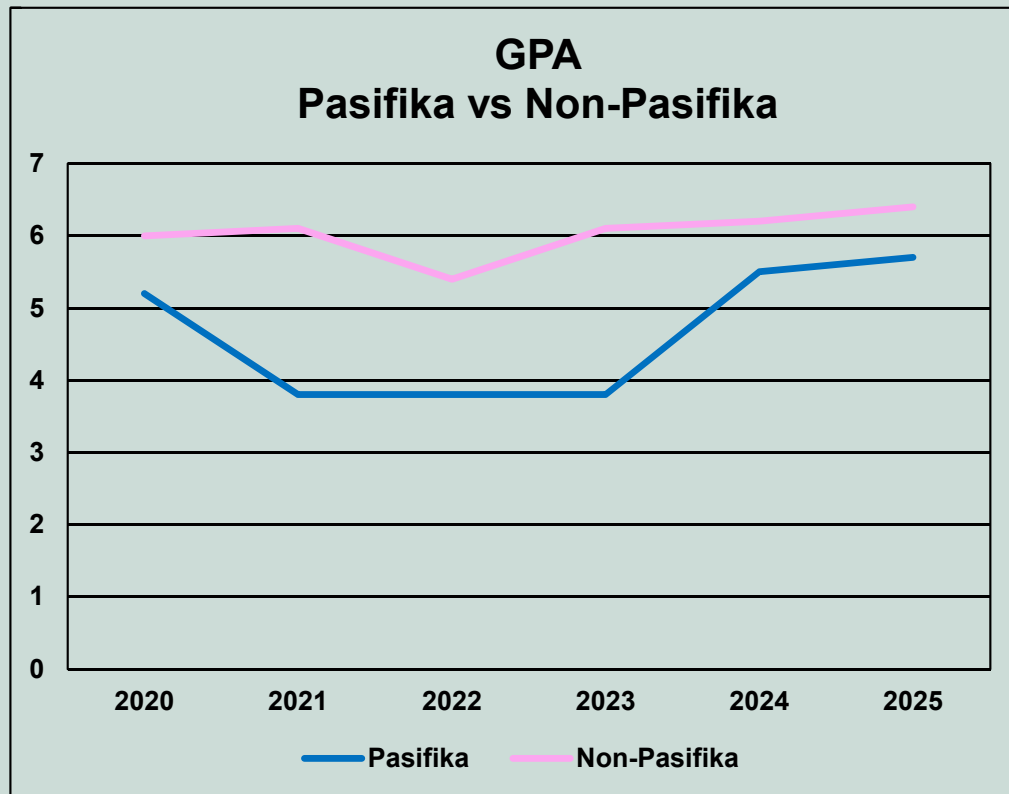
Pasifika student retention



Summary

- Retention is trending up: from 85.2% (2020) to 91.3% (2025), following the COVID dip in 2022 (81.6%).
- By faculty, there have been marked increases in engineering (by 15.5%), law (by 15%) and architecture & design (10.1%) over the 5-year period. The only decrease has been in pre-degrees from 88.6% (2020) to 68.9% (2025).
- Sustained gains in retention reflects the focus on connecting Pasifika students to services (both academic and professional) and strengthening sense of place.

Pasifika academic performance

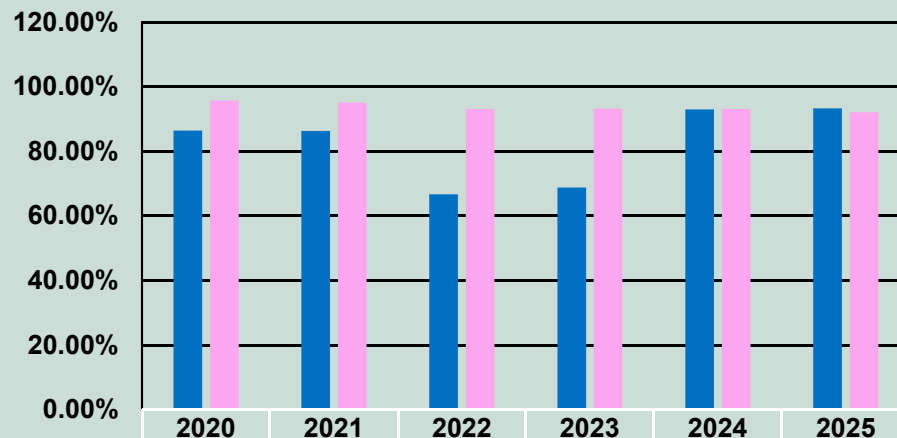


Summary

- The GPA rate for Pasifika has increased from 5.2 (2020) to 5.7 (2025), with the gap between Pasifika and non-Pasifika closing slightly over the 5-year timeframe.
- This sustained upward trend reflects intentional investment in the design and delivery of targeted initiatives to support Pasifika academic achievement.
- These efforts were intensified in 2026 through a coordinated pipeline of initiatives designed to equip Pasifika students for success, with these efforts being scaled up in 2027 to deliver sustained and measurable outcomes .

Pasifika course completion

**Course Completion % Overall
2020-2025
Pasifika vs Non-Pasifika**



■ Pasifika Completion Rate	86.40%	86.30%	66.70%	68.80%	92.90%	93.30%
■ Non-Pasifika Completion Rate	95.70%	95.00%	93.00%	93.20%	93.10%	92.10%

■ Pasifika Completion Rate ■ Non-Pasifika Completion Rate

Summary

- There has been sustained growth in the course completion rates for Pasifika students rising from 86.4% (2020) to 93.3% (2025), despite the disruption of COVID.
- This completion gap between Pasifika and non-Pasifika students has narrowed, reducing from 9.3% (2020) to just 1.2% (2025).
- This achievement reflects the impact of intentional system level changes, and marks a significant milestone in progress towards equitable outcome that we are all working to achieve.

Priorities for 2026



Setting of Te Herenga's strategic direction for peoples of and from the Pacific, influenced by "*Strategic Assessment: Charting our course to 2035*".



Development of *Fano Mua* - culturally responsive pedagogy and pastoral support – aimed at shifting the academic success of Pasifika students, through influencing the teaching and learning environment as well as holistic support to students .



Aligned to *Le Malaga a Le Pasifika* (2016) provide intentional support over the arc of the learning journey, with focus on Pasi O, academic offerings (internships, undergrad workshops, post-graduate writing series), through to Pasi Grad and into careers.



Agenda Item 12
2026 Research Annual Reports

To receive: a Council paper dated 31 March 2026 from Professor Sally McArthur, Deputy Vice-Chancellor (Research), providing the 2025 Research Annual Report (document VUWC 26/43).

To resolve: **that the 2025 Annual Report for the University Research Committee be noted.**



COUNCIL PAPER

TO	Members of Council
FROM	Professor Sally McArthur, Deputy Vice-Chancellor, Research
AUTHORS	Professor Sally McArthur, Deputy Vice-Chancellor, Research
DATE	31 March 2026
SUBJECT	2025 Annual University Research Committee report for Te Herenga Waka, Victoria University of Wellington
DOCUMENT #	VUWC 26/43

Executive Summary

The University Research Committee (URC) has an institution-wide responsibility to provide governance and leadership for our research portfolio and the Universities research strategies. It supports the development of our researchers and our research culture, gives effect to the principles of Te Tiriti o Waitangi as set out in the University's Te Tiriti o Waitangi statute, and ensures our University is actively engaged in excellent research.

The URC reports to Academic Board through an annual report and verbal updates from the Deputy Vice-Chancellor, Research.

The 2025 URC annual report sets out the strategic environment we are working within, initiatives we have supported and delivered, the outcomes achieved by the different parts of the university and our key performance indicators. We have also included highlights some of the researchers and the excellent research undertaken, recognised, and rewarded in 2025.

Recommendation:

That the Annual report for the University Research Committee be noted.

UNIVERSITY RESEARCH COMMITTEE

ANNUAL REPORT

Reporting Period
Jan – Dec 2025

2025 Research at a glance

Our research community

726
Researchers
(headcount)

1433
Doctoral students
(headcount)

105
Māori
Doctoral students

44
Pasifika
Doctoral students

Research funding & support

\$89M
Successful bids for external funding
from **320+** applications

\$4.3M
Internal research
funding support

177
Research student
scholarships

530
Human Ethics applications +
226 amendments

Research outputs

1814
Research
publications

30%
Publications in the top
10% of journals

58.1%
International
co-authors

Commercialisation

11
Spin-outs
in our
portfolio

\$8.3M
Shares
in 11
spin-outs

15
New
Invention
Disclosures

KPIs

\$106M
Total
External Research
Income

\$55M
Non-government
contestable
External Research
Income

194
Doctoral
completions

Introduction

Research at Te Herenga Waka–Victoria University of Wellington is governed by the University Research Committee (URC). It does this by:

- providing governance and leadership of the Universities research strategies
- supporting the development of our researchers and our research culture,
- giving effect to the principles of Te Tiriti o Waitangi as set out in the University's Te Tiriti o Waitangi statute, and
- ensuring that our University is actively engaged in excellent research.

The URC also provides oversight of the University's internal strategic research funding, supports the development and implementation of research-related initiatives, policies and practice, and facilitates the follow of information, including reporting, about research-related matters across the University.

The 2025 Annual Research Report provides an overview of our research performance and achievements at the University. It reflects the work undertaken by our researchers in Faculties, Schools, Research Institutes and Research Centres, along with those that support research within the University including the Research Office, the Faculty of Graduate Research, Wellington UniVentures, the Human, and Animal Ethics Committees, and the Library.

You can find the 2025 URC membership in [Appendix 2](#).

Strategic context

The [University strategy](#) with the priorities of Collaboration, Community and Connection underpins the direction of research at Te Herenga Waka.

2025 has been another year of significant change for our research community, here within the University and also the broader Aotearoa New Zealand research system. At the end of the year, we farewelled our Deputy Vice-Chancellor (Research) [Professor Margaret Hyland](#). In her seven years in the role, she supported and advocated for our research community. In addition to its usual reporting, this report also highlights the various initiatives she introduced and supported over this time and reflects her commitment to researchers at all stages of their careers.

Responding to changes in the research system

The New Zealand Government has continued through 2025 to initiate and implement the significant reforms to the science and research system, which focus on economic growth, research with commercial outcomes and providing value to the private sector. The reforms to the University sector have also continued although to a lesser degree.

- The structural overhaul consolidated the seven Crown Research Institutes into three new **Public Research Organisations** (PROs), and disestablished Callaghan Innovation.

As Ferrier and Robinson Research Institutes shared physical infrastructure with Callaghan, this had a direct impact on us. Engagement with the Ministry of Business, Innovation and Employment (MBIE), Callaghan and the University took place throughout the year to finalise arrangements.

- The reforms also established the **New Zealand Institute for Advanced Technology** PRO, with funding for two platforms announced in 2025.

Robinson Research Institute was awarded \$71 million towards setting up and hosting the Future Magnetic and Materials Technologies Platform. Another \$70 million has been confirmed for the Advanced Technology AI Platform, to which we submitted a bid in partnership with Earth Sciences NZ; Weta Digital has also joined our bid.

