



Contents

1	MISSION STATEMENT
2	REPORT FROM THE CHANCELLOR
6	REPORT FROM THE VICE-CHANCELLOR
14	YEAR IN REVIEW
24	2007 COUNCIL
26	2007 OFFICERS OF THE UNIVERSITY
27	DIRECTORY
28	FINANCIAL REVIEW 2007
32	SUMMARY FACTS AND FIGURES
33	STATEMENT OF RESPONSIBILITY
34	AUDIT REPORT
37	STATEMENT OF ACCOUNTING POLICIES
43	INCOME STATEMENT
44	STATEMENT OF CHANGES IN EQUITY
45	BALANCE SHEET
46	STATEMENT OF CASH FLOWS
48	NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
72	MASSEY UNIVERSITY MISSION
72	STATEMENT OF SERVICE PERFORMANCE
151	APPENDICES:
151	STUDENTS
155	STAFF
159	RESEARCH AND OTHER CONTRACT FUNDING



Massey University is driven by a spirit of community relevance and engagement, while maintaining intellectual independence.



MASSEY UNIVERSITY

Mission Statement

Massey University is committed to meeting the needs of New Zealand and New Zealanders, enhancing access to university study for diverse populations, preparing students for life-long learning, and meeting international standards of excellence in research and teaching. Massey University is an integrated multi-campus institution of higher learning that creates new knowledge and understanding; synthesises, applies and disseminates knowledge; develops advanced learning and scholarly abilities for a national and international student body; and promotes free and rational inquiry. We offer high-quality learning experiences that empower people and their communities to prosper in an increasingly knowledge-dependent and technologically advanced world.

Massey University is driven by a spirit of community relevance and engagement, while maintaining intellectual independence. We will use our multi-campus structure to meet the needs of our constituent regional communities, while our flexible delivery and distance (extramural) education capabilities give a national and international reach to our educational programmes.

Massey University recognises and respects the significance of mana whenua within its regions and the range of Māori organisations contributing to Māori development and advancement. We have demonstrated our commitment to Māori development by providing Māori academic leadership, research opportunities and educational qualifications that assist in the achievement of Māori aspirations.

Our integrated academic structures and organisational arrangements enable and support interdisciplinary and cross-disciplinary research and academic programmes. We pride ourselves on the relevance of our programmes; on our openness to students of diverse backgrounds spanning age, geographic location, educational background, ethnicity and culture; on the support we provide for our students; and on the relationship we have built with our alumni.



REPORT FROM THE

Chancellor



I am pleased to report the positive outcome of the 2007 year for Massey University. As noted in the previous year's Annual Report, the University commenced the year with a number of challenges including the need to re-establish a strong financial position. Elsewhere in this report details are given of a surplus for the year well ahead of that originally budgeted, and at \$9m much closer to the financial goals the University has set for itself, and the minimum requirements generally regarded as being acceptable within the university sector. While this positive outcome was assisted in part by some one-off contributions not previously recognised in the University's financial reports, it also occurred as a result of a substantial improvement in the University's financial management and planning.

Activity levels within the University largely went according to plan. Domestic enrolments were on target assisted by a further increase in postgraduate student participation. In keeping with past years, and trends throughout the sector, international student enrolments were at lower levels than originally forecast, but nevertheless continue to make a significant contribution to the University's financial outcome and most importantly to its international profile.

This year's financial improvement is of course assisted by the decision of the Tertiary Education Commission (TEC) late in 2006 to grant an exemption from the fees maxima regime. This enabled the University to significantly close the adverse gap that previously existed in domestic fees. Notwithstanding this correction domestic fees remain amongst the lowest within New Zealand universities.

The year coincided with the completion of the University's strategic positioning within the tertiary sector. During the past few years there has been a planned reduction in the number of domestic students as sub-degree programmes have been largely removed from the portfolio, and greater focus given to traditional undergraduate and increasingly post graduate programmes. This has resulted in comparatively marked reductions in the number of domestic students, principally on the Wellington campus. It should also be noted that students previously enrolled by Massey in our Conservatorium of Music are now reported independently within the New Zealand School of Music programmes currently consolidated within Victoria University. Students continue to be based on Massey University's Wellington campus pending the planned development of a new School facility within Wellington's central business district.



It is pleasing to be able to note that while overall the level of international participation has reduced on the back of a major reduction in Chinese student enrolments there has been a noticeable increase in the level of international students enrolled across all three campuses from the Middle East, Southern Asia and increasingly, North America. This broadening base of international contribution is particularly encouraging and bodes well for the future.

The underlying financial position of Massey remains very sound and will continue to improve notwithstanding the unsatisfactory financial contributions that the University has experienced over the past two years. As reported in greater detail within the financial review, the University has an asset base of almost \$1 billion with only a small portion of this funded by specific borrowings. With \$50 million cash reserves Massey is adequately placed to maintain its investment programme across all three campuses to ensure students and other stakeholders are provided with the appropriate level of facilities and technology that their programmes require. During 2008 the long overdue start to a major expansion of library and study space at the Auckland campus will commence and it will be closely followed by a major upgrade in Wellington.

The University last revalued its land and buildings as at 1 January 2006 and intends to complete a further revaluation as at 31 December 2008. We do not believe that more frequent valuation is warranted or would add value for the reader of this Annual Report. Our auditors are of the opinion that property values have increased by a material amount in the two years since the last revaluation was undertaken and have accordingly issued a qualified audit opinion in relation to land and building valuation. We respectfully disagree with the stance taken by our auditors in this matter. In the main, University property will be retained in the long term and has limited value for other than educational use. There are also potential restrictions on title to some land which mean that it would be difficult to obtain full market value in the event of sale.

I take this opportunity of expressing support for the change of focus in the tertiary sector brought about by the new approach to tertiary funding. The shift and emphasis away from the “bums on seats” model is welcomed. The targeted approach in provision of academic programmes throughout the tertiary sector is long overdue. However, as is often the case, the change of focus is to some degree an over-reaction and potentially inhibits the ability of universities to continue to be creative and innovative in responding to opportunities, and meeting the requirements in what has to be recognised as a rapidly changing international tertiary and research environment. Under the new regime, all universities will in effect have to set a cap on programmes for domestic students. This will expand the number of programmes which essentially will now have to be provided under forms of limited entry. Potentially domestic students seeking enrolment within the university sector will find that they are denied entry. The change of focus also fails to address the long-recognised inadequate levels of funding provided to New Zealand universities, particularly when benchmarked internationally. While this is evident on all per capita measurements, it is particularly frustrating that the level of investment made by the government in the broad science-based sectors is particularly out of line within Massey. The level of government funding



when combined with student fee contributions barely covers the direct costs of academic support, thereby requiring the University's continued investment in infrastructure and technical support to be made from other sources. Given New Zealand's continued reliance upon its agriculture-based economy this lack of financial support is particularly ironic.

Much of the focus during 2007 within the University centred upon the introduction of the new investment plan process, replacing the previous structure of university charters and profiles. This process closely paralleled the strategic approach that Massey had been taking in defining its academic offerings both regionally and nationally. As earlier noted, this change of approach will impose potential restrictions on the number of domestic students able to be enrolled over the next three years, which is contrary to the strategic vision that the University has developed. As an example, Massey has long recognised the comparative substantial low level of engagement in sciences. Notwithstanding the financial barriers earlier referred to, Massey has recognised the necessity to develop an environment which will ensure the further development of academic capability and performance and encourage the attraction of more students into this essential sector. It would be particularly disappointing if this strategic objective was not to be recognised within government policy. In addition, Massey is almost unique with its development of extramural distance learning programmes. For a variety of reasons students participating within this sector of tertiary study have declined during the past few years. In response Massey has set for itself the objective of providing further encouragement and support to ensure that students, whose only means of access to university study is by this process, are able to be encouraged and supported and accordingly ensure higher completion levels are achieved. This has been recognised as being particularly important within the Māori and Pasifika communities.

The third area where Massey recognises it has a strategic objective to support growth centres upon the responsibility that Massey accepts to be the university of the North Shore. This region is rapidly expanding and increased levels of student participation from both school leavers and new migrants will continue to require further investment, which will likewise put pressure on the arbitrary domestic enrolment ceilings currently being imposed.

As the year concludes it is appropriate to acknowledge the contribution that the Vice-Chancellor, Professor Judith Kinnear, has made to Massey University during her five-year term. Her focus on academic development and encouragement of investment in infrastructure to support academic excellence warrants particular mention. This academic leadership was a contributing factor to Massey's improvement in the most recent Performance-Based Research Fund round, where not only did Massey improve its overall position, but more importantly was ranked number one in a larger number of disciplines. Areas of traditional strength in agriculture, food and biological sciences, and veterinary studies, were joined by such emerging areas as design, nursing, public health and finance. Fine arts will shortly join this select group.



It is also appropriate to acknowledge the recent decision made by Council to appoint the Hon Steve Maharey as Vice-Chancellor. Mr Maharey, a past student and academic at Massey, and a previous Minister of Education, has developed an intimate knowledge of the tertiary environment and has shown strong leadership in reshaping the education sector. Equally impressive is his obvious passion for the University. The announcement of his appointment has been widely endorsed and all within the University look forward to his taking up his appointment in mid 2008. Pending his arrival Council has appointed Professor Ian Warrington as Acting Vice-Chancellor.

2008 will bring further new challenges and opportunities for Massey University. Many strategically important decisions had to be made in 2007. These ranged from matters of an essentially fiscal nature, through to the development of a clear direction for Massey with its multi-campus positioning and unique distance learning responsibilities. I have been pleased to lead a cohesive and unified Council that has provided broad support to the University during a period of significant change. 2008 has seen three new faces around the Council table with all three student positions changing. It is particularly important to note that it was the end of an era when we farewelled the longest-serving Council member, Extramural Students' Society representative, Liz Hawes, who had served on the University Council since April 1999. Her contribution, along with that of all student members on Council, has been invaluable and Council was pleased that her contribution in supporting New Zealand students will be able to be continued in her new role as Co-President of the New Zealand Union of Students' Associations.

As we move into 2008 we do so in a positive financial position. However this strength is totally overshadowed by the significant resource that Massey University has within its staff. This capability, experience and commitment, when aligned with the financial resources available provides an overall environment that gives Council the confidence that Massey University will successfully meet all its challenges and ensure that in 2008, and the years beyond, it will continue to make a significant contribution to the economic, social and cultural growth of New Zealand.

A handwritten signature in black ink that reads "Nigel Gould".

Nigel Gould
Chancellor
Massey University



REPORT FROM THE


Vice-Chancellor

The 2007 year provided many challenges, including some of particular significance for the future of Massey University. One key challenge lay in securing improved outcomes from the Performance-Based Research Fund (PBRF) which provides an increasing component of our funding from the Tertiary Education Commission (TEC). The quantum of funding received is determined principally (60 per cent) by staff quality evaluation scores. Outcomes of the second PBRF round announced in May 2007 identified that, relative to the first round, Massey's quality evaluation score increased by 45 per cent owing to an increased proportion of quality-ranked researchers, including a 52 per cent increase in the number of A-ranked researchers. This achievement reflects both a remarkable commitment by Massey academic staff and the implementation of a University-wide quality assurance plan.

Another important challenge was the preparation and submission of bids for the second round of nationally funded Centres of Research Excellence (CoREs). Each CoRE has a number of key partner institutions which contribute to the critical mass of outstanding researchers in each domain, and Massey's involvement in these, either as the host institution or as a partner institution, is one major signal of our research standing and our commitment to research training. It was most pleasing that Massey's Riddet Centre: Advancing Knowledge in Foods and Biologicals was the only new CoRE to be funded in this round and that the Allan Wilson Centre for Molecular Ecology and Evolution, an existing CoRE hosted by Massey University, secured ongoing funding. Massey University is also a partner in three other existing CoREs that received further funding; namely, the MacDiarmid Institute for Advanced Materials and Nanotechnology; the National Centre for Advanced Bio-Protection Technologies, and the National Centre for Growth and Development.

