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Victoria Management School  
**MGMT 312**  
**QUALITY AND ENVIRONMENT MANAGEMENT**  
Trimester 1 2008

**COURSE OUTLINE**

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<b>INSTRUCTOR</b>	Associate Professor Lawrence Corbett Rutherford House RH901 Phone: 463-5138 E-mail: <a href="mailto:Lawrence.Corbett@vuw.ac.nz">Lawrence.Corbett@vuw.ac.nz</a>
<b>CLASS HOURS</b>	Wednesdays from 12:40pm – 2:30pm Fridays from 12:40pm - 1:30pm
<b>CLASSROOM</b>	RHLT3
<b>OFFICE HOURS</b>	"Open Door" policy, by appointment and immediately after class
<b>TUTORIAL COORDINATOR</b>	Garry Tansley RH915 Phone 463-5958
<b>TUTOR</b>	Nihal Jayamaha 027466994, <a href="mailto:N.P.Jayamaha@massey.ac.nz">N.P.Jayamaha@massey.ac.nz</a>
<b>ADMINISTRATOR</b>	Luisa Acheson RH919 Phone: 463-5381
<b>TUTORIALS</b>	Wednesdays 0930-1030 Wednesdays 1030-1120 Fridays 1030-1120
<b>FINAL EXAM</b>	This course has a 2-hour, open book final examination. The examination period will be from 6- 25 June 2008.

**COURSE DESCRIPTION**

**CONTENT**

There are many ways in which an organisation's operations interact with the natural environment, and many reasons to care about such interactions. Those reasons include purely business-minded reasons, such as marketing opportunities (green consumers) and potential for cost reductions (eco-efficiency); legal reasons, such as liability concerns (pollution prevention) and current and upcoming regulations concerning emissions, carbon taxes and product takeback/recycling and ethical reasons, such as a personal or institutional desire to "do good" (fair trade / corporate social responsibility). Each of these reasons is thoroughly legitimate, but, in this course, we will take a relatively business-oriented perspective to environmental issues. In other words, we will focus on the question: "what do I need to know about environmental issues to make my company more successful?"

During this course, we will first summarize the environmental issues facing business and society at large, including global warming, air and water pollution, soil contamination, etc. We will then examine some environmental issues in each of the main areas of business operations.

## METHOD

The course consists of a combination of lectures, case discussions and discussions of other materials.

## COURSE OBJECTIVES

This course encompasses the consideration of key strategies and operational tactics for continually improving and managing the environmental impact of manufacturing and service organisations.

By the end of this course, students should have the skills necessary to:

- Define and understand the environmental management pressures and options facing business organisations (attendance and assignments will assess this).
- Formulate your own individual environmental philosophy (attendance and assignments will assess this).
- Identify methods for measuring and improving environmental impact (attendance, projects, and case study will assess this).
- Develop team-working, problem-solving, and communications skills (attendance and participation will assess this).

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### Expected Workload

Students can expect the workload to be approximately 10-15 hours per week of student work, including both scheduled contact time (lectures, tutorials, workshops) and outside class.

### Group Work

While the course has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is not allowed beyond general discussion as to how one might interpret the nature of the assignment question.

Please do not work together to formulate a response and do not loan out your completed assignments. You will be expected and encouraged to work in groups on in-term cases and assignments; however reports must be individual submissions.

## **Tutorial Signup Instructions:**

Requirements to use this software programme:

- You must be enrolled in the course for the tutorial you want to sign up for; and
- You will need your SCS username and password.

You will only be allowed to enrol in ONE tutorial session. You must always attend the tutorial sessions that you have signed up for. If you attend a different session, your attendance will not be recorded.

### ***Instructions:***

Go to the signup website at: <https://signups.vuw.ac.nz> and enter your SCS username and password to log into the system.

The "Signup Home" page opens. It displays all courses you are enrolled for and that use the new signup system. Click on MGMT312.