- In late 2025, the Government announced the new **science funding strategy** and started its implementation. The strategy is centred on:
 1. **Science Investment Plan**, which sets out the research priorities for research funded guided by the new Prime Minister's **Science, Innovation and Technology Advisory Council**. These national priorities will align research with the Government's long-term goals.
 2. **Research and science funding** will be organised into **four pillars**: economy, advanced technology, environment, and health and society. Each pillar will have a Pillar Investment Plan that sets out the research priorities.

Strategic context

- 3. **Research Funding New Zealand** will be responsible for the funding and monitoring processes. This new body brings the Marsden Fund and MBIE funding together, with HRC funding to be phased in at a later date.
- MBIE cancelled the **2026 Endeavour Fund investment round**, with previously awarded Research programmes and Smart Ideas due to end in September 2026 allowed to apply for a one-year funding extension. VUW was negatively affected by this decision as we did not have any programmes eligible for extension.

Under this scheme we applied for one year extensions to five Smart Ideas eligible projects (total value \$1.66M) and expect funding decisions in May 2026. This represents a significantly reduced funding opportunity for us, which will impact our external research income (ERI) targets particularly as the core contestable funds we currently rely on are shrinking.

- In September 2025, the Government announced that the long-standing Performance-Based Research Fund (PBRF) would be replaced by the **Tertiary Research Excellence Fund (TREF)**. The most significant change announced was the replacement of the peer review Quality Evaluation component with assessment based on publication citation metrics. These metrics are not measure of research excellence or capability, fail to capture the breadth and depth of research outputs and activities critical to a healthy research environment, and exclude the outputs from several disciplines including arts, humanities, social sciences, law, creative and professional practice, and Indigenous research. Decisions on the TREF will be made in 2026.

We have been engaging with the Ministry of Education and the Tertiary Education Commission (TEC) in a number of forums on the design of the TREF. The final design details and weighting for the metrics are expected to be announced in the first half of 2026.

- In November 2025, MBIE introduced a new **Intellectual Property (IP)** management policy for all research funded through the Science, Innovation and Technology portfolio. The new rules are set to become mandatory for government-funded research from July 1, 2026.

This is a significant shift from current policy with implications for the University, Wellington UniVentures and our researchers. It includes different ownership models for universities vs PROs, shifting ownership of commercialisable IP from universities to researchers, equity caps on spinouts, and fixed timeframes for assessing IP disclosures. We have been engaging with MBIE to understand and clarify how this policy can be implemented.

- Other research-related changes announced in 2025 impacting the University were the introduction of a new 'research' component to the **Investment Plans** we submit to the TEC, and the Ministry of Foreign Affairs and Trade (MFAT) proposals to significantly tighten New Zealand's **export control regime**.

We have been engaging with both TEC and MFAT on the relevant proposed changes.

Strategic initiatives

Responding to our strategic context with initiatives that support the University research community

In 2025, [new key performance indicators](#) (KPIs) for research were introduced that focus on external research income, our diversification of the sources of this income, and increasing our doctoral completions.

A number of our strategic initiatives were introduced to support the new KPIs. This included:

- The development of the **international research strategy** which aims to concentrate attention and resources on actions that enhance our reputation, attract resources for impact, and shape a better future and world. The strategy centres around three pillars: reputation and distinctiveness, targeted engagement, and empowering our people.
- Introducing a new **international travel extension fund** to help academic staff seed opportunities for collaborations with the goal of developing bids for international funding, such as Horizon Europe. It provides a small amount of additional travel funding for academic staff already planning a trip overseas to enable them to make a specific side trip to build relationships related to international funding opportunities.
- Providing new **co-funded scholarships** to support students from local New Zealand industry and students supported by selected foreign governments.

With the government's focus on commercial outcomes and providing value to the private sector, we developed the new **VUW Commercialisation Grant** to support researchers at the "getting started" stage of their commercialisation journey. This grant will support researchers to help accelerate development of ideas with strong market potential. The pilot round of the grant opens in January 2026.

We also initiated a longer-term project focusing on '**safe research**' to ensure our researchers have the support they need to undertake their research safely and responsibly. This is part of wider occupational health and safety risk analysis being undertaken across the university. The project includes aspects of research integrity, protected security requirements, export controls, and health, safety and wellbeing.

- The Research Office and the Health, Safety and Wellbeing team supported the delivery of the '**Countering Online Harm**' **workshop series** for researchers and managers across the University. These workshops shared awareness of what online harm looks like in Aotearoa, promoted better knowledge and use of the resources we have, and encouraged academic staff to feel clear-eyed and confident to engage in commentary and public outreach about their research.
- We also developed a new process and guidance for academic staff and students focused on how to **safely work with extreme and restricted material** in their academic work. This is aimed at ensuring that all legal and psychosocial risks are identified and managed appropriately.

Funding and support for researchers

External research funding



External research income enables our researchers to find solutions to key global challenges and supports a diverse range of research.

Two of the University's research KPIs are tied to our External Research Income (ERI); total ERI and ERI from outside NZ Govt contestable schemes. ERI is a measure of the income that is formally recognised in the University's Financial Statements.

In 2025, we received **\$106.2 million in total ERI**, exceeding our \$100 million annual target. Of this, **\$55 million came from non-governmental sources**, exceeding the \$53 million annual target. Our total ERI performance over the last five years, and our last two years of ERI from non-government sources is highlighted in the [KPI appendix](#).

Our continued success with contestable funds contributed to **\$80.2m in contracted research revenue** (\$77.4m in 2024) held in the Research Trust of Victoria (RTV). Other research revenue streams within the University in 2025 totalled \$13.9m (\$10.6m in 2024) which also included revenue from:

- Wellington UniVentures, \$4.9m (\$6.2m in 2024); and
- the University Foundation, \$6.8m (\$2.7m in 2024).

ERI is a measurement of past success in securing external research funding, but it is critical for the University as it provides additional financial support to researchers, research teams and projects, and is an important revenue stream to the University through the mechanism of charging overheads. Ensuring we are successful with new research contracts is essential for us to maintain the ERI pipeline.

In 2025 this meant:

- **\$89 million** in newly awarded research funding (305 contracts that started in 2025 in the RTV).
- **320 applications** for external funding supported and submitted by the Research Office. Including 8 in our first year actively applying to Horizon Europe.
- Increased focus on **diversifying the sources of external research funding** including supporting researchers to make connections with international partners for collaborations into high-value funding schemes like Horizon Europe.
- Development of **processes and guidance** related to external research funding to support researchers and research managers, including:
 - The *Managing Externally Funded Research Grants Procedure*.
 - The *Understanding overheads in external research funding* guidance.
 - The *Guidance on workload rebalancing* – an approach to account for researchers having funded FTE on an external grant (often referred to as research 'buy-out').
 - Additional information on the intranet Research Hub on applying for external research funding.

Internal research funding



In 2025, \$2.39 million was awarded to 84 research projects, and 11 research excellence awards across 104 individual researchers.

Our internal research funding enables the University to support a diverse range of research, including that with few or no external funding sources, and enables critical research activities.

You can find **information and analysis** on internal grant funding rounds between 2021–2025 including successful grant recipients, their projects, and funded amounts in the Excel available to download [here](#).

University grants

The URC oversees strategic research funding available across the University. Initiatives are intended to respond to the broader research environment and support our wider strategic priorities.

- **Research Mobilisation Fund** supports the engagement activities needed to enable and facilitate the collaboration, co-design and/or uptake with the users of the research in the community, professional practice, business and industry, or government.

In its second annual round, four applications were awarded a total of \$99,715.

- **Cross-Disciplinary Fund** supports cross-disciplinary and cross-faculty collaborative research with potential to lead to external investment.

Four successful applications were awarded a total of \$183,153.

- **Mātauranga Māori Research Fund** advances the potential of mātauranga Māori and kaupapa Māori research through 'on-call' grants (up to \$10k) and a primary funding round.

A total of \$154,827 was awarded, with three projects (\$107,389) approved through the primary round, and 5 smaller projects (\$47,438) approved through the 'on-call' grants process.

- **Returning Carers' Research Fund** provides research grants and also two annual Writing Retreats. These support academic staff re-establishing research following extended leave due to caring responsibilities.

Four grants (\$75,453) were awarded and 38 academics attended the two four-day **Writing Retreats**. The retreats enable eligible academics from across the University to focus solely on their research. Outcomes achieved included creating and submitting, work such as multiple scholarly journal articles and book chapters, conference abstracts and papers, grant applications, ethics applications, and some made significant progress on edited books, monographs, and in one case, a novel.

Internal research funding



Faculty grants

Faculties award funding annually for research projects designed to deliver on the University's strategic aims and/or of Faculty-specific research strategies through two grants:

- **Faculty Strategic Research Grants**

33 applications were successful receiving a total of \$818,346.

- **Faculty Research Establishment Grants**

29 applications were successful, totalling \$350,500 for our early career researchers.

An **additional \$1.75 million** was awarded to support other research activities including **conference and research study leave** and **small faculty grants**.

Other grants

We administer the **Gama Foundation Fund** as an internal grant on behalf of the Gama Foundation. It funds independent, high-quality and high-impact research and communication that informs the public and policy-making process and influences policy development and implementation in several important areas. Two projects were funded, totalling \$576,187.

We introduced the **International Travel Extension Fund** in 2025. It enables staff who are already travelling or planning to travel overseas to add on additional activity that has the potential to seed an international funding bid. This is an on-call fund, and applicants can request ~\$2,000 with applications considered on a case-by-case basis. We awarded funding to 12 applicants for a total of \$24,650.

Ki te Pae Research Excellence Awards

Five **early career researchers** were recognised for the excellence of their achievements in research and scholarship at this stage of their research careers.

Three awards recognised **excellent research, scholarship and research leadership** of two individuals and one team.

Three researchers were recognised for **mobilising their research** – they have demonstrated how their work has delivered real and tangible societal, environmental and/or economic benefits or changes.

Each award is valued at \$10,000.

See the **2025 Research Highlights Report** to learn more about each winner and their work.

Ethics and integrity



Making sure our research meets the highest ethical standards.

Research ethics

Our **Human Ethics Committee** reviews applications for human ethics approval from staff and students throughout the University. The Committee approved 530 applications and 226 amendments to existing applications in 2025. This is a significant increase in numbers of initial applications (a 15% rise on approved applications in 2024). 19 of these applications were approved through a new expedited pathway introduced in May 2025. The Committee was chaired by Convenor Dr Catherine Caudwell (School of Design Innovation) and had 31 members at the end of the year.

The full **2025 Human Ethics Committee report** is available on request.

Our **Animal Ethics Committee** approves all research and teaching involving animals undertaken at the University and supports the activities of the Malaghan Institute of Medical Research, Zealandia Wildlife Sanctuary, Arotec Diagnostics Ltd, and Wellington Zoo. In 2025 the Committee experienced a growing volume of complex, high impact applications. Monitoring activity increased substantially, aided by the appointment of a veterinarian in the Faculty of Science and Engineering. The Animal Ethics Policy was reviewed and updated in 2025 to ensure continued alignment with regulatory requirements.

The full **2025 Animal Ethics Committee report** is available on request.