A third key challenge for Massey lay in the financial domain. For 2006 we had reported an end-of-year deficit, and accordingly, during 2007 all academic and administrative units worked constructively and cooperatively in order to achieve an agreed end-of-year surplus. The positive financial outcome detailed in this annual report reflects the commitment of senior managers and their staff to achieve an agreed goal.

Another significant challenge for Massey in 2007 arose in relation to the education reforms and their consequent changes in funding announced by the TEC in the *Tertiary Education Strategy 2007 – 12*. The previous funding model, based on enrolment numbers, was unpredictable and open ended; in contrast, the new funding model to be introduced for 2008 is premised on managed change and planned growth, and entails engagement with various stakeholders, both local and national. In moving from a sole reliance on student numbers, the new funding model will be of benefit in that our student numbers have declined owing



“Massey’s proud record of recognition at a national level for excellence in teaching.”

to factors including the national downturn in international undergraduate students, particularly from China, and the impact of the buoyant New Zealand economy. In response to the education reforms, universities were required during 2007 to develop a document *Investing in a Plan*, which *inter alia* identified academic priorities and quality assurance mechanisms and forecast student numbers. It is pleasing to report that, as a first step, Massey’s investment plan was approved in full by the TEC Board of Commissioners for a period of three years, the maximum possible.

As will be apparent from the remainder of this report, these were just some of many Massey highlights for 2007.

Teaching in a research-informed environment and undertaking research training in a research-active environment are the two pillars of university activity. On the teaching side, Massey’s commitment to excellence in teaching was acknowledged in the success of various initiatives, including Massey University in 2007 becoming the host institution for New Zealand’s first Centre for Tertiary Teaching Excellence: Ako Aotearoa. This government-funded centre will receive \$20 million over five years and is dedicated to assisting New Zealand tertiary education organisations and educators to deliver the best possible outcomes for students through research, development, provision of policy advice and acting as an information repository and resource for the support of effective teaching.

The teaching role of our academic staff was again acknowledged through the annual Vice-Chancellor’s Teaching Excellence Awards, with four staff recognised in 2007 for their commitment to excellence in teaching. Awards for *Sustained Excellence in Teaching* were made to Dr Bryan Walpert, School of English and Media Studies; Dr Tracy Riley, School of Curriculum and Pedagogy; and Dr Andrew Martin, Department of Management; and the award for *Excellence in First-Year Teaching* was made to Dr Sharon Stevens, School of English and Media Studies. Again this year, two of these Massey awardees, Dr Bryan Walpert, and Dr Tracy Riley, were nominated for *National Teaching Excellence Awards for Sustained Excellence* and won awards. In doing so, they continued Massey’s proud record of recognition at a national level for excellence in teaching.

The Vice-Chancellor’s 2007 Symposium entitled *Teachers Still Matter: The Magic of Teaching*, was held on each campus in December, with the focus of the symposium being on the importance of teaching, the enjoyment obtained from teaching, and the satisfaction gained by staff and students from engagement in productive, positive and successful teaching and learning experiences. We were delighted to welcome back, as this year’s guest speaker, Professor Iain Hay of Flinders University in Adelaide, Australia. Professor Hay, a former Massey staff member, won the Australian Prime Minister’s award for university teaching in 2006.

As part of a continuing focus on further advancing distance education and e-learning at Massey University a new position of Director of Distance Education was established, with Associate Professor Mark Brown being appointed, and Dr Terry Stewart, an academic with outstanding credentials in e-learning, was



appointed to the new position of Teaching Fellow. Both appointees are based in the Centre for Academic Development and E-Learning, formerly the University Training and Development Unit, and will make major contributions to policies, procedures and staff training in these areas.

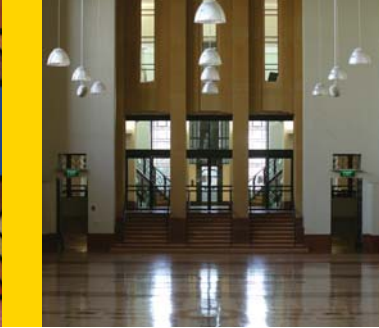
Accreditation by external associations, national and international, is an important component to ensure the maintenance of quality, relevance and currency of courses of study in professional domains offered by Massey. A major milestone for Massey in 2007 was the reaccreditation of the Bachelor of Veterinary Sciences (BVSc) degree by the American Veterinary Medical Association – noting that Massey is just one of only eight non-US universities to have this accreditation – and the Australasian Veterinary Boards Council. This degree is also accredited by the Canadian Veterinary Medical Association and graduates are able to obtain registration from the British Royal College of Veterinary Surgeons. Other examples include: the Bachelor of Nursing (BN) programme reaccredited by the Nursing Council of New Zealand, and also accredited in Australia under CER (Closer Economic Relations Trade Agreement), with graduates able to apply for registration in the United Kingdom, Ireland, the United States, Canada and a range of Middle East countries; and the Bachelor of Medical Laboratory Science (BMLSc), reaccredited by the New Zealand Medical Laboratory Science Board. This programme is also accredited in Australia, and graduates are able to obtain registration as biomedical scientists in the United Kingdom.

On the research front, Massey University's ongoing commitment to focused excellence in research and research training was acknowledged internationally and nationally. In the latest PBRF results mentioned above, Massey achieved the third-highest number of research-active staff in the sector, ranked in the top three in 13 subject areas, achieved quality scores above the sector average in 19 subject areas, and ranked first in Design, Nursing and Veterinary Studies and Large Animal Science.

The internal pathway for Promotion to Professor, established in 2003, continues to provide an opportunity to recognise and acknowledge Massey staff who have demonstrated sustained outstanding leadership and excellence. In 2007, promotions to professor were awarded to:

- Associate Professor Michael Belgrave, School of Social and Cultural Studies
- Associate Professor Charles Brennan, Institute of Food Nutrition and Human Health
- Associate Professor Charles Little, Institute of Fundamental Sciences
- Associate Professor Richard Haverkamp, Institute of Technology and Engineering
- Dr Andrew Shilton, Institute of Technology and Engineering
- Associate Professor William Pomroy, Institute of Veterinary, Animal and Biomedical Sciences.

The title of Distinguished Professor, established in 2004, recognises professorial staff who have achieved positions of international eminence in their field, with recipients retaining this title for the duration of their appointment at Massey. This select group numbers no more than 10 at any time, and in 2007 renowned historian Professor Kerry Howe, School of Social and Cultural Studies, was appointed as a Distinguished Professor and joins five other Massey academics who have previously received this title through this channel, namely Distinguished Professors Paul Moughan, David Lambert, David Penny, David Parry and Bill Tunmer.



“Massey publicly acknowledged its outstanding academic staff.”

Massey’s research reputation was also enhanced by the international recognition accorded to academic staff, such as:

- Professor Al Rowland, Institute of Molecular Biosciences, whose cytogenetic analysis of the DNA of New Zealand nuclear test veterans made international headlines and was applauded in the British House of Commons
- Professor Robert McLachlan, Institute of Fundamental Sciences, named as the recipient of the prestigious Dahlquist Prize, by the Society for Industrial and Applied Maths, for his outstanding contribution to geometric integration and composition methods, and the application of his work in many areas, this being the first time this award has gone to a mathematician from the Southern Hemisphere
- Professor Roger Morris, EpiCentre, Institute of Veterinary, Animal and Biomedical Sciences, whose expertise in disease surveillance and modelling was called upon by the British Department of Environment, Food and Rural Affairs to predict the spread of foot and mouth disease during the outbreak in August this year
- Professor Claire Massey, New Zealand Centre for Small and Medium Enterprise (SME) Research, Department of Management and Enterprise Development, elected Vice-President (Research) of the International Council for Small Business and President of the Small Enterprise Association of Australia and New Zealand, the first New Zealander to hold either position.

Again, in 2007, Massey publicly acknowledged its outstanding academic staff at a gala dinner held at the Banquet Hall, Parliament Buildings, Wellington, where our Teaching Excellence awardees (identified above) were recognised and where Research Medal Awards were made as follows:

- *Outstanding Individual Researcher:* Professor Neil Pearce, Centre for Public Health Research
- *Outstanding Supervisor:* Professor Barry Scott, Institute of Molecular Biosciences
- *Outstanding Research Team:* Te Pūmanawa Hauora, the Research Centre for Māori Health and Development, led by Professor Chris Cunningham
- *2007 Early Career Medals:*
 - Dr Ben Marshall, Department of Finance, Banking and Property
 - Dr Ajay Awati, Riddet Centre
 - Dr Glen Pettigrove, School of History, Philosophy and Politics.

During 2007, Massey University continued to build on its research strengths and to enhance knowledge transfer through various initiatives, including the launch of the New Zealand Institute of Advanced Study (NZIAS), the appointment of Landcare Research principal scientist Surinder Saggar as the first joint professorial research fellowship between Massey University and Landcare Research, and the collaboration with the Ministry of Agriculture and Fisheries that has resulted in their funding of two new research professorships in Biochar (carbon that can be incorporated into soil) and Pyrolysis (processing of biomass feedstock into biochar). As part of building future research capability, in 2007 Massey continued its growth in postgraduate research enrolments and had a record number (875) of doctoral candidates. In



2007 there were 112 doctoral completions, with 103 of these being PhD degrees – an increase on 85 such award last year.

On the technology transfer front, Massey's Riddet Centre led by Professors Paul Moughan and Harjinder Singh developed an emulsion-based omega-3 micro-encapsulation technology. This world-first technology will allow omega-3, a fatty acid essential for neurological development in young children and with a range of important health benefits for adults, to be incorporated into a range of products without the fishy smell or taste normally associated with omega-3. This breakthrough technology will be taken to the international consumer market through a partnership between the University, the Riddet Centre, the Bio-Commerce Centre and Speirs Foods. Speirs Nutritionals Ltd will develop, license and market the omega-3 technology. In July 2007 the \$2.7 million Speirs Nutritionals Plant in Marton was officially opened and will produce the omega-3 emulsion using the Massey technology. Also in late 2007, the Manawatu Investment Group, a subsidiary of the BioCommerce Centre, committed a seven-figure sum investment into the commercialisation of Anzode, a Massey-developed revolutionary zinc battery technology.

Investment in infrastructure and facilities in support of teaching, research and research training during 2007 included the following.

- *The Hopkirk Research Institute:* This \$17 million state-of-the-art research facility opened in March 2007 on the Palmerston North campus. A collaborative venture between AgResearch and Massey University, it houses the largest concentration of animal health scientists in the Southern Hemisphere and will focus on research in areas relevant to the health and welfare of pastoral livestock, with an emphasis on endemic diseases.
- *The Solexa Genome Analysis System:* Commissioned by the Allan Wilson Centre, this is a next-generation DNA sequencer which will enable scientists to analyse DNA 100 times faster than previously. The Solexa is intended to become an accredited facility, the only one in the Southern Hemisphere.
- *The Massey University Manawatu Microscopy and Imaging Centre:* This state-of-the-art facility, opened in August by the Prime Minister, the Right Hon Helen Clark, houses a range of imaging equipment – light, fluorescence and confocal microscopes, and electron microscopes, both scanning and transmission – to support research and research training in the biological and physical sciences.
- *The Massey University Equine and Farm Service wing of the Institute of Veterinary, Animal and Biomedical Sciences:* This \$1 million facility at Palmerston North serves farm and equestrian clients of the Veterinary Teaching Hospital and will enhance the teaching of veterinary students.
- *The Frasca Truflite Simulator:* The acquisition of this new simulator at the Massey School of Aviation's Milson Flight Centre in Palmerston North meets an identified need in pilot training and will enhance the quality of aviation education and training for students, including a multi-crew competency training module.



- *Renovated Student Centre building:* The renovated Student Centre building at Turitea, Palmerston North, was officially opened in February by the Prime Minister, the Right Hon. Helen Clark.