MGMT312 course page opens. It will show the course contact, brief detail of the signup requirements including last date to enrol, and the schedule of tutorials. A "key" is provided at the bottom of the page that explains all buttons and what they do.

The schedule of tutorials includes the day/time, location, maximum group size, and spaces left in the tutorial session.

If there are spaces left in a particular session, you will see the "ENROL" button next to it. You can click this button to enrol yourself into that tutorial session.

If there are NO more spaces left in a particular session, find another. You can waitlist in your desired tut if the waitlist spaces have not been filled. If this is the case you will see the "JOIN WAITLIST" button. You can click this button to join the waitlist for your desired tutorial session. You will be removed from any other waitlist you may have joined earlier. If somebody withdraws from this session, you will automatically be moved up the waitlist or enrolled into the session. An email will be sent to you if you're enrolled into the session from a waitlist.

You can only "JOIN WAITLIST" if you have already enrolled in one of the other available sessions. In other words, "ENROL" in one session and then you can choose to join the waitlist for one (1) other preferred session. The WAITLIST is only active while the tutorial sign up process for your course is active. In other words, once the signup process has been closed for your course the WAITLIST is AUTOMATICALLY CANCELLED. It does not roll over into the start of the tutorials.

You can choose to "WITHDRAW" from a session you are already enrolled in as long as you are NOT ON a waitlist. You can also choose to "CANCEL WAITLIST" to remove yourself from a particular waitlist.

A "FULL" button indicates all seats and waitlists are full for that tutorial session. You must choose another.

More details on the various buttons in available in the "Key" section at the bottom of the signup page.

You can only "ENROL" in ONE tutorial session and "JOIN ONE (1) WAITLIST" for other tutorial sessions.

You will be able to login and signup (or change your signup) anytime between 12 midnight 25<sup>th</sup> February 2008 and the last date: midnight 1<sup>st</sup> April 2008. You will NOT be able to signup or change your choice after the last date - midnight 1<sup>st</sup> April 2008. Any changes will be made by the tutorial coordinator on a case by case review of your 'exceptional circumstance'.

You can view/confirm details of the sessions that you are enrolled and waitlisted for by clicking on "My Signups" on the left hand menu.

Click on "Support" on the left hand menu if you are having problems.

**COURSE OVERVIEW (SUBJECT TO CONFIRMATION)**

Week	Session	Date	Topic
1	1	27/2	Introduction to the course Issues and opportunities Reading Text ch 1
	2	29/2	Environmental science Reading Text ch 2 “The Tragedy of the Commons” (on Blackboard)
2	3	5/3	“The heat is on” Reading: Competitive strategy on a warming planet (on Blackboard)
	4	7/3	Case: McDonald’s and the environment (Questions for discussion on Blackboard)
3	5	12/3	Stakeholders Reading Text ch3
	6	14/3	Visitor: Rod Oram Reading Reinventing Paradise ch 1 (to be handed out)
4	7	19/3	Environmental economics Reading Text chs 4 & 5
	8	21/3	Easter - no class session
5	9	26/3	Environmental operations; ISO 14000 Reading Text ch 7
	10	28/3	TQM and TQEM
6	11	2/4	Environmental marketing, eco-labels
	12	4/4	Visitor: David Wright Demeter NZ
7	13	9/4	Green supply chains; closed loop supply chains Reading Text ch 8
	14	11/4	Case: tba  Mid-trimester break
8	15	30/4	Visitor: Dr Lin Roberts The Natural Step
	16	2/5	Developing the mindset Reading Text chs 6 & 9
9	17	7/5	Life-cycle assessment (Sarah McLaren - Landcare)
	18	9/5	Environmental reporting
10	19	16/5	Visitor tbc Reading Text chs 10 & 11
	20	18/5	Green entrepreneurship

11	21	23/5	Carbon finance
	22	25/5	Sustainability and strategy Reading Text ch 12
12	23	30/5	Project presentations
	24	1/6	Course review

## ASSIGNMENTS and GRADING

The final grade will be determined as follows:

- Class and Tutorial Participation: 10%
- Topic of choice Presentation: 15%
- Assignment: 20% (case study - individual assignment)
- Group Project: 15% (report and presentation)
- Final exam (open book, 2 hours): 40%

Grading will follow, to the extent possible and reasonable, the typical VUW distribution of grades for undergraduate courses:

A+, A, A-	about 20% of the class
B+ or below	about 80% of the class

Grades of D and E can be earned by those who actively seek them.