Research integrity

We are committed to upholding ethical principles and professional standards that ensure accuracy, reliability, and trustworthiness in research across all disciplines.

Properly **recognising authorship** is essential for maintaining integrity, transparency, kaitiakitanga, and fairness in the academic community. In 2025, we reviewed and updated our guidance on authorship, providing staff and students with new best practice information, resources and templates.

Researcher development



Supporting our researchers to develop their skills and capabilities.

Following on from last years 'Grow our research momentum' strategic initiative, a permanent researcher development role has been reestablished, leading the cross-University Researcher Development Working Group. Some of the initiatives undertaken in 2025 to support the development of our researchers included:

- The development of a **researcher skills framework** to be socialised across the University in 2026.
- The **'Research Out Loud' workshop series**, using researchers from across the Faculties to deliver the following workshops:
 - 'Make a great poster' which focused on the key principles of good visual design and turning complex information into simple design.
 - 'Crafting your research message' which helped researchers to understand the core communication principles and tools used to craft the right message, fit for purpose and audience.
 - 'Influencing Policy: turning research into impact' outlined how to engage with the public sector and influence policy in Aotearoa New Zealand, understand how policy is developed, and how to make sure the research matter.
 - 'Data Visualisation: the Good, the Bad, and the Ugly' set out the foundations of data, the principles of data visualisation, and how to think about context and audience.
 - 'Did Excel do that?' focused on the power of MS Excel for visualisations and provided useful and relevant examples and resources.
- As part of a broader 'safe research' initiative, working with the Health and Safety Team to deliver **'Countering Online Harm' workshops** for researchers and managers across the University.
- In collaboration with the Communications Team, the editors of The Conversation delivered a **'Writing for The Conversation' workshop**. This focused on how to pitch stories and get articles published.
- A **Māori and Pasifika early career researcher writing retreat**.
- Expanding and updating the **Intranet Research Hub** to ensure key information about professional development and other key information needed by researchers at the University is current and readily available.

Graduate research



Our Faculty of Graduate Research supports all our postgraduate research students from admission application to successful defence of their completed work.

The Faculty of Graduate Research (FGR) is a critical part of the success of our postgraduate students which directly contributes to the University's goal of ensuring our students can successfully complete their studies.

Doctoral completions are now the key focus of the University's performance in this area. The [new KPI](#) was introduced. We had 194 doctoral completions in 2025, exceeding the target of 186. A range of initiatives rolling out across 2025 and 2026 will support our future delivery.

The full **2025 Faculty of Graduate Research report** is available on request. Key points and highlights include:

- Continued growth in enrolments. 1917 doctoral applications were received of which 542 applicants were selected for admission.
- Support for our postgraduate students included scholarships offered to our doctoral and Master's by Thesis students:
 - We awarded 137 students a Wellington Doctoral Scholarship, including 12 Te Herenga Waka Māori Doctoral, 6 Wellington Pasifika Doctoral and 2 Wellington Strategic Co-Funded Doctoral Scholarships.
 - We awarded 33 Master's by Thesis scholarships, including 3 Te Herenga Waka Māori Scholarships, and 4 Wellington Pasifika Scholarships.
- The successful delivery of a modern, dependable candidature management system, Panoho, for the University. The launch in October represents a major uplift in reliability and user experience.
- Responding to rising student need through the Wellington Doctoral Hardship Fund, distributing \$106,149.92 to 26 students. This was a significant increase from 2024.
- Delivering 47 student focused training events with 1,789 total participants, providing vital skill development, induction support, and community building opportunities through workshops, writing bootcamps, doctoral induction and research showcase sessions. Training for supervisors was also provided to strengthen supervision quality and consistency.

In addition to this the Doctoral Regulations, the Master's Thesis Regulations, and the Withholding of Theses Procedures were reviewed and updated in consultation with the University community.

Research outputs



Publications metrics



The creation of research outputs facilitates domestic and international collaboration and knowledge exchange, and contributes to the advancement and reputation of individuals and the university.

With the introduction of the Tertiary Research Excellence Fund (TREF), publication metrics will be used to determine a portion of our funding from the Tertiary Education Commission (TEC) from 2029.

The details of the TREF are still to be determined and raised our concerns about the inability of publication metrics to capturing the full value and diversity of research outputs and contributions our research community makes nationally and globally. It will be increasingly important to ensure that the research we value as a university is recognised regardless of the metrics associated with this funding.

There are no publications databases that reflect the full range of research outputs produced by our researchers, or the full range of sources where these published. The SciVal/Scopus publications database captures the most common types of research outputs (journal articles, reviews, conference papers, and book/book chapters) produced by most of our Faculties, Research Institutes and Research Centres. This snapshot of our publication metrics provides some insights into how the University is performing against common citations metrics more generally.

Our 2025 reporting shows:

- Our researchers produced a total of **1,814** publications indexed in Scopus and identified by at least one author affiliated to the University.
- Our **Field-Weighted Citation Impact** (FWCI) score is currently **1.34** with our publications being cited 34% more often than the world average.
- 12.9% of these publications (234 in total) are ranked in the **top 10% of the most-cited research in the world**.
- More than half (58.1%) of the publications were **co-authored with researchers from other countries**.
- A smaller portion of research (1.7%) involves **collaboration with the corporate sector**. While this is a small number of papers (30), these projects tend to have a very high impact, receiving an average of 5.5 citations each.
- 42 publications (2.3% of total outputs) were **directly cited in policy documents by 32 different policy bodies across 13 countries**. These specific "policy-relevant" papers have significant FWCI score of 6.32. This means these publications were that were cited by policies were cited over six times more than the global average.
- 30.0% of our publications are in the top 10% of journal percentiles by Source Normalized Impact per Paper (SNIP) – our internal target was 24.8%.

Note: The data in this section is based on current 2025 publication data captured as of 11 February 2026 with the exception of the Source Normalized Impact per Paper (SNIP) data. This is lagged by one year as provisional data is not available on the annual reporting timeline. The 2025 results are based on 2024 publications.

Commercialisation



Commercialisation and knowledge transfer

We enable the benefits of research to be realised, bringing academic research from the lab to market, and connecting researchers with government and industry to solve real-world problems.

2025 was a positive, but challenging year for Wellington UniVentures. The investment market continued to be subdued, while the new intellectual property policy proposed by the Ministry of Business, Innovation and Employment along with the changes to the funding system announced by the government added a level of complexity across the university sector and the Technology Transfer Offices.

Despite those challenges, the Wellington UniVentures team worked closely with university staff to deliver on its purpose of delivering impact through research by:

- Managing **15 new intellectual property commercialisation (IPC) projects** into the pipeline arising from invention disclosures, including 1 through to project implementation stage.
- Bringing **\$1.5m** gross revenue to the University from external research income and **\$2.9m** gross from our Commissioned Research and Advisory (CRA) function.
- Supporting **5 new early career researchers** through KiwiNet's 'Emerging Innovators' programme.
- Supporting **27 commercialisation projects**, and **19 CRA projects**, connecting academics with opportunities in industry and government.
- Creating an overall portfolio of **324 patents and applications**.
- Creating a total of **\$8.3m in shares across 11 spinouts** that are collectively worth \$224m. Five of our spinouts successfully raised capital in 2025.

In addition, the team supported the development of two guides for students on intellectual property (IP) – one on IP basics, with another more detailed guide for students who are required to sign IP agreements with the University or with Wellington UniVentures.

Wellington UniVentures will also administer the new Commercialisation Grant implemented in January 2025 as a strategic initiative.

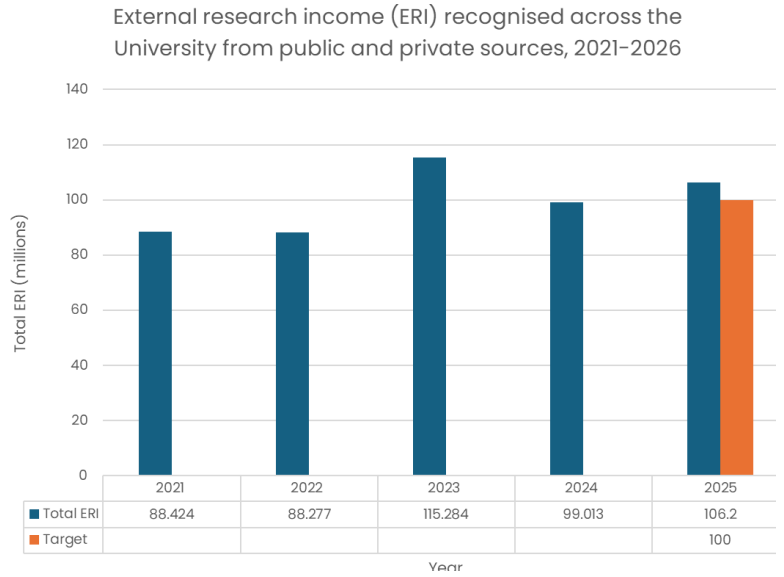


Appendix 1

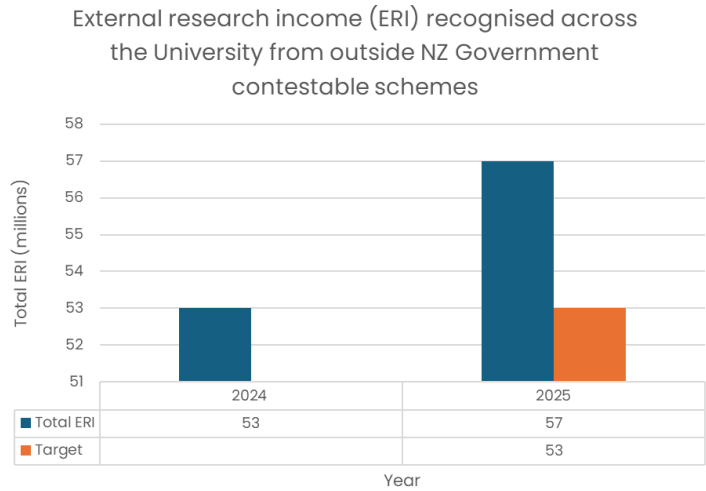
Key Performance Indicators

2025 Research Key Performance Indicators

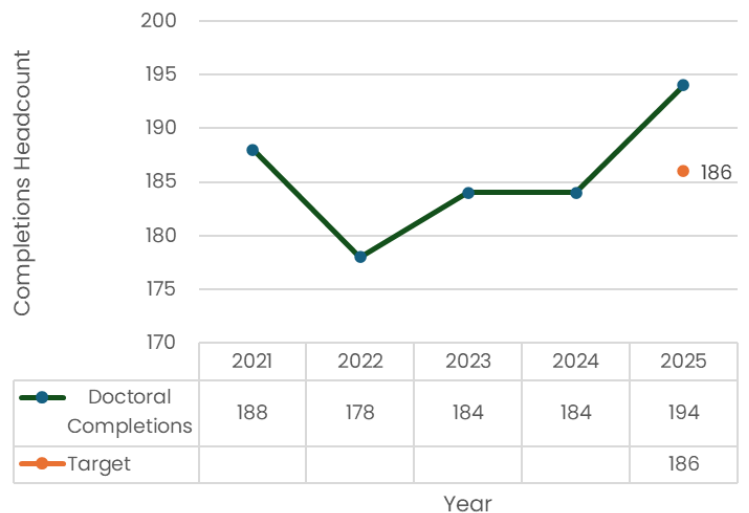
External Research Income Total 2021-2025