The Māori@Massey Strategy has been the key strategy for Māori development at Massey University. In 2007, in alignment with the tertiary education reforms and in keeping with this strategy, a new strategic plan was developed: *Kia Maia: Key Initiatives for a Māori Academic Investment Agenda*. Māori research centres across the University were supported through the activities of Te Mata o Te Tau, The Academy for Māori Research and Scholarship. Consistent with the desire to advance scholarship and promote Māori research excellence, these activities included the publication of *Matariki*, a monograph designed as a forum for Māori researchers and academics.

The University actively promoted engagement and collaboration internationally and with indigenous peoples within areas of teaching and research through hosting international visitors including: Stephen Pompedelli, from Harvard Medical School, who assisted with the analysis of cultural markers in the Psychiatric Epidemiology study; Dr Marjorie Mau from the Department of Native Hawaiian Health, University of Hawaii, on a research exchange; and, Dr Keaweaimoku Kaholokula from the Department of Native Hawaiian Health, University of Hawaii, on a research exchange.

The Pasifika@Massey Strategy is the key strategy for Pasifika development at Massey University. 2007 was the first year of its implementation and important initial work was completed, including the *National Action Plan 2006 – 09* and the *Auckland Campus Action Plan 2007 – 2010*. These papers are published in the *Pasifika@Massey Strategy: Enroute to Cultural Democracy*, July 2007. The Pasifika@Massey Community Learning Initiative was launched in August 2007 and is being piloted at Northcote College, Glenfield College and Birkenhead College. The University also hosted the Whenua Research and Academic Pasifika Network Conference, with presentations from Pacific staff and students, launched a Pasifika Leaders' Forum series, and opened a new Pasifika Learning Centre at the Wellington campus.

In the staff development area, the Massey University Leadership Development programme was run for the first time in January 2007. The programme included modules for new and emerging leaders and for experienced leaders. Massey also participated in the New Zealand Vice-Chancellors' Committee Women in Leadership programme run for the first time in 2007. As a follow-on from the International Women Presidents Forum meeting held in China (May/June 2007), Massey hosted at Palmerston North a Chinese delegation of Women Leaders for a one-day seminar: Mentoring of Female Faculty and Developing Leadership Skills for Future.

The national contribution of Massey staff, students and alumni continued to be recognised through honours and awards. These included individuals receiving 2007 New Year Honours and Queen's Birthday Honours and recognition from numerous bodies including the New Zealand Association of Scientists, Royal Society of New Zealand, Marsden Fund Council, Health Research Council of New Zealand, Cancer Society of New Zealand, New Zealand Institute of Mathematics and its Applications, Ministry of Research, Science and



Technology, Public Relations Institute of New Zealand, Property Institute of New Zealand, New Zealand Institute of Food Science and Technology, New Zealand Poetry Society, University Sport New Zealand, New Zealand Dairy Industry, New Zealand Federation of Business and Professional Women, Australian and New Zealand Applied Mathematical Society, Pacific Island Polynesian Education Foundation, Zonta Design Awards, Qantas Media Awards, New Zealand Young Farmers, MotorSport Elite Academy, Peugeot Hokonui Fashion Design Awards, and Dyson Product Design Awards.

Another key milestone was the launch in November 2007 of the inaugural annual Creative Arts Festival “BLOW Nga hau e wha” (meaning four winds) by Massey’s College of Creative Arts. The festival launch included the induction of three alumni into a College of Creative Arts Hall of Fame, with the inaugural inductees being:

- Richard Taylor, Director of Weta Workshop
- New York-based fashion designer Rebecca Taylor
- sculptor and filmmaker Len Lye (awarded posthumously).

Massey was delighted to welcome Olympic track legend and health researcher Associate Professor Peter Snell, a Massey University Foundation Visiting Fellow in Health and Exercise Science, who, in May 2007, was awarded an Honorary Doctorate from Massey University. Based at the Department of Internal Medicine at the University of Texas Southwestern, Dr Snell is the Director of the Human Performance Centre in Dallas and is collaborating with Massey researchers in Public Health and Exercise Science. In November 2007, at a special graduation session at the Waihi marae, Turangi, an honorary doctorate was conferred on Tumu Te Heuheu of Ngāti Tūwharetoa, in recognition of his contributions to Māori education, world heritage protection, and environmental stability.

Massey is part of an international community of scholars. In 2007, relationships were maintained and advanced with numerous universities, research institutions and government organisations across the world, including, the United Kingdom, the United States of America, Mexico, Japan, China, Saudi Arabia, Pakistan, Thailand, Samoa and India. The following were highlights of our international relationships in 2007.

- In October 2007 a second tripartite agreement was signed between Massey University and the prestigious Peking University, China, with the third partner being the University of Inner Mongolia. This relationship builds on the successful tripartite agreement that was established in 2006 between Peking University, Massey University and Shihezi University.
- Under a memorandum of agreement with Mexico’s Universidad Juarez Autonoma de Tabasco de Los Estados Unidos Mexicanos (UJAT), Massey staff gave workshops in meat technology and beef supply chain management at UJAT in February 2007.
- New and renewed student exchange agreements provide opportunities for Massey students to study in an offshore institution and experience new cultures. During 2007 new agreements were signed with: Hochschule für Angewandte Wissenschaften Muenchen, Germany; Institut National



Polytechnique de Toulouse, France; University of Calgary, Canada; Cornell University, USA; Clarkson University, USA; and Deakin University, Australia. Agreements were renewed with: Embry-Riddle Aeronautical University, USA; University of Copenhagen, Denmark; and Kumamoto University, Japan.

In addition during 2007, Massey hosted several international conferences that brought to the University researchers and scholars from across the globe, including:

- 49th International Association for Vegetation Science Conference (February)
- Evolution 2007 (June)
- Chief of Army Seminar *Warfighting in a Contemporary Environment* (August)
- Symposium on Insulin Resistance, Diabetes and Vulnerable Populations (October)
- 2nd International Conference on Sensing Technology (ICST'07) (November)
- 4th International Conference on Computational Intelligence (CIRAS'07) (November).

I wish to acknowledge all Massey staff, both the academics who deliver our teaching and research training mission and the range of general staff who provide essential administrative, technical and other support, for their efforts, dedication and contribution. Achievement of our mission also depends on our students and our alumni, our research partners, communities, stakeholders and supporters. Together we have continued to develop and enhance Massey University, both as a strong national university meeting the needs of New Zealand and New Zealanders and as part of an international community of scholars. Over the past five years it has been my privilege to lead Massey University and I wish every success to Massey in the future.

Professor Judith Kinnear
Vice-Chancellor
Massey University

“state-of-the-art Frasca Truflite light aircraft simulator, acquired by School of Aviation sets new standards in realism”



Year in Review

JANUARY

- Seventeen Massey staff and alumni receive New Year honours, including Professor Robert Anderson, Distinguished Professor David Parry and Dr Farah Palmer.
- The New Zealand School of Music forms an exchange partnership with leading British arts college Dartington College of Arts in Devon, England.
- Education researcher Dr Madhumita Bhattacharya becomes the inaugural New Zealand recipient of a Researcher Exchange Programme award from the British Council.

FEBRUARY

- Prime Minister Helen Clark officially opens the new Student Centre at the Palmerston North campus.
- A two-year research project that will see the University collaborate with manufacturers Navman, Macpac, Gallagher Group and Tait Electronics is awarded \$1 million.
- Bachelor of Technology graduate Tim Renton becomes the inaugural winner of a design award for three-dimensional modelling, run by Spatial, of Colorado – a world leader in the creation of computer-aided design packages.
- The University receives \$9.7 million Innovation and Development Funding to lead three tertiary education projects: an inter-university Māori academic network, a synchrotron support programme, and co-ordination and implementation of e-learning guidelines.
- A state-of-the-art Frasca Truflite light aircraft simulator, acquired by the School of Aviation, sets new standards in realism.
- Electronic media artist Rachael Rakena is selected to exhibit a collaborative installation in the world's oldest, most prestigious art exposition – the Venice Art Biennale.

MARCH

- Palmerston North MP Steve Maharey opens the \$17 million state-of-the-art Hopkirk Research Institute, housing the largest concentration of animal health researchers in the Southern Hemisphere.



- Three teams of Massey vulcanologists and students are dispatched to Mt Ruapehu within minutes of an alarm triggered by an oncoming lahar.
- An Internet search engine designed by Wellington campus digital media specialist Mark Zeman is voted one of the world's top 100 alternative search engines – the only one from New Zealand.
- For more than 300 university staff, a journey of a million steps starts with the launch of the 10,000 Steps@Massey: Hikoi-a-Hauora programme. Teams competed over 12 weeks to make the equivalent of a walk around New Zealand.
- Six Māori PhD graduates receive recognition at the National Māori Academic Excellence awards: Dr Amohia Boulton, Dr Huia Jahnke, Dr Tanira Kingi, Dr Nicole Coupe, Dr Colin Knox and Dr Lynne Pere.
- The veterinary science programme's international accreditation, which enables Massey-trained vets to practice in New Zealand, Australia, Britain and North America, is renewed for a further seven years.

APRIL

- Vice-Chancellor's Teaching Excellence Awards are awarded to Dr Tracy Riley, School of Curriculum and Pedagogy, Dr Bryan Walpert, School of English and Media Studies (pictured), and Dr Andy Martin, Department of Management.



- A record 1181 students graduate in ceremonies in Auckland, an increase of nearly 200 on 2006, including the first graduates from the Bachelor of Speech and Language Therapy programme.
- Two social research projects focusing on improving living standards and work opportunities for New Zealanders receive more than \$6.9 million in funding from the Foundation for Research, Science and Technology.

“Olympic legend Peter Snell is awarded an honorary doctorate”



- More than 10 years of research funded by the Foundation for Research, Science and Technology results in a breakthrough in solar cell technology by the Nanomaterials Research Centre. The development of synthetic dyes for use in dye-sensitised solar cells will enable New Zealanders to generate electricity from sunlight at a 10th of the cost of current photoelectric solar cells.
- A survey by the Department of Marketing rates the Government’s performance, finding public satisfaction with protecting the environment, fighting unemployment and dealing with security threats, and dissatisfaction with controlling crime.
- Nick Albert and Rachael Bell receive Government Top Achiever Scholarships worth more than \$152,000.

MAY

- New Zealand Olympic legend Peter Snell is awarded an honorary doctorate at the Palmerston North graduation ceremonies, along with sculptor and former lecturer in the College of Education Paul Dibble.
- The University’s share of the PBRF funding pool is increased by \$2 million as a result of the 2006 evaluation, from \$32.7 million to \$34.7 million.
- An international study led by the Centre of Public Health Research is awarded \$140,000 by the United States National Institutes of Health to investigate risk factors of non-Hodgkin’s lymphoma.
- College of Education Associate Professor Mark Brown is seconded to the position of Director of Distance Education to lead development in the delivery of extramural programmes.

- The development of portable nuclear magnetic resonance machines by Dr Robin Dykstra enables scientists to assess the properties of Antarctic sea ice – and attracts international interest, from the construction sector to the oil industry.



- College of Education Pro Vice-Chancellor Professor James Chapman calls for research into why men are not entering the teaching profession and why the gap between male and female educational achievement in New Zealand is among the world’s largest.

- A study of the cells of 50 nuclear test veterans by Dr Al Rowland, Institute of Molecular Biosciences, confirms the veterans suffered genetic damage as a result of radiation.
- The first graduates of the New Zealand School of Music were among the 600 capped at Wellington graduation ceremonies.

JUNE

- The functional foods-focused research group, the Riddet Centre, becomes the latest government-funded Centre of Research Excellence.

- The Government pledges to contribute \$11.15 million to the New Zealand School of Music for a purpose-built home in Wellington's Civic Square.