### CLASS AND TUTORIAL PARTICIPATION

This course will be quite heavily discussion-based, as is inevitable given the nature of the topic. As a result, you should be well prepared to participate in these discussions. This means reading the materials for that session, thinking about them and being creative and entrepreneurial in finding and digesting other relevant material from whatever sources you like to use.

We highly recommend, but do not require, that you form study groups of three to five members and that you meet with your study group to prepare for each class discussion. We find that this increases learning, develops a sense of teamwork and encourages good preparation for class discussion.

In some class sessions, one or more students will be asked to begin discussion of a selected topic. If you have thoroughly prepared the case and/or readings you should have no difficulty in handling such a leadoff request. Questions for each class session provided in this syllabus guide your thinking about the readings and cases. During case discussions, we will build a complete analysis of the case situation and address the problems and issues it presents. We will ask students to make recommendations, and will discuss the implementation of those recommendations. Frequently, a portion of the class will be a lecture/discussion of concepts and techniques brought out in the case or reading, but useful in a broader range of situations.

Development of verbal skills is given a high priority in this course. The classroom should be considered a laboratory in which you can test your ability to present your analyses and recommendations clearly, to convince your peers of the correctness of your approach to complex problems, and to illustrate your ability to achieve the desired results through the implementation of that approach.

Some of the criteria that we will use to judge effective class participation for grading purposes include:

- Is the participant a good listener?
- Are points made relevant to the current discussion? Are they linked to the comments of other?
- Do the comments show clear evidence of appropriate and insightful analysis of the case data?
- Is there a willingness to participate?
- Is there a willingness to test new ideas, or are all comments "safe"?
- Do comments clarify and highlight the important aspects of earlier comments and lead to a clearer statement of the concepts being covered?
- "Air time" is not nearly as important as analysis, numbers, and recommendations that are meaningful.
- During the course, you will each be called upon directly from time to time to test your level of preparation and understanding of the discussion.

### **TOPIC OF CHOICE PRESENTATION (OR "MINI-BRIEFING")**

As a way to broaden the scope of the course, some sessions will include a brief presentation by a group of students on a focused topic of their choice. (This is entirely separate from the group projects below, and need not be the same group.) The default for such a presentation would be a short critique of a well-known book or film in the field (see below for some suggested titles). If you strongly prefer to cover a different topic, for instance a brief discussion of a recent development in the environmental arena (e.g., the recent Bali summit, the policy debate in New Zealand in election year, debates about upcoming local legislation, etc.) or anything else, consult with me first. Check with me whether your book or topic is acceptable before you prepare your presentation. The presentation should be absolutely no more than 10 minutes (i.e., keep it to 2 to 3 slides), plus 5 minutes Q&A. The audience will not be familiar with the book or topic you pick, so make sure to include a short synopsis of the book before discussing and critiquing it.

### **INDIVIDUAL ASSIGNMENT**

Due date April 11 hand in at start of class 1240

Tetra Pak: Freedom with Accountability

Case to be handed out in class – detailed submission requirements to follow

Case Questions:

- 1) What are the main facets of Tetra Pak's environmental strategy?
- 2) What are the main problems facing Teresa Presas at the moment as she prepares a new corporate (global) environmental strategy for Tetra Pak?
- 3) What are the critical success factors for the ISO 14001 certification of all manufacturing sites by the end of 2000?