External Research Income Outside NZ Govt contestable schemes 2024-2025



Doctoral Completions 2021-2025





Appendix 2

University Research Committee Membership

University Research Committee 2025

Name	Role
Prof Margaret Hyland	Deputy Vice-Chancellor, Research (Chair)
Prof Neil Dodgson	Dean, Faculty of Graduate Research
Prof Dean Knight	Associate Dean (Research), Faculty of Law
Prof Geoff Plimmer	Associate Dean (Research), Wellington School of Business & Government
Prof Wayne Patrick	Associate Dean (Research and Innovation), Faculty of Science
Prof Yi Mei	Associate Dean (Research and Innovation), Faculty of Engineering
Assoc Prof Corinne Seals	Associate Dean (Research), Faculty of Humanities & Social Sciences
Dr Nadia Pantidi	Associate Dean (Research and Innovation), Faculty of Architecture & Design Innovation
Associate Professor Mona Jefferys	Associate Dean (Research), Faculty of Education, Health, and Psychological Sciences
Assoc Prof Meegan Hall	Assistant Vice-Chancellor (Mātauranga Māori), ToiHuaRewa
Dr Mele Tupou Vaitohi	Senior Lecturer, Faculty of Law
Professor Gary Evans (until October)	Director, Ferrier Research Institute
Professor Rob McKay (from October)	Director, Antarctic Research Centre
Dr Holly Winton (until September)	Senior Research Fellow, Antarctic Research Centre
Dr Sarah Sczelecki (from September)	Senior Research Fellow, School of Biological Sciences
Dr Julia Talbot-Jones (until July)	Senior Lecturer, School of Government
Dr Bonnie Etherington (from July)	Lecturer, School of Arts and Media
Liz Prendergast	Director, Research Office
Trish Wilson	University Librarian

The University Research Committee (URC) operates under this [Terms of Reference](#).

The URC is constituted from the roles set out in in the table – this also notes the individuals who served during the year. Additional contributions were made on an ad hoc basis by other staff members co-opted for specific purposes and reporting.

They met seven times in 2025, with meetings held on 19 March, 16 April, 22 May, 16 July, 17 September, 15 October and 19 November.

The URC was supported by Amber Flynn, Principal Advisor, Research Policy and Strategy and Jo Meaclem, Secretariat and Executive Officer to the Deputy Vice-Chancellor, Research.



Appendix 3

2025 Research Highlights

Agenda Item 13

Forthcoming Events and next Council Meeting

To receive: a Council Paper from the Acting Secretary to Council, Vicki Faint, dated 22 April 2026 regarding Forthcoming Events (document VUWC 26/44)

To note: that the next meeting of Council will take place on Monday 15 June 2026 at 11 am at Ngā Mokopuna, Kelburn Campus.

To resolve: **that the Council paper on Forthcoming Events and the date and details of the next Council meeting on Monday 15 June 2026 be noted.**



COUNCIL PAPER

TO	Members of Council
FROM	Caroline Ward, Secretary to Council
AUTHOR	Events Team
DATE	22 April 2026
SUBJECT	Forthcoming Events for May and June including May Graduation
REF TO STRAT PLAN	All
DOCUMENT #	VUWC 26/44

Executive Summary

Council members are welcome to attend the following events.

May

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. Find out more and register here.
Ivor Richardson Lecture in Private Law	Thursday 21 May – 6pm – 7pm	Rutherford House, Lecture Theatre 2 (RHLT2), Pipitea Campus	This Lecture honours Sir Ivor Richardson who made extraordinary contributions to New Zealand jurisprudence and the teaching of law. Find out more and register here.

May Graduation

GRADUATION (Registration information to come from Caroline Ward)			
Graduation - Ceremony 1	Tuesday 26 May @ 9.30am	Michael Fowler Centre	Faculty of Humanities and Social Sciences
Graduation - Parade 1	Tuesday 26 May. Departs 1pm	From Law School	Parade for Faculties of Humanities and Social Sciences, Law and Education, Health and Psychological Sciences.
Graduation - Ceremony 2	Tuesday 26 May @ 3pm	Michael Fowler Centre	Faculty of Humanities and Social Sciences Faculty of Law
Graduation - Ceremony 3	Wednesday 27 May @ 9.30am	Michael Fowler Centre	Faculty of Education, Health and Psychological Sciences
Graduation - Ceremony 4	Wednesday 27 May @ 3pm	Michael Fowler Centre	Faculty of Science and Engineering

GRADUATION (Registration information to come from Caroline Ward)			
Graduation - Ceremony 5	Thursday 28 May @ 9.30am	Michael Fowler Centre	Faculty of Architecture and Design Innovation
Graduation - Parade 2	Thursday 28 May Departs 1pm	From Law School	Parade for Faculties of Science and Engineering, Architecture and Design Innovation and Wellington School of Business and Government.
Graduation - Ceremony 6	Thursday 28 May @ 3pm	Michael Fowler Centre	Wellington School of Business and Government
Te Hui Whakapūmau - Ceremony 7	Friday 29 May @ 9.30am	Te Herenga Waka Marae	All Faculties, except Humanities and Social Sciences
Te Hui Whakapūmau - Ceremony 8	Friday 29 May @ 2pm	Te Herenga Waka Marae	Faculty of Humanities and Social Sciences

June

Council and External Stakeholder Farewell for Vice-Chancellor, Nic Smith	Tuesday 9 June – 5.30pm – 7pm	Ngā Mokopuna, Kelburn Campus	Invitations to come.
Lecretia Seales Memorial Lecture in Law Reform	Thursday 18 June – 6-7pm	TBC	This annual lecture is given in honour of lawyer and law reform advocate, Lecretia Seales. Invitations to come.
Ian Gordon Public Lecture	Monday 22 June – 6pm – 7pm	TBC	This annual lecture comes from the School of Linguistics and Applied Language Studies and is presented by the I.A.Gordon Fellow. Invitations to come.

Inaugural Lecture by Professor Giacomo Lichtner	Thursday 25 June – 5.30pm – 6.30pm	Hunter Council Chamber, Hunter Building, Kelburn Campus.	Giacomo Lichtner is a Professor of History in the School of History, Philosophy, Political Science, and International Relations. Invitations to come.
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Agenda 14

Committee and Academic Board Minutes

To receive: Committee and Academic Board minutes

- Te Aka Matua Committee, 16 March 2026
- Academic Board, 14 April 2026

To resolve: **that the Committee and Academic Board minutes be noted.**



Te Aka Matua Māori Advisory Committee

Minutes of the meeting of Te Aka Matua (a Committee of Council) held on Monday 16 March 2026 at 3.00pm in the Victoria Room, Level 2, Hunter Building

Present: Pania Gray, Pro-Chancellor and Chair
William Bell-Purchas, Council Member *via Zoom*
Mairangi Campbell, Co-President, Ngāi Taura
Alan Judge, Chancellor
Selwyn Katene, External member
Matthew Reweti, External member

Apologies: Nil

In attendance: Associate Professor Meegan Hall, Toi Mātauranga Māori *until 3.25 pm*
Professor Rawinia Higgins, Deputy Vice-Chancellor Māori and Kaitiakitanga
Monique Warder, Director, Future Students
Caroline Ward, Secretary to Council

Public Minutes:

26.01 Karakia, Welcome, and Acknowledgements

- Noted:**
- 1 that Pania Gray led the Karakia
 - 2 that Mairangi Campbell was welcomed to his first meeting of the Committee as one of the 2026 Ngāi Taura Co-presidents.

26.02 Disclosures of Interests

Received: the Disclosure of Interests listing.

Action: that the Secretary to Council will check and update the Disclosures of Interest list prior to the next meeting.

26.03 Minutes of the meeting held on 11 August 2025

Received: the public minutes of the meeting held on 25 August 2025.

Resolved: that the public minutes of the meeting held on 25 August 2025 be approved.

Gray/Judge

Carried

TAM/01

26.04 Te Tiriti Statute Review update

Received: a Te Aka Matua Committee paper from Professor Rawinia Higgins, Deputy Vice-Chancellor Māori and Kaitiakitanga (document TAM 26/01).

- Noted:**
- 1 that members of the Committee recognised the importance of Te Herenga Waka being the only University in Aotearoa with a Te Tiriti Statute.
 - 2 that the points agreed at the 11 August Committee meeting, i.e. that more regular reviews take place, and that TAM is not embedded in the statute were factored into the revised statute presented today for the Committee to consider. Professor Rawinia Higgins advised that because it is a “light review” it does not need to go to broader consultation and can go straight to Council if agreement is reached today.
 - 3 that the Committee was supportive of the proposed changes as set out in the tracked changes, with two additions, that under ‘Purpose’ the fact that Te Āti Awa Rangatira were signatories to Te Tiriti be reflected and that the words ‘mana whenua’ be added to the MahiTahi / Partnership principle. It was agreed that this would be left with the Office of the DVCMK in updating the Statute for Council approval.
 - 4 that under point 4 –‘Review’, the oversight will sit with Council as opposed to the Audit & Risk Committee.

Resolved: that subject to noting points 3 and 4, the Te Aka Matua Committee recommend to Council:

that the proposed revisions to the Te Tiriti o Waitangi Statute be approved.

Katene/Reweti

Carried

TAM/02

at 3.25 pm AP Meegan Hall left the meeting

at 3.25 pm Ms Monique Warder joined the meeting

26.05 Planned approach to Māori student recruitment for 2027

Received: a paper from Professor Rawinia Higgins, DVC Māori and Kaitiakitanga; and Dr Logan Bannister, Deputy Vice-Chancellor, Students regarding Māori student recruitment for 2027 (document TAM 26/02).

- Noted:**
- 1 that Ms Warder was welcomed to the hui and thanked for covering for Dr Bannister who was travelling with the China roadshow.
 - 2 that Ms Warder spoke to the presentation highlighting a number of action areas in 2026, for results in 2027. These include Whakawhanaungatanga to develop partnerships and relationships, accessible and culturally responsible pathways, wraparound support, data driven recruitment, and faculty integration.
 - 3 that there was discussion on the three Wānanga providers and how they factor into the Māori student journey through tertiary education.

- 4 that the Vice-Chancellor has led critical work to ensure packages of support for students including 1st year accommodation, fees support, internship opportunities, and work integrated learning, on top of scholarships.
- 5 that Mr Campbell spoke eloquently about the challenges young Māori face in low opportunity areas and how this doesn't allow them to be involved in some of the traditional extracurricular activities that are used to support scholarship applications (e.g. ballet, orchestra). The Committee discussed the importance of recognising cultural activities such as work on the marae, and kapa haka as equally valid.
- 6 that TAM members were briefed on the range of Taihonoa partnerships and it was agreed to consider this as a potential agenda item in future. The Chair suggested a visit to the website which provides [more information](#).
- 7 that Ms Warder spoke to the calendar snapshot which details initiatives focussed on engagement with Māori to attract enrolment in 2027. These include increasing engagement with Māori whanau, engagement with senior students across the country with a curated targeted presentation and student guide, an on campus programme for year 13 Māori students based in Wellington focussed on support, scholarships, accommodation and finance, a weeklong scholarship programme for a number of secondary school students who live outside the Wellington region, and national speech competitions to nurture Māori oratory skills and celebrate te reo Māori with all secondary schools invited to participate.
- 8 that the Chair thanked Ms Warder for her presentation.