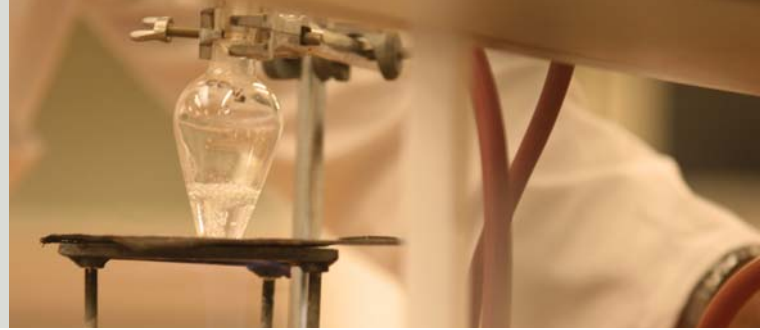


- Auckland sports science researchers break new ground with the development of a tiny ingestible capsule capable of measuring core body temperature.
- A multi-disciplinary research team discover a weak link in human digestion by analysing the work of a section of living intestine. In a world first, a section of possum intestine is kept alive in a tank.
- The Health Research Council awards the University \$5.6 million for research into Māori and children's health, spinal cord injury, sleep and the mental health of pregnant and new mothers, and eukaryotic signature proteins.
- Professor of Animal Welfare Science and Applied Physiology and Bioethics David Mellor and Emeritus Professor John Codd are honoured in the Queen's Birthday honours.
- Dr Peter Coolbear is appointed Director of Ako Aotearoa, the National Centre for Tertiary Teaching Excellence, a consortium of institutions headed by Massey.

- Dr Tracy Riley (pictured) and Dr Bryan Walpert, recipients of the Vice-Chancellor's Teaching Excellence awards, go on to win at the national Tertiary Teaching Excellence awards – the second year running that Massey has had two recipients.



“University receives \$13.6 million in Foundation for Research, Science and Technology funding”



- Lung damage in smokers continues to progress after they have stopped smoking, according to a study by clinical pharmacology lecturer Dr Felix Ram.
- The University’s Animal Welfare Science and Bioethics Centre is named a collaborating centre of the World Organisation for Animal Health.
- The University joins forces with the Auckland District Health Board to encourage more Māori to enter the mental health workforce.

- A cooling vest for athletes designed by industrial design graduate Stephen Smith wins him the Dyson Product Design Award, beating three other Massey graduates for the \$3000 prize.



- A study by Professor Paul Spoonley finds Māori attitudes towards immigrants have hardened in recent years, while New Zealanders generally are ambivalent about the impact of immigration.

JULY

- The University leaps up in the prestigious annual Shanghai Jiao Tong University ranking of the world’s top 500 universities, sitting second equal with Otago behind Auckland University.
- Methamphetamine remains widely available but middle-class drug users may be eschewing P as its reputation worsens, according to research by the Centre for Social and Health Outcomes Research and Evaluation (SHORE).
- The University receives \$13.6 million in Foundation for Research, Science and Technology funding for five research projects: work on biodegradable nanoparticles made by genetically modified bacteria; economic integration of immigrants; research into the storage, generation and efficiency of solar cells; a longitudinal study of ageing; and investigation into the nanostructure of foods post-ingestion.

- A breakthrough by the Riddet Centre that enables omega-3 in fish oil to be incorporated in foods at high levels without the smell and taste of fish is one step closer to market with the opening of a factory by Speirs Nutritionals in Marton.



- Professor Ben Jacobsen, Department of Economics and Finance, makes the international top 10 list of the most downloaded papers from the Social Science Research Network.
- Professor Robert McLachlan is awarded the prestigious Dahlquist prize, the first time the award has gone to a mathematician from the Southern Hemisphere.

AUGUST

- Poor health during childhood is identified as the number one impediment to literacy by a three-year study of adult literacy and employment conducted by the Department of Communication and Journalism in partnership with Wanganui community groups.
- Having friends and doing lots of physical activity were highlighted by boys as enhancing academic success, according to a study by College of Education lecturer Dr Michael Irwin.

- Organic dairy cow number 26 attracts national attention when she gives birth to triplets – a one-in-500,000 occurrence.



- While demand for organic food in New Zealand has doubled in the past three years, a study by commerce lecturer Dr Andrew Murphy finds little consumer awareness about organics, and that price is still a barrier.

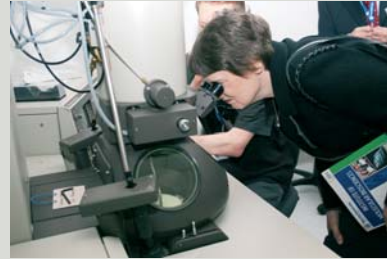
SEPTEMBER

- Doctorate student Annette Mortensen receives the Supreme Harmony award from the Federation of Islamic Associations of New Zealand for her interest in improving the lives of immigrants – including organising swimming sessions for Auckland's Muslim women.

“Māori Awards... Peti Kenrick... perceptions of teaching Māori students”



- Prime Minister Helen Clark opens the Manawatu Microscopy Imaging Centre at the Palmerston North campus, boosting the biological and physical research capability in the region.



- Three PhD students are awarded Top Achiever Doctoral Scholarships: Alistair Clement to study the geomorphical evolution of the Manawatu coastal plain; Margaret Hartnett for an investigation into integration of online learning environments, and Jessica Costall for impacts of fragmentation on the ecological integrity of native lowland forest.
- A text for students and practising psychologists edited by head of the School of Psychology, Professor Ian Evans, including papers authored by Massey staff, is published by the New Zealand Psychological Society.
- Professor Neil Pearce is awarded the Individual Research Medal; Professor Barry Scott receives the Medal for best Supervisor; Te Pūmanawa Hauora, the Research Centre for Māori Health and Development, wins best Team award; while Dr Ben Marshall, Dr Ajay Awati and Dr Glen Pettigrove receive Early Career Medals.
- Māori Awards are given to James Graham, for his research into the role of Te Aute College, Education lecturer Pani Kenrick for her examination of the provision of a total immersion Māori pre-service teaching programme, and doctoral student Peti Kenrick, to study beginning teachers' perceptions of preparing to teach Māori students.

OCTOBER

- The New Zealand Institute for Advanced Study is launched at the Auckland campus, allowing élite scientists to pursue fundamental scholarships aimed at fostering pure academic research to drive New Zealand forward.
- New Zealand's veterinary and animal science research capability is boosted by \$2 million from the Government's Building Research Capability in Strategically Relevant Areas fund.
- A new four-year primary teacher education programme, which aims to better equip teachers for modern classroom is approved by the Committee on University Academic Programmes and the Teachers' Council of New Zealand for launch in 2008.

- The eruption of Mt Ruapehu provides Dr Shane Cronin and his students the opportunity to gather data to enhance predictive models of eruptions being developed by the Volcanic Risk Solutions research group.



- Research into the commercial potential of taewa, Māori potatoes, led by Nick Roskruge, involves 35 schools in a bid to get young people interested in horticulture.
- A next-generation DNA sequencer launched at the Allan Wilson Centre for Molecular Ecology and Evolution on the Palmerston North campus enables scientists to analyse DNA 100 times faster than previously.
- Massey alumnus and former academic staff member the Hon Steve Maharey is appointed Vice-Chancellor designate. The Palmerston North Member of Parliament and Minister of Education, Broadcasting, Research, Science and Technology and Crown Research Institutes will take up the role next year.
- The first inductees of the new College of Creative Arts Hall of Fame are honoured in Wellington: Richard Taylor, director of Weta Workshop; New York-based fashion designer Rebecca Taylor; and (posthumously) sculptor and film maker Len Lye are all graduates of the college and its antecedents.
- A joint initiative between Te Mata o te Tau and the Centre of Disaster Research, the Māori Emergency Management Strategy, achieves acclaim and support from government departments and agencies involved in emergency management.

- An accelerated lambing programme shows year-round lambing can work – but falling lamb prices may mean farmers are in no hurry to implement the scheme.



- Research into dolphin watching suggests it could disturb the mammals to a point where their behaviour could be affected.
- Dr Claire Robinson from the Institute of Communication Design says the Rugby World Cup defeat will not have a long-term effect on the All Blacks' brand.

“Inaugural recipients of Peter Snell Doctoral Scholarships in Public Health and Exercise Sciences”



NOVEMBER

- The College of Creative Arts’ inaugural arts festival, Blow, is launched in Wellington, featuring exhibitions, screenings, fashion shows, lectures and symposia spanning the arts world.
- The University’s Pasfika@Massey strategy, the first explicit declaration by a New Zealand university of its commitment to promoting, cultivating and expanding academic achievement for Pacificans, is launched.
- Meihana Durie and Jackson Green become the inaugural recipients of Peter Snell Doctoral Scholarships in Public Health and Exercise Sciences.
- Whetu Simon and Margaret Foster receive Te Tipu Putaiao Fellowships worth up to \$107,500 each from the Foundation for Research, Science and Technology.
- The University Research Medals and Vice-Chancellor’s Teaching Excellence Awards are presented at a formal dinner at Parliament. Associate Professor Peter Snell is the guest speaker.

- An automated kiwifruit packing system developed by Dr Rory Flemmer of the School of Engineering and Technology for Zespri may solve the labour shortage problems faced by the industry and ensure consumers receive exactly the grade of fruit they require at the right state of ripeness.



- The near-human performance of a virtual teacher called Eve, created by Institute of Information and Mathematical Sciences staff led by Dr Hossein Sarrafzadeh, which can adapt its response to the emotional state and reactions of those it is “teaching”, attracts the attention of computer scientists across the world.
- Professor Peter Lockhart, Institute of Molecular Biosciences, and Professor Paul Rainey, Institute for Advanced Studies, are elected as fellows of the Academy of the Royal Society.
- The New Zealand Ergonomics Society honours Professor Tony Vitalis for his services to the advancement of ergonomics.

- A study into school lunches finds only one in 10 lunch boxes contains food that meets nutritional guidelines for children – and that 80 per cent of food thrown away is the healthy sandwiches, fruit and yoghurt they should be eating.
- A record number of doctorates are awarded among the 470 who graduated at ceremonies in Palmerston North on 30 November, including 23 PhDs, two DEds and one DBA.
- Professor Andrew Brodie and Associate Professor Eric Ainscough, Institute of Fundamental Sciences, are jointly awarded the New Zealand Institute of Chemistry Prize for Excellence in the Chemical Sciences for their work on transition metal chemistry. Professor Brodie is also awarded the New Zealand Science and Technology Medal.

- Ngāti Tūwharetoa paramount chief Tumu te Heuheu is awarded an honorary doctorate recognising his contribution to Māori education, conservation and preservation of worldwide heritage at a special ceremony at the Waihi Marae at Turangi.



2007

The Council



Chancellor

Mr Nigel J Gould JP, BCA *Vict.*, FCA
(Appointed by the Massey
University Council on the
nomination of the Vice-Chancellor)



Mrs Elizabeth Hawes, BA,
PGDipBusAdmin, PGDip Arts
(Extramural Students' Society
President)



Pro-Chancellor

Mr Stephen Kós QC, LLB (Hons)
Well., LLM *Cantab.*
(Appointed by the Minister of
Education)



Professor Ray J Winger, MS,
PhD *Wisc.*, FNZIFST, FIFST *UK*,
MAIFST
(Elected by the Academic Board)



Vice-Chancellor

Professor J F Kinnear, MSc,
PhD *Melb.*, BEd *LaTrobe*,
GradDipComputerSim. *Swinburne*
UT., FLS



Mrs Andrea L Davies, BBS, MBA
(Elected by permanent members
of the general staff)



Dr Susan Baragwanath, BA *Otago*,
MA *London*, Dip Ed, DLitt (Honoris
causa), FRGS
(Elected by the Court of
Convocation)



Mr Paul Falloon, BSc
(Massey University Students'
Association President)



Dr Russell Ballard, CNZM, MAgSc,
PhD *Flor.*, FNZIM
(Appointed by the Minister of
Education)



Mr Bruce Ullrich OBE, MBA,
BComm *Cant.*, ACA, FInstD
(Elected by the Court of
Convocation)



Mr Chris Kelly, MVSc, MACVSc
(Appointed by the Massey
University Council on the
nomination of the Vice-Chancellor)



Professor Sylvia Rumball, CNZM,
MSc NZ, PhD *Auck.*, FNZIC
(Elected by the Academic Board)



Professor Ngatata Love JP, BCom,
BCA (Hons), PhD *Well.*,
ACIS, ANZIM
(Appointed by the Minister of
Education)



Dr Colin Anderson, MA *Auck.*,
PhD *Auck.*
(Elected by the permanent
members of academic staff)



Mrs Mavis Mullins, MBA
(Appointed by the Massey
University Council on the
nomination of the Vice-Chancellor)



Mrs Alison Paterson, FCA FInstD
(Appointed by the Minister of
Education)



Ms Veronica Tawhai, BA, MEd (Hons)
(Appointed by the Massey University
Students' Association and the
Extramural Students' Society)

2007

Officers of the University

Chancellor

Mr Nigel J Gould JP, BCA Vict., FCA

Pro Vice-Chancellor

Mr Stephen Kós QC, LLB (Hons) Well., LLM Cantab.