### **GROUP PROJECT**

Each group (four to six members) chooses a topic from the list provided (to be handed out) to work on. If you have a strong preference to pick a different topic, for instance to identify a project with a real company with a real question, that may be acceptable, but check with me first. There is no hard rule on report length; take 20 pages, plus figures, as a rough guideline, but as always quality (insights, structure, breadth) comes before quantity. The last Wednesday session of the course will be devoted to these project presentations and this is also the due date.

### **GUIDELINES FOR WRITTEN SUBMISSIONS**

Be concise and precise: I look for quality of reasoning and logical consistency, not work based on "stream of consciousness." Use 11 or 12 point font; single spaced. Individual assignments should be performed entirely individually; you may only discuss your work with others after submitting it. And

always cite your sources carefully; see notes below on referencing using APA style, and plagiarism. I reserve the right to use Turnitin (see below) to check for plagiarism.

Assignments should be submitted, in hard copy form by the due time on the due date. Assignments received after that time will be deemed to be late, and must be handed to the lecturer concerned or to Luisa Acheson (RH 919), the Administration Assistant for this course.

**All** Hand-Ins should have: a Tutorial/Assignment Cover Sheet stating your name, the course name, tutor's name, tutorial number and day/time, assignment name and number, a word count and due date. You should also put page numbers on each page, and use in-text referencing and include a list of references at the end.

**Students will prepare two copies of each hand-in and keep the second copy for their own reference. Students must also keep an electronic copy of their work.**

#### DETAILED TUTORIAL ASSIGNMENTS

Week	Assignment
1	
2	
3	
4	
5	Tuts commence this week, details on Blackboard
6	Tut assignment on Blackboard
7	Tut assignment on Blackboard
	<b>Mid semester break</b>
8	Tut assignment on Blackboard
9	Tut assignment on Blackboard
10	Tut assignment on Blackboard
11	No tutorial
12	No tutorial

#### TEXT AND READINGS

The prescribed text for this course is:

"Green to Gold: how smart companies use environmental strategy to innovate, create value, and build competitive advantage"

Authors: Esty and Winston

Publisher: Yale University Press

About \$50 from Vicbooks

Other readings and case studies will be handed out, or available from Blackboard, or you will have electronic access to them through the VUW library.

## SUGGESTED BACKGROUND READINGS

These will not be used in class, but are possible choices to discuss in your group presentation:

Paul Hawken. Ecology of Commerce.  
Paul Hawken, Amory Lovins, L. Hunter Lovins. Natural Capitalism: Creating the Next Industrial Revolution.  
Frances Cairncross. Green Inc.  
Carl Frankel. In Earth's Company.  
Bjorn Lomborg. The Skeptical Environmentalist.  
Joseph Romm. Cool Companies.  
Marc Epstein. Measuring Corporate Environmental Performance.  
Graedel and Allenby. Industrial Ecology.  
Forest L. Reinhardt (2000). Down to Earth. Harvard Business School Press.  
Jason F. McLennan (2004). The Philosophy of Sustainable Design. Ecotone Publishing Company.  
Jared Diamond (1995). Collapse. Viking.  
Russel (editor) (1998). Greener Purchasing: Opportunities and Innovations, GreenLeaf Publishing.  
Ray Anderson, Mid-course correction  
McDonough and Braungart, Cradle to cradle  
Janice Benyus, Biomimicry  
Rod Oram, Reinventing paradise

There are many other good books on environmental science and management aimed at a broad audience. There are several recent movies on environmental operations and sustainability that are worth watching:

An Inconvenient Truth (2006)  
Wal-mart: the high cost of low price (2005)  
The Corporation (2003)

## BACKGROUND TEXTBOOKS

These will also not be used in class:

Turner, Pearce and Bateman (1994). Environmental Economics: An Elementary Introduction. Johns Hopkins University Press.  
Folmer and Gabel (2000). Principles of Environmental and Resource Economics. Edward Elgar.  
Gilbert M. Masters (1998). Introduction to Environmental Engineering and Science. Prentice Hall.