Resolved: that the update on Māori student recruitment for 2027 be noted.

Bell-Purchas/Campbell

Carried

TAM/03

at 3.45 pm Ms Monique Warder left the meeting

26.06 Nga Mokopuna: what would success look like?

Received: a Te Aka Matua Committee paper from Professor Rawinia Higgins, DVC Māori and Kaitiakitanga (document TAM 26/03)

- Noted:**
- 1 the report was taken as read.
 - 2 that Professor Higgins introduced the paper and thanked the Committee for their patience in receiving the logic model after the release of the documentation.
 - 3 that input was sought from the Committee on the development of a Benefits Realisation Model, particularly around "socio-cultural value", how best to present and report measures against KPIs over time (both quantitative and qualitative), and how to incorporate changes in context since 2019 in any agreed measures.
 - 4 that following discussion, it was agreed that at a macro level, the ability of the facility to meet the needs of our changing society in the future is a key benefit. Underpinning this is Te Herenga Waka's Strategy around the 'three C's' – community, connection, and collaboration which could prove a useful way of grouping up the benefits including qualitative analysis and risks. This type of narrative would make good sense to Council.
 - 5 that Committee members reinforced the clear point of differentiation Ngā Mokopuna represents, no other University in the country has anything like it. It is true to the University's strategic statements on sustainability, and the

benefits in terms of student numbers are starting to accrue, a result that benefits the whole of society.

- 6 that timing of future updates was discussed and it was agreed that via the annual update on the Māori strategic [framework](#) would be the best approach.

Resolved: that the discussion on the Benefits Realisation model be noted.

**Gray/Reweti
Carried
TAM/04**

26.07 Update from the DVC Māori and Kaitiakitanga (DVCMK)

Received: the report from the DVC Māori and Kaitiakitanga (document TAM 26/04)

- Noted:**
- 1 the report was taken as read.
 - 2 that the new addition to the report on retention data was highlighted which shows a closing of the gaps across faculties. This was found as a result of work done by the Deputy Vice-Chancellor, Students, to cut the data in a more refined way to clarify what has occurred over the past 5 years.
 - 3 that there is increasing awareness and support from faculties of Awhina and Iho.
 - 4 that the appointment of two Poukairangi – Associate Dean, Māori, was cause for celebration in the Faculty of Education, Health, and Psychological Sciences; and the Wellington School of Business and Government. This has prompted strong enthusiasm from other Deans to make such appointments.
 - 5 that the Committee was pleased to see the increase in Māori staff numbers.

Resolved: that the report from the DVC Māori and Kaitiakitanga be noted.

**Katene/Judge
Carried
TAM/05**

26.08 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 8-9.

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.	

Minutes of the meeting held on 11 August 2025 and matters arising from those minutes	s9(2)(a), s 9(2)(b)(ii), and s 9(2)(i)	LGOIMA s48(1)(a)(ii)
Chair report on items arising from previous Council meetings	s9(2)(a), s9(2)(b)(ii), s9(2)(i), 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 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.

Reweti/Bell-Purchas

Carried

TAM/06

ACADEMIC BOARD TE TAUMATA

Minutes of the meeting of the Academic Board held on Tuesday, 14 April 2026 at 1.00pm in GBLT2

The meeting was held face-to-face in GBLT2 (Old Government Buildings Lecture Theatre 2) 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

26.14 Apologies, acknowledgements and welcomes

Apologies were taken as read (see Appendix 1).

There were no welcomes or farewells.

26.15 Part B of the agenda – items brought forward

No items were brought forward from Part B to Part A.

26.16 Vice-Chancellor oral report

The Vice-Chancellor's oral report was received.

Recent Successes

- Professor Nic Smith acknowledged the remarkable achievements of three Te Herenga Waka professors, who have been elected as Ngā Ahurei fellows of the Academy of the Royal Society Te Apārangi:
 - Professor Averil Coxhead, in recognition of her contribution to learning and teaching specialised vocabulary and languages.
 - Professor Bing Xue, in recognition of her outstanding contributions to the field of artificial intelligence.
 - Professor Eric Le Ru, in recognition of his fundamental discoveries in how light interacts with nanoparticles.
- International enrolments have risen over 50%.

The Fuel Crisis

- Current messaging indicated that the Government is confident in New Zealand's fuel supply through May-June 2026 and is in negotiations for a trade agreement with Singapore as a key source of refined fuel.
- The cost of fuel will continue to rise, affecting students and staff – Te Hiwa will clarify accommodations (carpooling etc) in due course.

University Funding

- The Tertiary Education Commission (TEC) has indicated that New Zealand universities are unlikely to see funding beyond 100% of the funding level agreed to by the TEC. Enrolments beyond this guaranteed funding risks a shortfall.
 - This is a drop from previous years – historically the TEC funding extended to additional enrolments.
 - The major NZ universities are taking a varied approach on the balance between enrolment and funding, with some universities budgeting as high as 107%
 - Te Herenga Waka—University of Wellington has taken a conservative approach and is on track for a final enrolment of 103.4%.
- The University Advisory Group (UAG) on Research Funding in universities has signalled a pivot in New Zealand towards the 'Irish model' of science funding, shifting away from primary industries and towards advanced technology (such as AI), and innovation that energises the economy. Nic will keep staff informed of developments.

Collaborations

- The collaboration between Te Herenga Waka—Victoria University of Wellington, Auckland University of Technology and University of Otago continues to grow – it now encompasses joint-teaching programmes, professional staff exchange (whereby professional staff can spend two weeks in the equivalent area at another university) as well as student exchange. Details are forthcoming.

Events

- Electoral debates are being scheduled, with details to come.
- Staff forums will take place on 23-24 April 2026.
- Katie Wolf's documentary, *The Haka Party Incident* (2024) will be screened for staff on 30 April 2026 from 4pm to 6.30pm, in the Memorial Theatre, Student Union Building. After the screening, there will be a panel discussion with some of the people in the documentary.

The Vice-Chancellor recruitment process

While Nic is maintaining distance from this process, he can confirm that it is progressing on schedule.

The floor was opened for comment:

Responding to a question on the cost of demolishing the apartments at 320 The Terrace, Nic noted that the cost of maintaining the empty building is substantial, and that demolition will improve the University's balance sheet. The site is likely to be redeveloped for much-needed student accommodation.

26.16 Written Report of DVCs

AB26/13

The March 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.

Academic Quality Assurance

- The operating arm of Universities New Zealand is undergoing change, which will affect Academic Quality Assurance processes for all New Zealand Universities. As part of the new structure, UNZ has established a new agency – Matatāhuna-Universities Quality Assurance Agency (UQAA) – to replace the Academic Quality Agency.
- UQAA will have seven members, including a Board Chair. Robyn and Associate Professor Meegan Hall will serve as members.
- There has been an in-principle decision to move to audited self-accreditation of academic programmes by individual universities, in line with a national framework of agreed standards and guidelines that is still to be developed. This will mean the cessation of the Committee on University Academic Programmes (CUAP).
- It is expected that the new system of approvals will be implemented in 2028 – until then, we will continue doing approvals according to the CUAP process currently in place.

He Kokanga Whare e Kitea

- The He Kokanga Student Success Plan has been approved by the new Student Success Committee.
- The TEC has approved Progress Report 3, and the project has moved into the implementation phase.

The floor was opened for comment:

- In response to a question about whether the 2028 conclusion of CUAP would result in proposals being expedited in 2027, Robyn clarified that current processes will be maintained until the new processes are implemented – the information that CUAP requires will likely largely align with the information needed for robust self-accreditation.
- VUWSA asked if the UQAA, as a small agency, will include student representation? Robyn noted the question and advised that the new agency is at a very early stage of development, and membership is not yet entirely confirmed.

Deputy Vice-Chancellor, Māori and Kaitiakitanga Report

Professor Rawinia Higgins spoke to the DVC (Māori and Kaitiakitanga) report, which was taken as read.

- The refreshed Mai I te Iho ki te pae Māori Strategic Outcomes Framework is now available on the University website.
- Cecelia Tuiomanufili has taken up the role of Acting Manager of Āwhina while Tara Fisher is seconded to Rawinia's office.
- Rawinia encouraged members and attendees to register for graduation ceremonies.

The floor was opened, with no comment.

Deputy Vice-Chancellor, Research Report

Professor Sally McArthur spoke to the DVC (R) report, which was taken as read.

External Research Website

- There has been a relaunch of the outward-facing Research Hub, including a new "Research for Impact" section, which is an opportunity to showcase the breadth and depth of the work being done around the University.
- Staff can [share feedback](#) and submit ideas for other future stories, or [request for stories to be featured](#) on the Research Hub.

Faculty of Graduate Research

- The Faculty of Graduate Research (FGR) is focusing on improving recruitment and retention of PhD students (PhD completion has risen from 80% to 85% in the last two years) by (a) improving the admissions process to ensure our selection processes are robust, and (b) developing postgraduate and PhD communities locally.
- With the roll out of Panoho, our new system for managing research student enrolment, schools should no longer be running separate spreadsheets.

Research Strategy and Funding

- The newly structured University Research Committee will be rolling out a workshop model in 2026 (to accompany 3-4 meetings that focus on key operational and reporting systems), to enable wider engagement on key strategic topics.
- Following the changes in research policy focus signalled by the Prime Minister's Science, Innovation and Technology (SIT) Advisory Council, the Research Office is developing tools and strategies to build larger research teams across disciplinary boundaries to promote mission-led, cross-disciplinary research.

The floor was opened for comments:

In response to a question from VUWSA about how the University planned to address the fact that the current average time of completion for PhD students is a year longer than the "standard" enrolment of three years, Sally responded that we can address timeliness using the same methods that FGR plans to use to increase rates of completion: carefully considering applications so that a student's topic meets their capabilities, and a more intense engagement with students as an academic community.

Deputy Vice-Chancellor, Students Report

Dr Logan Bannister spoke to the DVC (S) report, which was taken as read.

New Student's Orientation

- Te Herenga Waka—Victoria University of Wellington is moving to a wider orientation model, which covers both traditional Orientation activities and a longer transition period (including the UNI101 programme) which has seen wide engagement from Wellington students outside the halls of residence seeking opportunities for establishing University communities.

Kitea Impact Programme

- Registrations for the new Kitea Impact Programme opened at the start of Trimester 1 with registrations among Wellington students and international students continuing to grow.

Scholarships

- Logan highlighted the success of the Te Herenga Waka and Fale Malae Pasifika Scholarship, started in 2025, in supporting Pasifika students to complete undergraduate degrees and move on to postgraduate study.