Vice-Chancellor

Professor Judith Kinnear, MSc, PhD Melb., BEd LaTrobe, GradDipComputerSim. Swinburne UT., FLS

Deputy Vice-Chancellor (Academic and Research)

Professor Nigel Long, MSc Auck., PhD Q'ld, FNZPsS

Deputy Vice-Chancellor (Māori)

Professor Mason H Durie, CNZM, MBChB Otago, DPsych McGill, D.Litt, FRANZCP, FRSNZ

University Registrar

Mr Stuart Morriss, MPP Well., BAgSc, DipBusStud.

General Manager Strategy and Finance

Mr John Griffiths, BBS (Hons), MCom (Hons) C.Sturt., CA., AFNZIM

Director – Human Resources

Mrs June Dallinger, BA LaTrobe

Deputy Vice-Chancellor (Auckland and International)

Professor John Raine, BE (Hons) Cant., PhD Cant., CEng, FIMechE., FIPENZ, MSAE

Deputy Vice-Chancellor (Palmerston North)

Professor I J Warrington, MHortSc (Hons), DSc, DLitt (Honoris causa), FRSNZ, FNZSHS

Deputy Vice-Chancellor (Wellington)

Professor Andrea McIlroy, BA Well., MBA, PhD, DipTchg

Pro Vice-Chancellors

College of Business: Professor Lawrence C Rose, PhD Texas A & M, FFin

College of Creative Arts: Professor Sally J Morgan, BA (Hons), Sheff Hallam, MA Warw, KASKA
Royal Academy of Fine Arts Antwerp

College of Education: Professor James Chapman, MA Well., PhD Alta., DipTchg, FIARLD

College of Humanities and Social Sciences: Professor Barrie Macdonald, BA (Hons) Well., PhD ANU

College of Sciences: Professor Robert Anderson, ONZM, MAgrSc, PhD C'neil, DDA, FNZIAS



Directory

Bankers

Bank of New Zealand

Auditor

Audit New Zealand on behalf of the Auditor-General

Valuer

Quotable Value New Zealand

Legal Advisors

Buddle Findlay, Wellington

Cooper Rapley, Palmerston North

Russell McVeagh, Wellington

Andrea Craven, Palmerston North

Kensington Swan, Wellington

Davenport Harbour Lawyers, Auckland

AJ Park, Wellington

Insurers

Vero Insurance New Zealand Limited

Axiom Risk Insurance Management Limited

QBE Insurance (International) Ltd

Internal Auditor

PricewaterhouseCoopers

FINANCIAL REVIEW 2007

Introduction

The 2007 fiscal year has been characterised by the implementation of the University's Financial Recovery Plan. This saw the first steps taken in a move towards financial sustainability by the end of 2009, when it is expected that a 3% return on revenue will be reached. The net operating surplus for the University for the 2007 year, before one-off items, was \$4.1 million, which compares to the budgeted loss of \$1.3 million and the 2006 (IFRS adjusted) loss of \$1.6 million. This is a significant turnaround, which required whole-hearted commitment from senior management and a very significant effort by the entire University. The consolidated result for the year inclusive of IFRS adjustments was \$9.1 million, but as noted above, this does not reflect the ongoing operating surplus of \$4.1 million. There is still a considerable gap of \$7.3 million between the \$4.1 million operating surplus and the 3% target of around \$11.4 million (based on 2007 revenue).

Student numbers at 19,432 fell short of the target of 19,883 equivalent full time students (EFTS) by 451 EFTS. The downturn in international enrolments continued unabated, with the pipeline effect of graduating students also affecting numbers. Domestic student numbers were on forecast, although lower than in 2006. Trends commented on in the 2006 Financial Review were also seen to be applicable to 2007; high employment affecting enrolments of extramural students and adverse demographics in the University's traditional catchment areas for school leavers.

Income Statement

The University's consolidated surplus for 2007 (\$9.1 million, 2.4% of revenue) compares favourably with last year's IFRS-adjusted loss (\$1.3 million, -0.4% of revenue). This was \$10.4 million better than the budgeted loss of \$1.3 million, while noting the effect of one-off adjustments to the operating surplus. The loss of 451 EFTS as compared to target affected the final result, but this was alleviated by the impact of the Financial Recovery Plan. The fall in international students could have adversely affected the final result by as much as \$5.5 million if swift action had not been taken.

While the result, even including IFRS changes, is short of the 3% of Revenue that the Tertiary Advisory Monitoring Unit (TAMU) of the Tertiary Education Commission recommends, it is a positive step along the way to a satisfactory surplus for the 2009 year.

The table below sets out several financial measures that TAMU uses to monitor the financial health of tertiary education organisations.

Measure	TAMU Targets	2007	
		University	Group
	%	%	%
Surplus ¹	3.0	2.5	2.4
Operating Surplus ²		1.1	1.1
Cash Cover ³	8.0	15.1	15.2
Return on Assets ⁴	1.0	0.9	0.9

¹ Surplus as a percentage of total revenue.

² Surplus excluding unusual items as a percentage of total revenue.

³ Liquid funds as a percentage of annual cash outgoings.

⁴ Surplus as a percentage of assets.

Major variances against the budget and last year's performance are discussed below:

1. Total Operating Revenue

Revenue increased 5.4% over 2006 and was up on budget by 3.9%. Revenue from government grants was up on budget and last year due mainly to increases in the PBRF component. This resulted from the first reassessment of research performance of all tertiary educational institutions, which showed significant improvement for Massey University. This revenue was also affected by positive performances from the other two factors of the PBRF, namely external research income and research degree completions. Inclusion of the unbudgeted Tripartite settlement also contributed to the favourable variance. Other factors affecting revenue included a lower student fee income (mainly international students), significantly higher interest income, and better contract and trading sales. The latter represents a continuation of growth in this area of the University's activities and includes higher returns from dairying.

2. Total Cost of Operations

The University budgeted for a small increase in costs for 2007 over 2006 of 1.3%. In the event, costs were reasonably well contained and the increase was 2.4%, which included the unbudgeted Tripartite settlement pay increase. This was due in large part to the efforts of all staff, led by the management team. Total staff costs were over budget by 2.7%, and above 2006 by 2.9%, partly caused by the unbudgeted Tripartite agreement. EFTS-related staff costs were over budget by 1.8% and last year by 3.7%. Contract and trading staff-related costs were over budget by 2.0% and up on 2006 by 6.6%, mainly reflecting increased volumes of research activity.

3. Employee Entitlements

The additional amount to be provided for 2007 in respect of long service leave and gratuities is much smaller than prior years. This reflects the ever present factor of interest rates which have risen as compared to this time last year and a number of retirements and other resignations which has reduced the remaining commitment.

4. Income in Advance

A review of research and associated projects has been undertaken and a one-off gain has been booked on the University's accounts this year. This arises from the decision to ensure that all such projects are valued on a percentage completion approach rather than the previous more conservative approach. It has been determined that this is an adjustment under the new IFRS rules, which requires restatement of prior periods, and the 2006 year has been adjusted accordingly for comparative purposes. The effect on the 2007 year is an increase in surplus of approximately \$4.2 million.

Balance Sheet

The University continues to have a strong balance sheet, with assets of nearly \$1 billion and interest-bearing liabilities of only \$25.4 million. Note that the two suspensory loans received in late 2006 have now been included in equity as a result of changes to reporting standards and on receipt of advice from the University's advisors and auditors.

1. Working Capital

As expected, this has deteriorated slightly over the year although not to the extent that was budgeted for. The budget was 0.65:1 with the actual being 1.1:1 and compared to last year of 1.1:1 (adjusted). Capital

expenditure was considerably lower than budget, which led to higher cash reserves being held, thereby increasing current assets.

2. Non-current Assets

There have been no significant changes to non-current assets in 2007 apart from an increase in term investments, which reflects the timing of deposits moving between short-term and long-term maturities.

3. Non-current Liabilities

The changes here have been in the reclassification of Suspensory Loans received from the Government in late 2006.

Statement of Cashflows

Cashflows have been better than expected. This has been due mainly to lower capital spending. Cash carried forward at the end of 2007 is \$15.8 million higher than at the start of the year and \$23.0 million better than budget.

1. Operating Cashflows

Net operating cashflows were better than budget and 2006. This was due to a combination of additional revenue from PBRF, and interest received, partly off-set by higher payments to staff and suppliers.

2. Investing Cashflows

These were significantly lower than budgeted and last year. The timing of withdrawals or deposits of longer-term investments does have an effect on this area but overall has no net effect on the University's total cash position and is solely a timing issue. The main area for lower out-flows was the much smaller capital expenditure for the year. There were some moves made to reduce or delay capital expenditure, but the lack of large projects being initiated was the main driver.

International Financial Reporting Standards (IFRS)

This financial year is the first that is wholly under the new set of standards. 2006 was a transitional year, which was primarily reported on under NZ GAAP and then translated to NZ IFRS. The process has been a costly exercise which has not added any value for readers of the University's financial statements. Indeed, it may actually impede the easy understanding of the results by adding additional notes and commentary that appear to serve very little purpose.

An article by the Auditor-General, Mr Kevin Brady, in the November 2007 issue of the New Zealand Chartered Accountants Journal concluded: "If real changes are not made to the current process, soon, in my view, there will be increasing calls for separate financial reporting standards for public benefit entities that better meet the needs of these entities and their users" (Reproduced by permission). This is an area that needs more debate and discussion and will be of interest to the University, as a public benefit entity, in the years ahead.

Conclusion

Massey University has had a satisfactory financial recovery year in 2007. The small operating surplus was a good turnaround from the loss in 2006, an improvement on the original budget, and marks the first steps on the way back to an appropriate return on revenue. Further aspects of the Financial Recovery Plan will be implemented in 2008 and 2009 to ensure that the University continues to be able to reinvest in students, staff and facilities.

A handwritten signature in cursive script, appearing to read 'T. Sew Hoy'.