## OTHER BACKGROUND RESOURCES

Check the following website: it contains a wealth of resources and links. There are many websites out there related to sustainability, this is definitely one of the most useful ones:

- [www.cleanerproduction.com](http://www.cleanerproduction.com)

Other useful websites include

- Harvard Business Review [www.hbrgreen.org](http://www.hbrgreen.org)
- NZ Business Council for Sustainable Development [www.nzbcscd.org.nz](http://www.nzbcscd.org.nz)
- World Business Council for Sustainable Development [www.wbcscd.org](http://www.wbcscd.org)
- NZ Sustainable Business Network [www.sbn.org.nz](http://www.sbn.org.nz)
- The Natural Step [www.naturalstep.org.nz](http://www.naturalstep.org.nz)
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## MANDATORY COURSE REQUIREMENTS



To meet Mandatory Course Requirements, students are required to

1. participate in class discussions, group exercises and case studies
2. attend a minimum of 4 tutorials
3. submit all assignments by the scheduled date and time.
4. obtain at least 40% of the available marks in the final examination.

### **PASSING THE COURSE**

In order to pass this course, students are required to obtain **at least 50 percent of the overall course marks available**

### **GRADING STANDARDS**

The following broad indicative characterisations of grade will apply in grading:

A+	excellent performance in all respects
A	excellent performance in almost all respects
A-	excellent performance in many respects
B+	very good, some aspects excellent
B, B-	good but not excellent performance
C+, C	work satisfactory overall but inadequate in some respects
D	poor performance overall, some aspects adequate
E	well below the required standard
K:	Failure to achieve mandatory course requirements and have achieved at least an average "C" over all the assessment.

### **Policy on Remarking:**

Every attempt is made to ensure that the marking is consistent across tutors and fair to students. Students may ask for their written work to be remarked. A different tutor will do the remarking and provide comments. The original marking sheet is removed to ensure the process is independent. If the mark differs by 10% or less the two marks are averaged. If it exceeds 10% then it is independently marked by a third marker and the average of the two closest marks is taken. Experience from previous years is that almost all remarks are within 10% and where there is a change in mark, half the assignments go up and half go down. Occasionally there is a significant shift in the mark.

Application for remarks must be made within 5 days after the marks are available. To apply for a remark, complete the request for re-examination of assessed work form (Annex B) stating which sections (criteria listed in the mark sheet) you wish re-examined. Write on why you think the mark does not, in your view, fairly reflect the quality of your work. Hand this with your assignment into the following place:-

- Pipitea Campus – the Reception Desk on Level 10 Rutherford House where your assignment will have the **time, date and signature** noted on the front cover by the person receiving it.

Allow up to 5 days for remarks to be completed.

### **Penalties- for Lateness & Excessive Length of Assignments**

- (i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. **The penalty is 2 of the marks available (marks available means what the assignment is worth i.e. 20% or 20 marks) for an assignment submitted after the due time on the due date for each part day or day late.** (for example if an assignment is out of 20 and the assignment receives 50% then one day late means the mark will be out of 18 and the student will receive 50% of 18). **Saturdays, Sundays and public holidays** will be included when counting the number of days late. Assignments received **more than 7 days after the due date** will not be accepted and the student will **automatically fail the Mandatory Course Requirements**.

- (ii) Course Outlines provide a signal to student of forthcoming workload, dates of submission etc, and thus student study plans should take account of course requirements across all courses. Consequently, workload issues related to other courses and employment will not be accepted as reason for dispensation from mandatory requirements or waiver of penalties. **Extensions** to submission deadlines for any assigned work will only be granted in **exceptional circumstances**.
- (iii) Students who are unable to comply with any of the mandatory requirements should make a written application for an extension to the due date for submission of assigned work or for waiver of a penalty, **in advance**, to the **Tutorial Coordinator**, providing documentary evidence of the reasons of their circumstances.