Te Kahupapa ki Tai-International Office

- Application turnaround has been reduced from 90 days to 15 days.
- Trimester 1, 2026 saw a 50% increase year-on-year in the number of new international students enrolled.
- The 2026 Hello Wellington China Roadshow is currently underway, with Logan just having returned from China. Of those students who attended roadshow workshops, at least 5% have conditionally enrolled at Te Herenga Waka.
- Open Day is scheduled for 21 August 2026.

The floor was opened for comment:

- The huge jump in international applications over the last year (from 80% to 85%) is at least partly a response to the current political situation. How is the University planning to retain that growth? Nic responded that as these increased enrolments are due to a wider external context that presents both opportunities and challenges, and Te Herenga Waka can't ensure that we will hold on to that growth. The wisest way forward is to move carefully, and make sure that we are not wholly financially dependent on that revenue source.
- Nic advised that while the University does not have a strategic target number of international students, 20% of the total student population is a healthy outer limit.
- In response to a question about the lower number of Future Student Staff at Faculty level, Logan responded that the Future Student team is carrying several vacancies deliberately – leadership is aware that Future Students are not as available to Faculties as they have been, and this will be rectified over the next six weeks. Meanwhile, the Future Students team has maintained good traction in Wellington high schools.
- Please contact Monique Warder or Logan with ideas to facilitate engagement with high schools.

- Does the University have a strategy in place to maintain the interactive relationships that have been established or re-established during the China roadshow? Logan replied that the roadshow was very effective in reactivating our institutional partnerships, and that maintaining that connection will depend on a commitment to return to China. In between visits a face-to-face connection can be maintained online.

26.17 AI Collaboration Group Update and AI Vision Statement

AB26/14

The AI Collaboration Group update and AI Vision Statement were **received**. Professor Nic Smith spoke to this item.

Particular thanks were given to Ethan Rogacion, Academic Vice-President of VUWSA, who provided a valuable student perspective, and to Senior Legal Counsel, Matt Farrington for his work in articulating the University's vision.

The AI Vision Statement

- The four Strategic Pillars that make up the University's AI vision statement can be found on pages 24-25 of the papers for this meeting.
- This vision is principle-based rather than prescriptive – it is not a policy or an implementation plan.
- The statement will be going out for wider consultation and returning to Academic Board in June 2026.

The floor was opened for comments and suggestions:

- In the last statement of Pillar one: "Our graduates and staff will be equipped with the knowledge and skills to act confidently in a fast-changing world"
 - It was suggested that "and governance" or similar be added to this statement, making explicit that the University uses AI tools, but also that as an institution it leads discussion on AI in wider society.
- In the third sentence of the preamble: "Through openness and transparency, we support student and staff agency, enabling informed decisions about when and how AI is used"
 - Suggestion to add "or if" – ethical refusal should remain an option for staff and students (even if there need to be boundaries around blanket student refusal in courses that require the use of AI).
- While it is made clear that this Vision Statement is not a policy or implementation plan, and nothing in it is inconsistent with University policy, how will it interact with that policy? What is the distinct focus of this additional source?

Nic responded that the purpose of the Vision Statement is to signal the University's general direction of travel in this area without being prescriptive. Specific interactions with policy as well as the other suggestions raised will be explored during the consultation period.

26.18 Council Statement on Freedom of Expression

AB26/15

The draft statement of Council on Freedom of Expression was **noted**.

Professor Nic Smith spoke to this item. The Council's formal statement is mandated and fulfils a new legal requirement after a statutory amendment to the Education and Training Act 2020 (the Act). The relevant sections of the Act can be found on pages 29 and 30 of the papers for this meeting.

- The approval of this statement by Council will require a review of University policy to ensure it is consistent with the amended Act. This includes the Academic Freedom and Freedom of Expression Policy and the Campus Life Policy.

The floor was opened for comment:

- The following suggestions were made regarding specific wording:
 - In paragraph 6 of the draft statement: "As part of maintaining an environment that protects and promotes freedom of expression, the University will not take public positions on matters that do not directly relate to its role or functions"
 - It was suggested that "will not" be changed to "should not"
 - This wording raises the larger question of how the amended Act interacts with the University's role/function as the critic and conscience of society.
 - How far is the phrase "mission and purpose" in Section 4.3 of the Academic Freedom and Freedom of Expression policy meaningfully distinct from the phrase "role and function" in the amended Act?
 - What is the standard for expression that is "likely [...] to disrupt the ordinary activities of the University" in Section 7.4(a) of the Academic Freedom and Freedom of Expression policy?
 - The health and safety of staff and students should be explicitly mentioned in the sentence in paragraph 5 "where the expression is likely to be unlawful or disrupt the ordinary activities of the University."
- This instance of legislating academic freedom is not regarded by the Academic Board at large as conducive to the way the University functions.
 - How does this statement (and indeed, the amended Act) affect the practical capacity of the University to manage and/or refuse hosting requests?
 - It was suggested that the University's formal policy responses ought as much as possible to reflect the view held by many in the University community that scholarly standards and values need to be upheld.
- The University has a duty to act consistently with its statutory obligations (and any changes in those obligations), in accordance with maintaining its community functions

The Vice-Chancellor will advise Council, and this item will return to Academic Board.

26.19 New programmes requiring CUAP approval

The following new programmes were **endorsed** by the Academic Board for submission to CUAP Round Two:

Introduction of a Master of Chemistry

AB26/16

Faculty	Proposal Title	Reference
FOSE	Proposed new Master of Chemistry (MChem) with nested PGDipChem and PGCertChem	AB26-16 (APC26-14)

Professor Paul Teesdale-Spittle introduced the new Master of Chemistry. The initiative responds to a gap in the curriculum, providing a professional pathway for chemistry students to accompany the existing research pathway.

Introduction of a new major in Gender and Sexuality in the BA

AB26/17

Faculty	Proposal Title	Reference
FHSS	Proposed new major in Gender and Sexuality Studies (GNSX) in the BA	AB26-17 (APC26-15)

Associate Professor Xavier Marquez (ADA, FHSS) introduced the new major, which is essentially a coalescing of existing courses – it is intended to enable a pathway to existing students rather than to grow EFTS.

Introduction of a new postgraduate Earth Science major in MSc etc

AB26/18

Faculty	Proposal Title	Reference
FOSE	New postgraduate Earth Science (ESCI) major in the MSc, BSc(Hons), PGDipSc, PGCertSc, and associated amendments	AB26-18 (APC26-16)

Associate Professor Monica Handler introduced the new major, which builds on the recent reorganisation of undergraduate Earth Science courses and provides a clear pathway for Earth Science undergraduates.

APPENDIX 1

Academic Board attendance 14 April 2026

Professor Barbara Allen	Professor Sally Hill	Professor Geoff McLay
Dr Logan Bannister	Professor Bryony James	Professor Lisa Marriott
Assoc Prof Fiona Barker	Professor Dean Knight	Professor Nicola Moreham
Professor Jane Bryson	Professor Bev Lawton	Dr Andrew Munkacsi
Assoc Prof Sasha Calhoun	Professor Sarag Leggott	Professor Nicola Nelson
Dr Luke Chu	Professor Giacomo Lichtner	Dr Yvette Perrott
Professor Averil Coxhead	Professor Hai Lin	Assoc Prof Revti Raman
Professor Kim Cunio	Professor Robyn Longhurst	Ethan Rogacion
Aidan Donaghue	Assoc Prof Xavier Marquez	Professor Martha Savage
Dr Emma Dunlop-Bennett	Professor Stephen Marshall	Beth Smith
Professor Eberhard Feess	Dr Stuart Marshall	Professor Karen Smith
Assoc Prof Nicola Gilmour	Professor Sally McArthur	Professor Nic Smith
Professor Anne Gold	Shay McEwan	Professor Kathryn Sutherland
Professor Leon Gurevitch	Senior Lecturer Jacqueline McIntosh	Dr Okan Tan
Assoc Prof Meegan Hall	Professor Simon McKenzie	Professor Paul Teesdale-Spittle
Assoc Prof Monica Handler		Dr Amanda Wolf
Professor John Haywood		Dr Jenny Wollerman
Professor Nikki Hessel		
Professor Rawinia Higgins		

Non-members in attendance

Dr Andrew Chalmers	Reese Moors	Craigie Sinclair
Rochelle Gribble	Varsha Narasimhan	Dr Robert Stratford
Joseph Habgood	Alyana Oquendo	Andrew Tipton
Dr Liz McKibben	Linda Roberts	Derek White
Megan McPherson	Dr Angelina Sbroma	

Apologies

Professor Astrid an Huef	Professor Carmen Dalli	Professor Richard Furneaux
Professor Siah Hwee Ang	Karen Davis	Dr Ally Gibson
Professor Richard Arnold	Heather Day	Professor Nick Golledge
George Baker	Professor Kevin Dew	Professor Anne Goulding
Professor Susan Ballard	Professor Neil Dodgson	Professor Vanessa Green
Professor Todd Bridgman	Assoc Prof Noelle Donnelly	Professor Gina Grimshaw
Professor Daniel Brown	Dr Michael Dudding	Lynn Grindell
Professor Chris Bumby	Dr Eli Elinoff	Dr Linda Hogg
Professor Sue Cherrington	Jonathan Flutey	Dr Kathy Holloway
Professor Alberto Costi	Professor Alejandro Frery	Professor Patricia Hunt
		Professor Kate Hunter

Professor Catherine Iorns
Magallanes
Ash McPherson
Professor Anna Jackson
Professor Zhenan Jiang
Professor Paul Jose
Professor Joanna Kidman
Professor Sara Kindon
Assoc Prof Maja Krtlačić
Professor Phil Lester
Assoc Prof Jian Liu
Professor Karl Lofgren
Professor Marcus Luczak-
Roesch
Dr Bruno Marques
Professor Sally Jane
Norman
Sue O'Donnell
Professor Wayne Patrick
Professor Robyn Phipps
Professor John Randal
Dr Tanya Ruka
Assoc Prof Rhian Salmon
Dr Kate Thornton
Kate Tibbits
Professor John Townend
Tina Wakefield
Caroline Ward
Dr Tony Ward
Trish Wilson

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.	
16. Minutes of previous meeting held 9 February 2026	Privacy, commercial prejudice, commercial activities, confidential basis	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)
17. Health, Safety, and Wellbeing report	Privacy, commercial prejudice, commercial activities, confidential basis.	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)
18. Vice-Chancellor's report	Privacy, commercial prejudice, commercial activities, confidential basis.	s9(2)(a), s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)
19. Financial report to 28 February 2026	Commercial prejudice, commercial activities, confidential basis.	s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)
20. Research update	Commercial prejudice, commercial activities, confidential basis.	s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)
21. Rescinding Qualification	Privacy	s9(2)(a)
		LGOIMA, s48(1)(a)(ii)

22. Change of Faculty names	Commercial prejudice, commercial activities, confidential basis.	s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA, s48(1)(a)(ii)
23. Naming rights	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)
24. 320 The Terrace demolition update	Commercial prejudice, commercial activities, confidential basis.	s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA, s48(1)(a)(ii)
25. Digital Roadmap quarterly report	Commercial prejudice, commercial activities, confidential basis.	s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA, s48(1)(a)(ii)
26. Committee Structure review – Te Aka Matua Committee	Commercial prejudice, commercial activities, confidential basis.	s9(2)(b)(ii), s9(2)(i), and s9(2)(ba)(i)	LGOIMA, s48(1)(a)(ii)
27. Committee and Academic Board minutes	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)
28. Council only time	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.