T. Sew Hoy
Director – Finance Operations

SUMMARY FACTS AND FIGURES

		2007	2006	2005	2004	2003
Students						
	Note					
Equivalent full-time students (EFTS)	1	19,432	20,475	21,850	23,326	23,342
Change over previous year (%)		(5.09%)	(6.29%)	(6.33%)	(0.07%)	(8.43)%
Total student enrolments		35,491	37,022	39,657	41,436	41,662
Change over previous year (%)		(10.51%)	(6.64%)	(4.49%)	(0.54%)	4.82%
Examination pass rate - internal student (passed/sat)		89.0%	89.4	90.0%	89.1%	87.1%
- Extramural study (passed/sat)		91.0%	90.1	90.1%	90.1%	89.8%
Staff						
College academic staff (full-time equivalent)		1,188	1,214	1,255	1,307	1,283
Student: staff ratio		15.8:1	16.3:1	16.8:1	17.3:1	17.5:1
Total general staff (full-time equivalent)	2	1,522	1,490	1,574	1,583	1,601
Total general: college academic staff		1.28	1.23	1.25	1.21	1.25
Financial Performance						
Net cost of services per EFTS		\$13,356	\$12,991	\$12,231	\$11,827	\$10,431
Net operating surplus/(deficit) (\$000)		9,053	(1,322)	3,694	14,762	14,282
Return on total assets		0.92%	(0.15%)	0.53%	2.48%	2.44%
Return on total income		2.39%	(0.37%)	1.05%	4.20%	4.40%
Financial Position						
Capital expenditure per EFTS		\$1,475	\$2,165	\$2,652	\$1,605	\$1,846
Short-term liquidity		1.12:1	0.96:1	0.85:1	1.13:1	0.99:1
Working capital ratio		1.13:1	1.02:1	0.91:1	1.19:1	1.05:1
Debt to equity		2.76%	3.15%	1.31%	1.37%	0.37%
Change in equity		0.77%	0.96%	0.57%	2.61%	8.22%

Notes

- ¹ EFTS funded includes Ministry of Education funded plus full-fee/international, but excludes NZ School of Music.
- ² General staff includes technical and casual and excludes contract and trading. 2006 and 2007 are reported under IFRS; prior years have not been amended.

STATEMENT OF RESPONSIBILITY

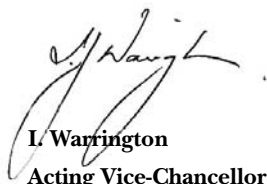
In the financial year ended 31 December 2007, the Council and management of Massey University were responsible for:

- the preparation of the financial statement and the judgements used therein
- establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

In the opinion of the Council and management of Massey University the financial statements for the financial year fairly reflect the financial position and operations of Massey University.



N. Gould
Chancellor



I. Warrington
Acting Vice-Chancellor



J. Griffiths
General Manager, Strategy and Finance

AUDIT NEW ZEALAND

Mana Arotake Aotearoa

AUDIT REPORT

TO THE READERS OF MASSEY UNIVERSITY AND GROUP'S FINANCIAL STATEMENTS AND PERFORMANCE INFORMATION FOR THE YEAR ENDED 31 DECEMBER 2007

The Auditor-General is the auditor of Massey University (the University) and group. The Auditor-General has appointed me, David Walker, using the staff and resources of Audit New Zealand to carry out the audit of the financial statements and statement of service performance of the University and group, on his behalf, for the year ended 31 December 2007.

Qualified Opinion – Our work was limited because land and buildings were not revalued to fair value at 31 December 2007

As stated in the accounting policies, the University recognises its land and buildings at fair value. The New Zealand Equivalent to International Accounting Standard No.16 Property, Plant and Equipment (NZ IAS 16) requires entities that recognise land and buildings at fair value to carry out revaluations with sufficient regularity to ensure that revalued land and buildings are not included at a value that is materially different to fair value. The University engaged an independent valuer to consider and analyse the indicative movement in the fair value of the University's land and buildings over the period since they were last revalued. The valuer's report provides indicated percentage ranges in valuation movement based on published indices and market land inflation information. These percentages indicate that there is likely to have been a material increase in the value of land and buildings. However, the University has not carried out a revaluation and we are unable to determine the amount of the required adjustment.

In our opinion:

- Except for the effect of the departure from NZ IAS 16 as outlined above, the financial statements of the University and group on pages 37 to 71:
 - comply with generally accepted accounting practice in New Zealand; and
 - fairly reflect the University and group's financial position as at 31 December 2007.

In our opinion:

- The financial statements of the University and group on pages 37 to 71 fairly reflect the results of operations and cash flows for the year ended 31 December 2007; and
- The performance information of the University and group on pages 72 to 150 fairly reflects its service performance achievements measured against the performance targets adopted for the year ended on that date.

The audit was completed on 30 April 2008, and is the date at which our opinion is expressed.

The basis of our opinion is explained below. In addition, we outline the responsibilities of the Council and the Auditor, and explain our independence.

Basis of Opinion

We carried out the audit in accordance with the Auditor-General's Auditing Standards, which incorporate the New Zealand Auditing Standards. However, the scope of our work was limited because land and buildings were not revalued.

We planned and performed the audit to obtain all the information and explanations we considered necessary in order to obtain reasonable assurance that the financial statements and statement of service performance did not have material misstatements whether caused by fraud or error.

Material misstatements are differences or omissions of amounts and disclosures that would affect a reader's overall understanding of the financial statements and statement of service performance. We are unable to determine whether there are material misstatements in relation to land and buildings that were not revalued because the scope of our work was limited, as we referred to in our opinion.

The audit involved performing procedures to test the information presented in the financial statements and statement of service performance. We assessed the results of those procedures in forming our opinion.

Audit procedures generally include:

- determining whether significant financial and management controls are working and can be relied on to produce complete and accurate data;
- verifying samples of transactions and account balances;
- performing analyses to identify anomalies in the reported data;
- reviewing significant estimates and judgements made by the Council;
- confirming year-end balances;
- determining whether accounting policies are appropriate and consistently applied; and
- determining whether all financial statement disclosures are adequate.

We did not examine every transaction, nor do we guarantee complete accuracy of the financial statements and statement of service performance.

We evaluated the overall adequacy of the presentation of information in the financial statements and statement of service performance. We did not obtain all the information and explanations we required because land and buildings were not revalued, as explained above.

Responsibilities of the Council and the Auditor

The Council is responsible for preparing financial statements in accordance with generally accepted accounting practice in New Zealand. Those financial statements must fairly reflect the financial position of the University and group as at 31 December 2007. They must also fairly reflect the results of operations and cash flows for the year ended on that date. The Council is also responsible for preparing performance information that fairly reflects the service performance achievements for the year ended 31 December 2007. The Council's responsibilities arise from the Education Act 1989 and the Crown Entities Act 2004.

We are responsible for expressing an independent opinion on the financial statements and statement of service performance and reporting that opinion to you. This responsibility arises from section 15 of the Public Audit Act 2001 and the Crown Entities Act 2004.

Independence

When carrying out the audit we followed the independence requirements of the Auditor General, which incorporate the independence requirements of the Institute of Chartered Accountants of New Zealand.

In addition to the audit we have carried out an assignment in the following area:

- auditing the Chief Executive Officer's declaration on the Performance Based Research Fund external research income.

This is compatible with those independence requirements. Other than the audit and this assignment, we have no relationship with or interests in the University or any of its subsidiaries.



David Walker
Audit New Zealand
On behalf of the Auditor-General
Auckland, New Zealand

Matters relating to the electronic presentation of the audited financial statements

This audit report relates to the financial statements of Massey University and Group for the year ended 30 June 2007 included on Massey's web site. The University's Council is responsible for the maintenance and integrity of the University's web site. We have not been engaged to report on the integrity of the University's web site. We accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the web site.

The audit report refers only to the financial statements named above. It does not provide an opinion on any other information which may have been hyperlinked to/from these financial statements. If readers of this report are concerned with the inherent risks arising from electronic data communication they should refer to the published hard copy of the audited financial statements and related audit report dated 30 April 2008 to confirm the information included in the audited financial statements presented on this web site.

Legislation in New Zealand governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

STATEMENT OF ACCOUNTING POLICIES

for the year ended 31 December 2007

The Reporting Entity

Massey University was established as a university under the Massey University Act 1963 (founding legislation).

These financial statements have been prepared in accordance with the Crown Entity Act 2004 and Section 220 of the Education Act 1989. The financial statements have been prepared in accordance with NZ GAAP. They comply with New Zealand equivalents to IFRS, and other applicable financial reporting standards, as appropriate for public benefit entities.

This is the first set of financial statements prepared using NZ IFRS, and comparatives for the year ended 31 December 2006 have been restated to NZ IFRS accordingly. Reconciliations of equity and net surplus/(deficit) for the year ended 31 December 2006 under NZ IFRS to balances reported in 31 December 2006 financial statements are detailed in note 34.

The accounting policies set out below have been applied consistently to all periods presented in these financial statements and in preparing an opening NZ IFRS balance sheet as at 1 January 2006 for the purposes of the transition to NZ IFRS.

Massey University is not aware of any material adjustment as a result of new standards coming into effect in 2007.

Massey University has not adopted any standards that have been issued but are not yet effective.

Massey University comprises the following areas of significant activity for teaching, research and community service:

Colleges of

- Business
- Creative Arts
- Education
- Humanities and Social Sciences
- Sciences.

The group consists of Massey University and its subsidiaries, Creative Campus Enterprises Limited (100% owned), Massey University Foundation (100% owned), Massey Ventures Limited (100% owned), and Estendart Limited and E Centre Limited (both 100% owned by Massey Ventures Limited). New Zealand School of Music Limited is 50% owned.

Massey University (and its subsidiaries) was established as a tertiary education provider and researcher. Accordingly, Massey University (and its subsidiaries) have designated themselves as public benefit entities. All applicable public benefit entity exemptions have been adopted.

All the above-mentioned companies have a balance date of 31 December.

Measurement Base

The financial statements have been prepared on a historical cost basis, modified by the revaluation of certain property, plant and equipment.

Accounting Policies

The following accounting policies which materially affect the measurement of financial performance and financial position have been applied.

1. Basis of Consolidation

The Consolidated Financial Statements are prepared from the financial statements of the University and all subsidiaries as at 31 December 2007 using the purchase method. Corresponding assets, liabilities, revenues, expenses and cashflows are added together on a line-by-line basis.

Any joint venture the University has an interest in is accounted for using the proportionate method of consolidation.

Massey University accounts for an investment in an associate in the group financial statement using the equity method.

2. Budget Figures

The budget figures are those approved by the Council at the beginning of the financial year.

The budget figures have been prepared in accordance with NZIFRS and are consistent with the accounting policies adopted by the Council for the preparation of the financial statements.

3. Allocation of Overheads

Administrative and indirect teaching and research costs are allocated to significant activities on the basis of total equivalent full-time students (EFTS) in each college. Exceptions to this rule are allocated on the following basis:

- (i) regional facilities management – by floor space
- (ii) Recreation Centre – by internal full-time students
- (iii) student services – by internal equivalent full-time students
- (iv) annual leave – by general staff numbers for general staff and from academic department leave records for academic staff.

4. Revenues

Government grants are recognised as income on entitlement.

Student fees are recognised as income on entitlement.

Trust funds, including donations of a capital nature, are recognised as income when money is received, or entitlement to receive money is established.

Income for research that is externally funded is recognised in the Cost of Services Summary (see note 3) as “Charges for services” on a percentage of completion basis. Research funds relating to incomplete portions of externally funded research activities at year end are included in the balance sheet as “Receipts in advance”.

5. Foreign Currencies

Both the functional and presentation currency of Massey University and its subsidiaries is New Zealand dollars, rounded to the nearest thousand dollars. Translations in foreign currencies are initially recorded in the functional currency at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated at the rate of exchange ruling at the balance sheet date.

6. Cash and Cash Equivalents

Cash and cash equivalents represent funds held to meet short-term commitments and include cash in hand, deposits held at call with the bank, other short-term highly liquid investments and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities in the balance sheet.

7. Trade and Other Receivables

Trade and other receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

8. Inventories

Inventories are valued at the lower of cost (using the first-in first-out basis) or net realisable value. All consumables are charged direct to expenditure.

9. Biological Assets

Biological assets are valued at fair value less estimated point of sale costs, and agricultural produce is valued at fair value less estimated point-of-sale costs at point of harvest. All consumables are charged direct to expenditure.

10. Property Plant and Equipment

(i) Valuation

Asset Category	Valuation By	Frequency	Last Valuation
Land and buildings	Quotable Value New Zealand	Triennially	1 January 2006
Leasehold improvements	Valued at historical cost		
Equipment and furniture	Valued at historical cost		
Computers and research equipment	Valued at historical cost		
Motor vehicles	Valued at historical cost		
Aircraft	Valued at historical cost		
Library collection	Valued at historical cost		

Land is valued at fair value on the basis of highest and best use.