All such applications must be made **before** the deadline and be accompanied by documentary evidence, eg a medical certificate, or counsellor's report that indicates the degree of impairment, and for how long the student has been impaired. Please be sure to ask at the time of consultation for the degree of impairment to be stated in any certificate you provide to support your case.

- (iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement or other exceptional events), that precludes an application in advance, students should make contact with the **Tutorial Coordinator** as soon as possible, and make application for waiver of a penalty as soon as practicable.

Word limits should be adhered to, especially so when they provide a guide to limiting the student's coverage of a topic. **The penalty will be 10% of the grade for an assignment which is 10% over the word limit.**

### **Communication of Additional Information**

Information on course-related matters will be announced at class and posted on the **Blackboard** website at <http://blackboard.vuw.ac.nz/>. It will be necessary for you to check Blackboard regularly for messages, announcements and materials.

### **Email Contact**

Students wishing to contact staff by email should adhere to the following instructions:

Include the **Course Code**, your **Name**, your **Student ID** and the **Topic** in the subject area of the email, e.g. MGMT300\_Smith\_Pauline\_3000223344\_Ass1 Query

All students must use their VUW SCS email account and ID. Otherwise, email will be classified as Spam and will be dumped without being read. All emails with attachments will be dumped, unless requested by staff.

### **Referencing**

There are many different styles of referencing and the Faculty of Commerce & Administration at VUW has decided to make APA (American Psychological Association) referencing style the common standard across the Faculty. The Commerce and Central Libraries hold the APA Style Guide. You can also access the information from the online VUW library site (<http://www.vuw.ac.nz/library/resources/virtualref.shtml#style>).

### **Faculty of Commerce and Administration Offices**

#### Railway West Wing (RWW) - FCA Student and Academic Services Office

The Faculty's Student and Academic Services Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice

about FCA qualifications. To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

#### Easterfield (EA) - FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education and Law is situated in the Easterfield Building on the ground floor (EA005). This counter is the first point of contact for :

- Information concerning administrative and academic matters.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

#### **Notice of Turnitin Use**

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <<http://www.turnitin.com>>. Turnitin is an on-line plagiarism prevention tool which identifies material that may have been copied from other sources including the Internet, books, journals, periodicals or the work of other students. Turnitin is used to assist academic staff in detecting misreferencing, misquotation, and the inclusion of unattributed material, which may be forms of cheating or plagiarism. *At the discretion of the School, handwritten work may be copy typed by the School and subject to checking by Turnitin.* You are strongly advised to check with your tutor or the course coordinator if you are uncertain about how to use and cite material from other sources. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

#### **General University Policies and Statutes**

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar or go to [www.victoria.ac.nz/home/about/policy/students.aspx](http://www.victoria.ac.nz/home/about/policy/students.aspx)

For information on the following topics, go to the Faculty's website [www.victoria.ac.nz/fca](http://www.victoria.ac.nz/fca) under Important Information for Students:

- Academic Grievances
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

#### **Academic Integrity and Plagiarism**

Academic integrity is about honesty – put simply it means *no cheating*. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. The University defines plagiarism as follows:

*The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other students or staff.*

It is still plagiarism even if you re-structure the material or present it in your own style or words.

*Note: It is however, perfectly acceptable to include the work of others as long as that is acknowledged by appropriate referencing.*

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalized severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- cancellation of your mark for an assessment or a fail grade for the course
- suspension from the course or the University.

Find out more about plagiarism, and how to avoid it, on the University's website:

[www.victoria.ac.nz/home/studying/plagiarism.html](http://www.victoria.ac.nz/home/studying/plagiarism.html)

### **Manaaki Pihipihinga Programme**

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email [manaaki-pihipihinga-programme@vuw.ac.nz](mailto:manaaki-pihipihinga-programme@vuw.ac.nz) or phone (04) 463 6015. To contact the Pacific Support Coordinator, email [pacific-support-coord@vuw.ac.nz](mailto:pacific-support-coord@vuw.ac.nz) or phone (04) 463 5842.