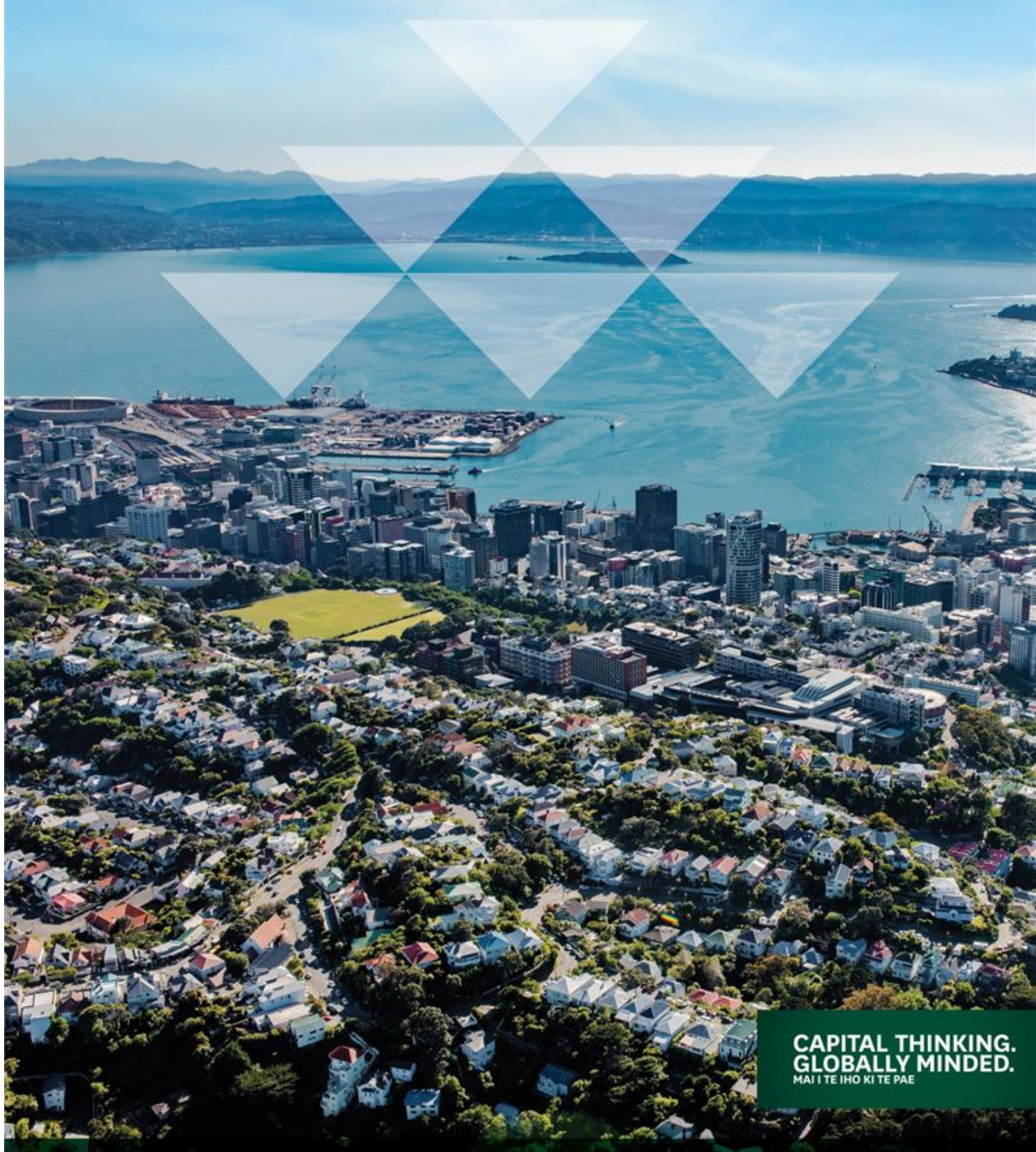
- 2 that such members of the senior leadership as the Chancellor and the Vice-Chancellor request be permitted to remain at this meeting, after the public has been excluded, with the exception of agenda item 28 because of their knowledge of the relevant matters identified above which will be of assistance 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.

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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 three standing committees, namely the Audit and Risk Committee, the Te Aka Matua (Māori Advisory) Committee, and the People and Culture Committee. 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

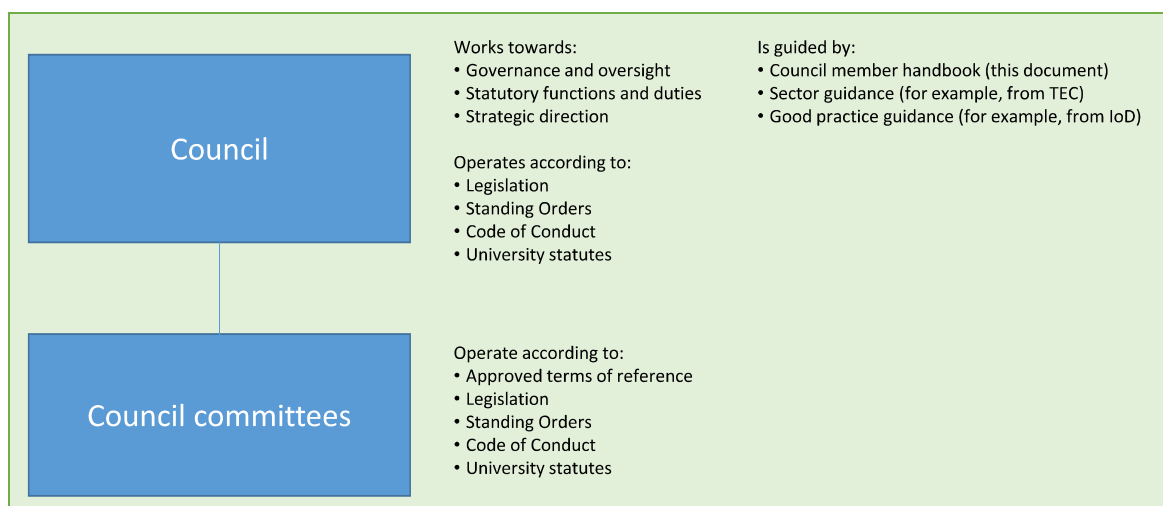
This section provides a brief introduction to this manual.

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.

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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.

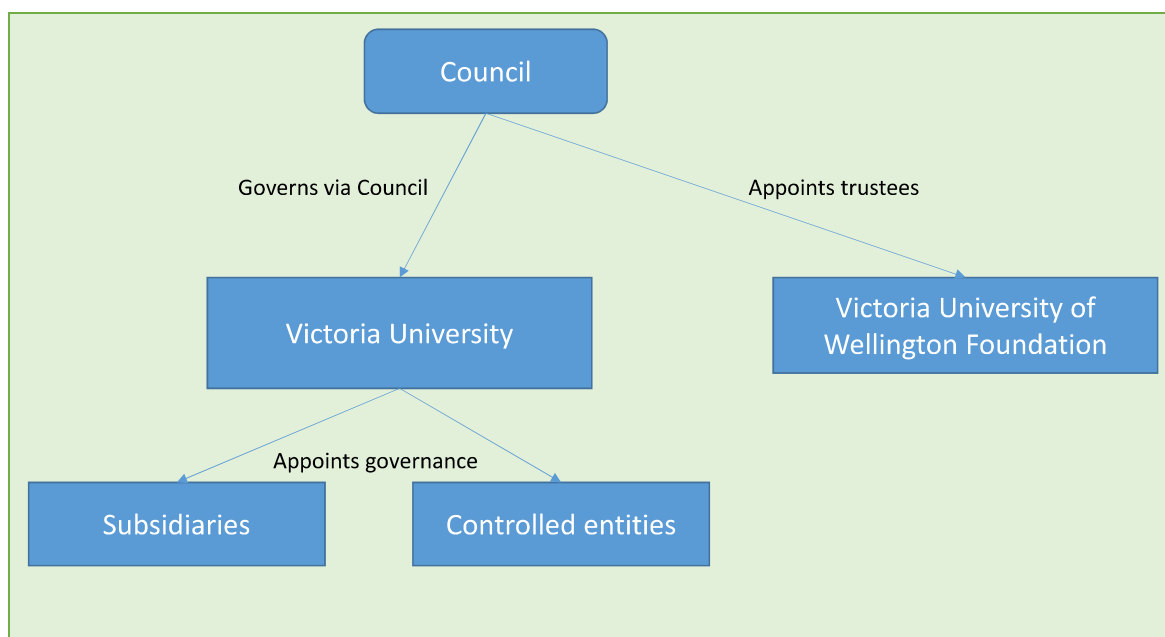
2.1 University, subsidiaries and controlled enterprises

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.



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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	
Academic	
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	
Finance and Contracts	
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>281 Duties of councils</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.

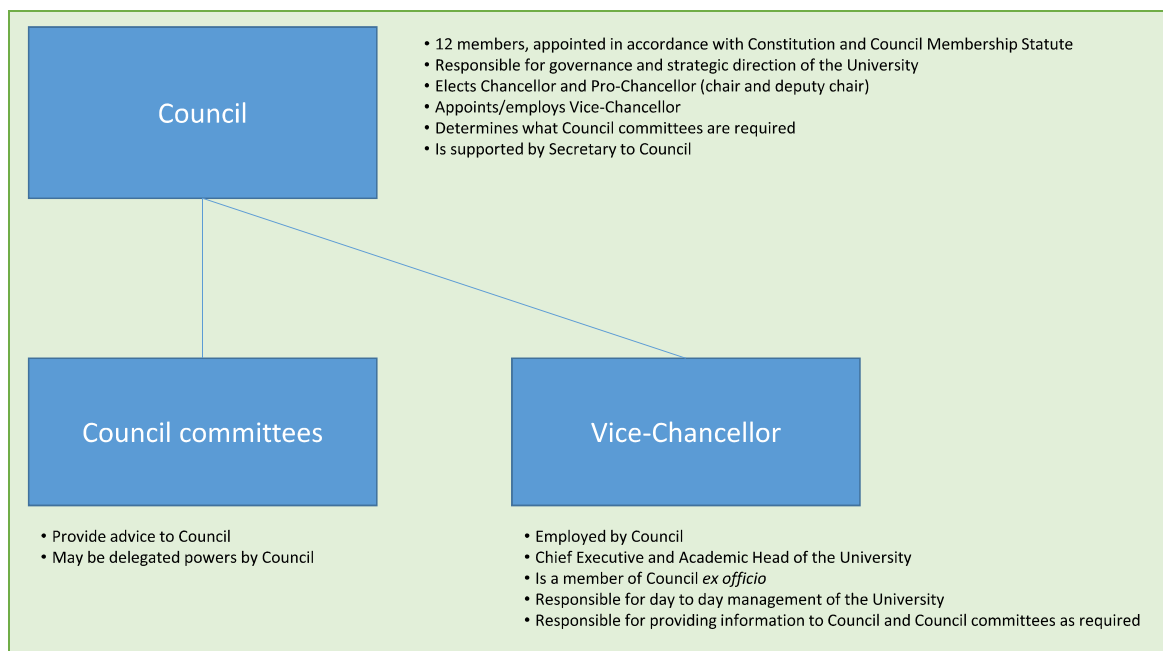
Other components of the University's policy framework include policies, regulations, procedures and guidelines. These are published in a standard format on the website.