Buildings (which include land improvements and reticulated services) are valued at depreciated replacement cost on the basis of highest and best use.

Land and buildings were valued by Kerry Stewart FNZIV, FPINZ of Quotable Value New Zealand Limited.

Additions between valuations are recorded at cost.

Capital work in progress is valued on the basis of expenditure incurred and certified gross progress claim certificates up to balance date.

The level at which individual assets are capitalised as property plant and equipment is \$2,000.

(ii) Depreciation

The depreciation rates used in the preparation of these statements are as follows:

Asset Class	Depreciation Rate	Method
Buildings	15 to 100 years	Straight line
Leasehold improvements	10%	Straight line
Equipment and furniture	5%–33%	Straight line
Computers and research equipment	25%	Straight line
Motor vehicles	20%–25%	Straight line
Aircraft	6%	Straight line
Library collection (current use)	10%	Straight line

Land, permanently retained library collections, art collections and archives are not depreciated.

Leasehold improvements are depreciated based upon their estimated useful life and the term of lease.

Work in progress is not depreciated. The total cost of a project is transferred to the relevant asset class upon completion and then depreciated.

(iii) Crown-owned Assets

Crown owned land and buildings used by Massey University are included as part of Massey University's fixed assets. These were first recognised on 31 December 1989. Although legal title has not been transferred, Massey University has assumed all the normal risks and rewards of ownership.

(iv) Impairment

The carrying values of property plant and equipment are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable. Massey University has three cash-generating units, being the three main campuses. Impairment of property plant and equipment is recognised when:

- replacement cost is identified as less than net book value
- the carrying amount exceeds its recoverable amount
- items of property plant and equipment become obsolete
- damage occurs to property plant and equipment.

11. Employee Entitlements

Annual leave for academic and general staff has been accrued. In addition, an accrual has been made for retirement gratuities for both academic and general staff and long-service leave for general staff. Both retirement gratuities and long-service leave have been accrued on the following basis.

- Leave and gratuities that have vested in the employee (an entitlement has been established) have been measured at nominal value using remuneration rates current at reporting date. This is included as a current liability.
- Leave and gratuities that have not yet vested in the employee (no entitlement has been established) have been measured using the present value measurement basis, which discounts expected future cash outflows. This is treated as a non-current liability.

Duty leave overseas for academic staff has not been accrued as this leave is a commitment subject to eligibility and is not an entitlement.

Sick leave has not been accrued as the University has a “Wellness Policy”, hence no sick leave is available to carry forward.

Obligations for contributions to superannuation schemes are accounted for as defined contribution schemes and are recognised as an expense in the statement of financial performance.

12. Goods and Services Tax (GST)

The financial statements are prepared on a GST exclusive basis, with the exception of accounts receivable and accounts payable.

13. Taxation

Tertiary education institutions are exempt from the payment of income tax as they are treated by the Inland Revenue Department as charitable organisations. Accordingly, no charge for income tax has been provided for. Massey University’s subsidiaries are also exempt from paying income tax.

14. Leases

Finance leases effectively transfer to Massey University substantially all the risks and benefits incidental to ownership of the leased item. These are capitalised at the lower of fair value of the asset or the present value of the minimum lease payments. The leased assets and corresponding lease liabilities are disclosed and the leased assets are depreciated over the period Massey University is expected to benefit from their use.

Operating lease payments, where the lessor effectively retains substantially all the risks and benefits of ownership of the leased items, are included in the determination of the operating profit in equal instalments over the lease term.

15. Financial Instruments

Massey University classifies its financial assets into the following categories: financial assets at fair value through profit or loss, loans and receivables, and financial assets at fair value through equity. Management determines the classification of its investments at initial recognition and re-evaluates this designation every reporting date. Financial assets are initially measured at fair value, with any transaction costs being expensed immediately.

The fair value of financial instruments traded in an active market is based on quoted market prices as at balance date. The quoted market price used is the current mid price.

The category of financial assets is: financial assets at fair value through profit and loss. A financial asset is classified in this category if acquired principally for the purpose of selling in the short term. Assets in this

category are classified as current assets if they are expected to be realised within 12 months of balance date.

Financial assets in this category include Massey University Foundation's managed fund .

Loan and receivables.

These are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. After initial recognition they are measured at amortised cost using the effective interest method. Loans to third parties and receivables are classified as trade and other receivables in the balance sheet. Bank deposits with a maturity of more than 3 months are classified as other financial assets.

Financial assets at fair value through equity.

Financial assets at fair value through equity are those financial assets that are not classified in either of the above categories. This category encompasses shares held for strategic purposes. After initial recognition these investments are measured at their fair value.

Massey University's investment in its subsidiary and associate companies is held at cost.

At the end of each financial year Massey University assesses whether there is any impairment of its financial assets; any impairment is written off to expenses in the Income Statement.

Borrowings

Borrowings are initially recognised at their fair value. After initial recognition, all borrowings are measured at amortised cost using the effective interest method.

16. Trade and Other Payables

Trade and other payables are carried at amortised cost. Due to their short-term nature they are not discounted. They represent liabilities for goods and services provided to Massey University prior to the end of the financial year that are unpaid, and arise when Massey University becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured and usually paid within 30 days of recognition.

17. Borrowing Costs

Borrowing costs are recognised as an expense in the period in which they are incurred.

18. Investment Property

Any property held that is not held to meet service delivery objectives is classified as investment property. Investment property is measured initially at its cost, including transaction costs.

After recognition, Massey University measures all investment property at fair value as determined annually by Kerry Stewart of Quotable Value New Zealand Limited. Gains or losses arising from a change in fair value of an investment property are recognised in the Income Statement.

19. Joint Ventures

A joint venture is a contractual arrangement whereby two parties undertake an economic activity that is subject to joint control. For a jointly controlled entity Massey University recognises in its financial statements assets it controls, the liabilities and expenses it incurs, and the share of income that it earns from the joint venture.

INCOME STATEMENT

for the year ended 31 December 2007

	Notes	<i>University</i>			<i>Consolidated</i>	
		Budget 2007 (\$000)	Actual 2007 (\$000)	Actual 2006 (\$000)	Actual 2007 (\$000)	Actual 2006 (\$000)
Government grants	1, 3	149,069	160,548	149,791	162,999	151,802
Student fees	3	116,435	107,816	111,103	108,833	111,951
Interest	3	2,823	6,274	4,086	6,244	4,370
Charges for services	3	90,151	95,476	88,751	96,908	89,753
Trust funds	3, 24	1,655	2,972	1,773	2,972	1,775
Other gains/losses	3, 4	-	1,260	(462)	1,260	(462)
Total Operating Revenue		360,133	374,346	355,042	379,216	359,189
Staff-related costs	2, 5	212,329	217,976	211,758	221,710	215,281
Depreciation	2, 17	32,154	33,075	31,523	33,197	31,624
Other direct costs	2, 7	114,001	110,369	111,701	111,528	111,936
Finance costs	6	1,881	2,003	569	2,007	585
Trust funds	24	1,070	1,719	1,085	1,721	1,085
Total Cost of Operations		361,435	365,142	356,636	370,163	360,511
Net Surplus/(Deficit)	13	(1,302)	9,204	(1,594)	9,053	(1,322)

The Statement of Accounting Policies and Notes to the Financial Statements form part of and are to be read in conjunction with these statements.

STATEMENT OF CHANGES IN EQUITY

for the year ended 31 December 2007

	Notes	<i>University</i>			<i>Consolidated</i>	
		Budget 2007 (\$000)	Actual 2007 (\$000)	Actual 2006 (\$000)	Actual 2007 (\$000)	Actual 2006 (\$000)
Public equity as at 1 January		839,045	854,343	846,462	854,575	846,422
Equity at 1 January		839,045	854,343	846,462	854,575	846,422
Net surplus/(loss)		(1,302)	9,204	(1,594)	9,053	(1,322)
Increases/(decreases) in revaluation		-	-	-	-	-
Impairments		-	(2,578)	-	(2,578)	-
Capital funding		-	-	9,475	-	9,475
Fair value – shares		-	79	-	79	-
Total Recognised Revenues and Expenses for the Period		(1,302)	6,705	7,881	6,554	8,153
Public Equity as at 31 December	23	837,743	861,048	854,343	861,129	854,575

The Statement of Accounting Policies and Notes to the Financial Statements form part of and are to be read in conjunction with these statements.

BALANCE SHEET

as at 31 December 2007

	Notes	<i>University</i>			<i>Consolidated</i>	
		Budget 2007 (\$000)	Actual 2007 (\$000)	Actual 2006 (\$000)	Actual 2007 (\$000)	Actual 2006 (\$000)
ASSETS						
Current Assets						
Cash and cash equivalents	10	27,085	50,043	34,268	51,383	35,548
Trade and other receivables	11	23,748	23,998	27,950	25,399	29,494
Inventories	12	1,000	1,163	1,266	1,254	1,271
Biological	13	3,465	3,580	3,612	3,580	3,612
Other financial assets	14	-	250	24,000	250	24,000
Non-current assets held for sale	15	-	2,228	-	2,228	-
Total Current Assets		55,298	81,262	91,096	84,094	93,925
Non-current Assets						
Investment property	16	3,000	3,272	3,168	3,272	3,168
Trade and other receivables	11	5,743	12,128	6,069	152	12
Other financial assets	14	8,660	17,928	2,930	28,777	7,834
Biological	13	500	499	547	499	547
Property plant and equipment	17	897,407	868,073	876,388	868,542	876,930
Total Non-current Assets		915,310	901,900	889,102	901,242	888,491
Total Assets		970,608	983,162	980,198	985,336	982,416
LIABILITIES AND EQUITY						
Current Liabilities						
Trade and other payables	18	29,830	22,644	24,983	23,897	26,404
Borrowings	19	500	377	8,045	377	8,095
Employee entitlements	20	16,200	19,117	14,638	19,177	14,702
Receipts in advance	21	38,846	29,860	35,346	30,625	35,776
Total Current Liabilities		85,376	71,998	83,012	74,076	84,977
Non-current Liabilities						
Borrowings	19	22,489	25,023	17,802	25,023	17,818
Employee entitlements	20	25,000	24,010	23,925	24,025	23,930
Receipts in advance	21	-	1,083	1,116	1,083	1,116
Total Non-current Liabilities		47,489	50,116	42,843	50,131	42,864
Total Liabilities		132,865	122,114	125,855	124,207	127,841
Public equity	23	837,743	861,048	854,343	861,129	854,575
Total Liabilities and Public Equity		970,608	983,162	980,198	985,336	982,416

The Statement of Accounting Policies and Notes to the Financial Statements form part of and are to be read in conjunction with these statements.

STATEMENT OF CASH FLOWS

for the year ended 31 December 2007

	Notes	<i>University</i>			<i>Consolidated</i>	
		Budget 2007 (\$000)	Actual 2007 (\$000)	Actual 2006 (\$000)	Actual 2007 (\$000)	Actual 2006 (\$000)
CASHFLOWS FROM OPERATING ACTIVITIES						
<i>Cash was provided from:</i>						
government grants		147,069	160,895	150,973	163,311	152,909
student income		116,435	123,203	132,618	124,195	133,403
other income		90,149	80,757	69,568	84,504	72,059
interest on operating income		2,633	6,017	4,212	6,119	4,457
trust funds		1,655	2,048	482	2,048	482
		357,941	372,920	357,853	380,177	363,310
<i>Cash was applied to:</i>						
payments to employees and suppliers		327,197	329,533	321,850	336,893	326,078
interest paid		1,933	1,912	598	1,925	614
		329,130	331,445	322,448	338,818	326,692
Net Cashflow from Operating Activities	8	28,811	41,475	35,405	41,359	36,618
CASHFLOWS FROM INVESTING ACTIVITIES						
<i>Cash was provided from:</i>						
withdrawal of investments		-	9,000	2,007	9,010	2,007
sale of fixed assets		11,800	502	198	502	198
		11,800	9,502	2,205	9,512	2,205
<i>Cash was applied to:</i>						
purchase of investments		-	228	18,998	6,111	23,786
purchase of fixed assets		50,047	28,608	44,141	28,674	44,338
		50,047	28,836	63,139	34,785	68,124
Net Cashflow from Investing Activities		(38,247)	(19,334)	(60,934)	(25,273)	(65,919)

The Statement of Accounting Policies and Notes to the Financial Statements form part of and are to be read in conjunction with these statements.