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

- 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.

Note: the Finance Committee was disestablished by Council resolution on 23 March 2026, and its remit moved to the Audit & Risk Committee, as well as more fulsome reporting by the CFO to Council under the Financial report.

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Committee	Purpose	Meeting frequency	Members
Audit and Risk	Assists Council in relation to oversight of strategic, financial and operational risk 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
Te Aka Matua – Māori Advisory committee	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 Taura
People and Culture Committee	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
Victoria Honours committee	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

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Nominations Panel	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
VC Appointment Committee	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

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 People & Culture Committee.

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

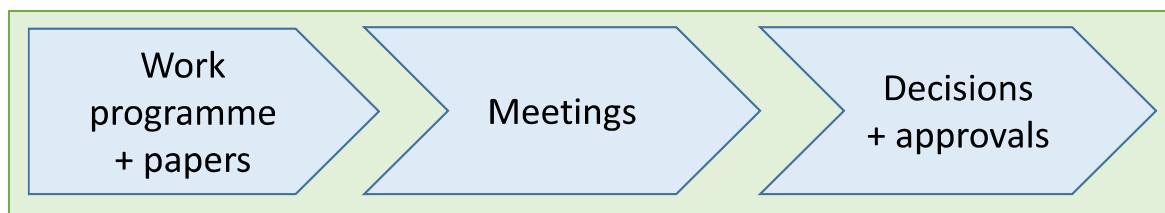
General Counsel is responsible for the provision of constitutional and legal advice. In relation to Council business this may include:

- 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.

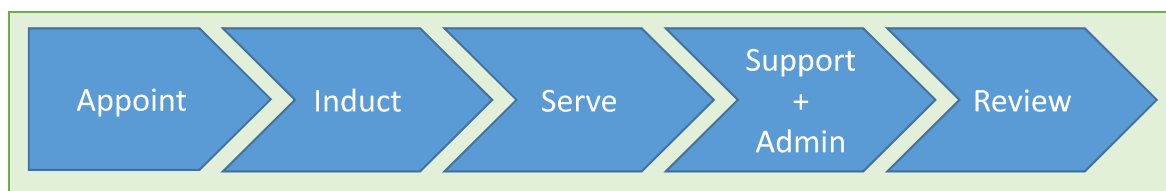
5.4 Dealing with disruptions by members of the public

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, 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
Resources for TEI councils	TEC	https://www.tec.govt.nz/teo/working-with-teos/tei/governance/resources-for-councils/
Investment Plan	The University	https://www.wgtn.ac.nz/about/governance/university-publications/investment-plan2/investment-plan.pdf
Annual Budget	The University	On board books resource centre
Annual Report	The University	https://www.wgtn.ac.nz/about/governance/university-publications/annual-report
Strategies, Statutes and Policies	The University	https://www.wgtn.ac.nz/about/governance/strategy
Detailed legislation	Parliamentary Counsel Office	http://www.legislation.govt.nz/

Appendix C – Karakia (on board books)

**CAPITAL THINKING.
GLOBALLY MINDED.**
MAI I TE IHO KI TE PAE



VICTORIA UNIVERSITY OF
WELLINGTON
TE HERENGA WAKA

Updated 26 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



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.

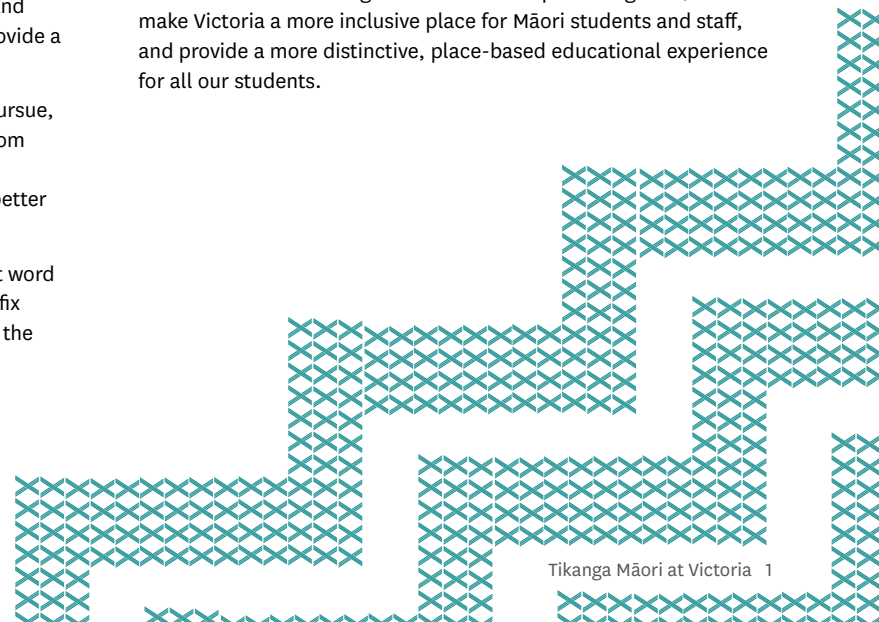
Whai mātauranga comprises two words—whai, meaning to pursue, search or aim at, and mātauranga, meaning knowledge, wisdom and understanding. Together, they express a commitment to investigating and exploring ideas in order to create new and better understandings of old knowledge.

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.

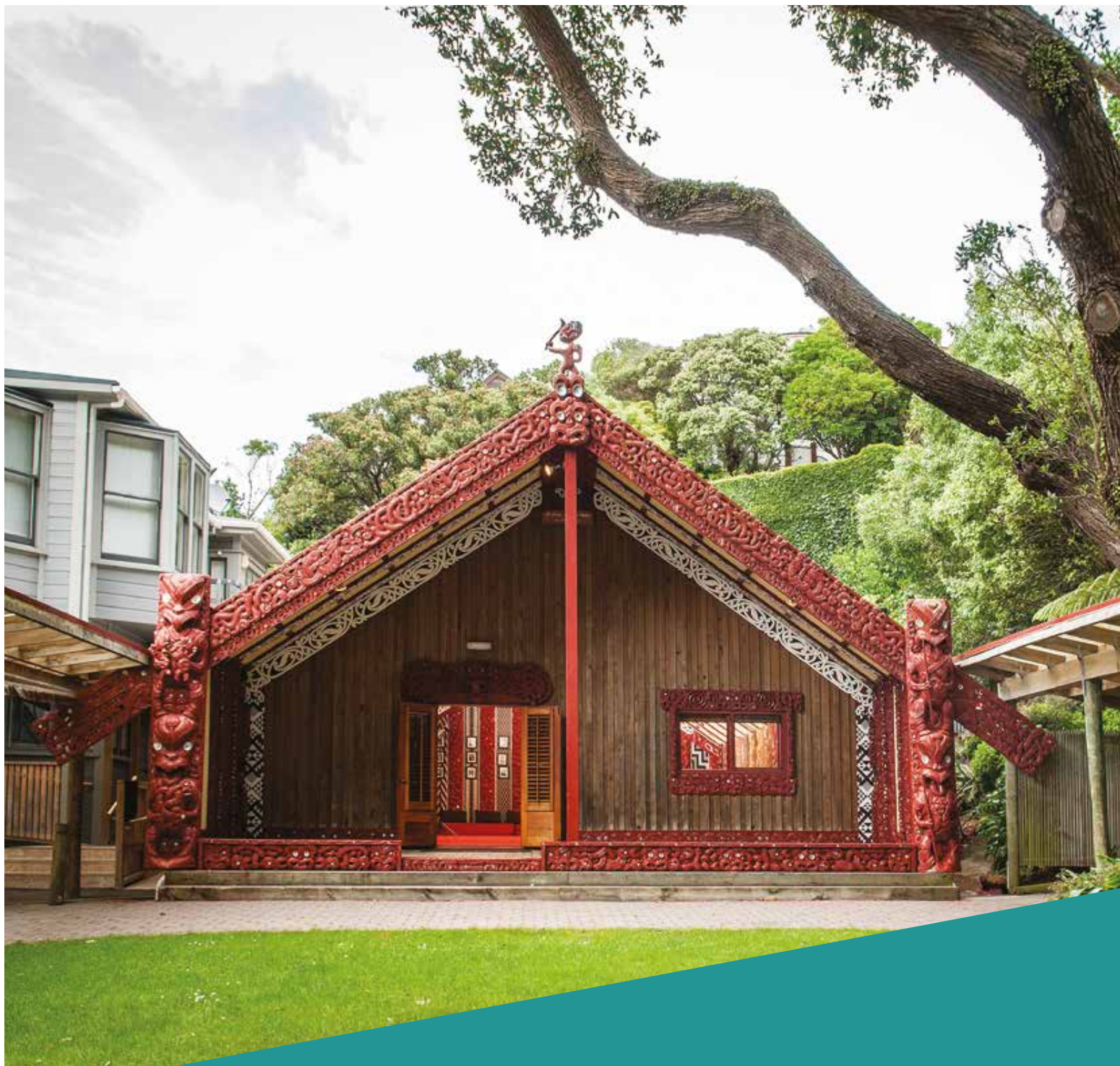
Manaakitanga conveys notions of hospitality, based on the compound word manaaki, which means to support and respect. It also encapsulates the root word mana, which translates as reputation, influence and authority. Thus, in Māori tradition, a person could enhance her or his mana by being generous and 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) 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.



Tikanga Māori at Victoria 1



TE HERENGA WAKA MARAE

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

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

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 Tūmatauenga. 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.

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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

FURTHER READING

For lyrics and sound files of popular Māori songs, go to 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

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 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

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

FURTHER READING

Health Research Council of New Zealand, 2010. *Guidelines for Researchers on Health Research Involving Māori*. Available at 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

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

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). 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 or the Office of the Deputy Vice-Chancellor (Māori) at 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

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) 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 or tumu.ahurei@vuw.ac.nz

FREQUENTLY ASKED QUESTIONS

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 whareniui?

A The whareniui 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 whareniui. 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 whareniui?

A Generally speaking, food cannot be consumed inside the whareniui 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

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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



Capital thinking. Globally minded.

Te Tiriti o Waitangi Statute

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

Standing Orders of Council

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.

Audit and Risk Committee

Terms of Reference

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 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 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

-
- (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 performance¹ 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

¹ Includes performance versus budget

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: 24 March 2026

Signed:



Alan Judge, Chancellor

Date: 24 March 2026



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 Tauira¹.
- 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.

¹ 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

Victoria Honours Committee

Terms of reference

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: ____/____/____

Council People and Culture Committee

Terms of reference

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

Council People and Culture Committee

Terms of reference

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: ____/____/____

Nominations Panel

Terms of reference

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: ____/____/____