	Notes	<i>University</i>			<i>Consolidated</i>	
		Budget 2007 (\$000)	Actual 2007 (\$000)	Actual 2006 (\$000)	Actual 2007 (\$000)	Actual 2006 (\$000)
Cashflows from Financing Activities						
<i>Cash was provided from:</i>						
loans repaid		36	-	85	-	85
loans raised		-	-	27,475	232	27,547
<i>Cash was applied to:</i>						
loans repaid		911	447	267	483	272
loans raised		-	5,919	368	-	106
Net Cashflow from Financing Activities		(875)	(6,366)	26,925	(251)	27,254
Net Increase /(Decrease) in Cash Held		(10,311)	15,775	1,396	15,835	(2,047)
Cash brought forward		37,396	34,268	32,872	35,548	37,595
Ending Cash Carried Forward	10	27,085	50,043	34,268	51,383	35,548

The Statement of Accounting Policies and Notes to the Financial Statements form part of and are to be read in conjunction with these statements.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ending 31 December 2007

1. Government Grants

The Ministry of Education provides income to the University by way of a grant, which is based on equivalent full-time students (EFTS). Funding is provided by means of a tuition subsidy according to different cost categories for the courses being offered.

2. Cost of Operations

- *Staff-related costs* – includes direct staff-related costs allocated to colleges, support services and regions. Employee entitlements relating to actuarial calculations are shown separately.
- *Depreciation* – includes all depreciation on all assets held by the University.
- *Other direct costs* – includes all direct costs of operating and maintaining the University. It also includes the cost of research, including salaries and wages.

3. Revenue Disclosure

	<i>University</i>		<i>Consolidated</i>	
	Actual 2007 (\$000)	Actual 2006 (\$000)	Actual 2007 (\$000)	Actual 2006 (\$000)
Government grants				
Student	129,451	133,756	131,902	135,767
PBRF	31,097	16,035	31,097	16,035
Student fees				
Domestic students	65,711	60,713	66,728	61,561
International students	42,105	50,390	42,105	50,390
Charges for services				
Research	59,384	52,349	59,384	52,349
Other	36,092	36,402	37,524	37,404
Interest	6,274	4,086	6,244	4,370
Trust funds	2,972	1,773	2,972	1,775
Other gains/losses	1,260	(462)	1,260	(462)
Total Revenue	374,346	355,042	379,216	359,189

4. Other Gains and (Losses)

	<i>University</i>		<i>Consolidated</i>	
	2007 (\$000)	2006 (\$000)	2007 (\$000)	2006 (\$000)
Livestock fair value gains/(losses)	1,313	1,048	1,313	1,048
Forestry fair value gains/(losses)	(48)	(466)	(48)	(466)
Gain on disposal of equipment	33	40	33	40
Gains on changes in fair value of investment property	104	112	104	112
Foreign exchange gains/(losses)	(142)	(1,196)	(142)	(1,196)
Total Gains/(Losses)	1,260	(462)	1,260	(462)

5. Staff-related costs

	<i>University</i>		<i>Consolidated</i>	
	2007	2006	2007	2006
	(\$000)	(\$000)	(\$000)	(\$000)
Salaries and wages	207,169	199,023	210,903	202,546
Superannuation	5,781	4,861	5,781	4,861
Long-service leave and retirement allowance	127	1,471	127	1,471
Other	4,899	6,403	4,899	6,403
Total	217,976	211,758	221,710	215,281

6. Finance Costs

	<i>University</i>		<i>Consolidated</i>	
	2007	2006	2007	2006
	(\$000)	(\$000)	(\$000)	(\$000)
Interest Expenses	2,003	569	2,007	585
Total Finance Costs	2,003	569	2,007	585

7. Income Statement Disclosures

	<i>University</i>		<i>Consolidated</i>	
	2007	2006	2007	2006
	(\$000)	(\$000)	(\$000)	(\$000)
The net surplus is after charging:				
Audit fees	95	91	147	130
Audit fees for NZ IFRS transition	15	12	41	12
Other services provided by principal auditor	8	45	8	45
Internal audit fees	173	116	173	116
Bad debts written off	9	394	12	400
Increase/ (reduction) in provision for bad debts	(279)	120	(287)	139
Rental expense on operating leases	3,683	3,461	4,275	3,998
Other operating expenses	106,665	107,462	107,159	107,096
Total other expenses	110,369	111,701	111,528	111,936

8. Reconciliation of the Net Surplus on Operations with the Net Cashflows from Operating Activities

	<i>University</i>		<i>Consolidated</i>	
	2007	2006	2007	2006
	(\$000)	(\$000)	(\$000)	(\$000)
Surplus /(deficit) on operations	9,204	(1,594)	9,053	(1,322)
Add non-cash items				
Depreciation	33,075	31,563	33,197	31,624
Asset disposals	-	40	-	40
Investments	(104)	417	(101)	417
Bad debts	-	-	95	-
Decrease/Increase In annual leave prov	85	1,436	85	1,436
Total non-cash items	33,056	33,456	33,276	33,517
Movements in working capital				
Decrease/(increase) in prepayments	8	770	8	770
Decrease/(increase) in trade and other receivables	3,944	(3,008)	4,371	(4,365)
Decrease /(increase) in stocks	135	(335)	110	(340)
Increase /(decrease) in accounts payable	647	1,463	737	3,275
Increase /(decrease) in receipts in advance	(5,519)	4,653	(6,196)	5,083
Total movement in working capital	(785)	3,543	(970)	4,423
Net Cashflow from Operating Activities	41,475	35,405	41,359	36,618

9. Shares in Subsidiaries

Name of entity: Creative Campus Enterprises Limited
 Principal activity: accommodation management
 Ownership: 100%
 Owner: Massey University
 Contribution: \$82,209 (2006: \$43,340)

The fair value of Massey University's investment in Creative Campus Enterprises Limited as approximated by the net assets of the company as at 31 December 2007 is \$(22,569) (\$73,174 as at 31 December 2006).

Name of entity: Massey Ventures Limited
 Principal activity: holding company
 Ownership: 100%
 Owner: Massey University
 Contribution: (\$314,624) (2006: \$93,259)

The fair value of Massey University's investment in Massey University Ventures Limited as approximated by the net assets of the company as at 31 December 2007 is \$(531,823) (\$353,873 as at 31 December 2006).

Name of entity: Massey University Foundation
 Principal activity: investment
 Ownership: 100%
 Owner: Massey University
 Contribution: \$238,000 (2006: \$217,000)

The fair value of Massey University's investment in Massey University Foundation as approximated by the net assets of the company as at 31 December 2007 is \$474,000 (2006: \$236,000).

10. Cash and Cash Equivalents

	<i>University</i>		<i>Consolidated</i>	
	2007	2006	2007	2006
	(\$000)	(\$000)	(\$000)	(\$000)
Cash at bank and in hand	4,320	1,490	5,660	2,770
Short-term deposits with maturities of 3 months or less	45,723	32,778	45,723	32,778
Total cash and cash equivalents	<u>50,043</u>	<u>34,268</u>	<u>51,383</u>	<u>35,548</u>

The carrying value of short-term deposits with maturity dates of three months or less approximates their fair value. Refer to Note 14 for weighted average effective rates for cash and cash equivalents.

Included in cash at bank and in hand were the following currencies:

United States of America	5,107	2,891
Australia	1,735	1,667
Great Britain	193	220
Euros	321	320

All currencies shown as valued in NZD as at 31 December.

11. Accounts Receivable and Accruals

	<i>University</i>		<i>Consolidated</i>	
	2007	2006	2007	2006
	(\$000)	(\$000)	(\$000)	(\$000)
Trade debtors	14,331	15,226	15,124	15,974
Other amounts receivable	4,456	7,431	5,341	8,899
Related parties receivables	270	622	6	-
Prepayments	5,692	5,700	5,692	5,700
Loans	164	24	164	24
Loans to related parties	11,976	6,057	-	-
	36,889	35,060	26,327	30,597
Less provision for doubtful debts	(763)	(1,041)	(776)	(1,091)
	36,126	34,019	25,551	29,506
Less non-current portion				
Loans	152	12	152	12
Loans to related parties	11,976	6,057	-	-
Total non-current portion	12,128	6,069	152	12
Current Portion	23,998	27,950	25,399	29,494

Loans to related parties are on call and at 0% interest, and approximate their fair value.

The carrying value of trade and other trade receivables (excluding loans to related parties) approximate their fair value.

The age of trade debtors overdue, whose payment has not been negotiated, but not impaired, is as follows.

	<i>University</i>		<i>Consolidated</i>	
	2007	2006	2007	2006
	(\$000)	(\$000)	(\$000)	(\$000)
> 3 Months	2,127	2,280	2,148	2,298
Carrying amount	2,127	2,280	2,148	2,298

As at 31 December 2007 and 2006, all overdue receivables have been assessed for impairment and appropriate provisions have been applied. Massey University does not hold any collateral as security or other credit enhancements over receivables that are past due or impaired.

Movements in the provision for impairment of receivables are as follows.

	<i>University</i>		<i>Consolidated</i>	
	2007	2006	2007	2006
	(\$000)	(\$000)	(\$000)	(\$000)
At 1 January	1,041	806	1,091	806
Additions made during the year	114	1,050	80	1,106
Receivables written off during the year	(392)	(815)	(395)	(821)
At 31 December	763	1,041	776	1,091

12. Inventories

	<i>University</i>		<i>Consolidated</i>	
	2007	2006	2007	2006
	(\$000)	(\$000)	(\$000)	(\$000)
Material and stores	1,163	1,266	1,254	1,271
Total	1,163	1,266	1,254	1,271

The carrying amount of inventories held for distribution that are measured at current replacement cost as at 31 December 2007 amounted to \$762,445 (2006 \$751,717): The carrying amount of inventories pledged as securities for liabilities is nil (2006 nil).

13. Biological Assets

	<i>University</i>		<i>Consolidated</i>	
	2007	2006	2007	2006
	(\$000)	(\$000)	(\$000)	(\$000)
Livestock				
Opening balance	3,612	3,186	3,612	3,186
Increase due to purchase	217	503	217	503
Gains/(losses) arising from changes in fair value	1,313	1,048	1,313	1,048
Decreases due to sales	(1,562)	(1,125)	(1,562)	(1,125)
Closing Balance	3,580	3,612	3,580	3,612
Forestry				
Opening balance	547	1,013	547	1,013
Gains/(losses) arising from changes in fair value	(48)	(466)	(48)	(466)
Closing Balance	499	547	499	547
Current	3,580	3,612	3,580	3,612
Non-current	499	547	499	547
Total	4,079	4,159	4,079	4,159

Massey University owns 106 hectares of *pinus radiata* forest, which are at varying stages of maturity.

No forests have been harvested in this period (2006 nil). Forestry is valued as at 31 December using a model supplied by an independent valuer. Massey University is not materially exposed to financial risks from changing timber prices.

14. Other Financial Assets

	<i>University</i>		<i>Consolidated</i>	
	2007	2006	2007	2006
	(\$000)	(\$000)	(\$000)	(\$000)
Current Portion				
Loans and receivables				
Short-term deposits with maturities of 4 - 12 months	250	24,000	250	24,000
Total Current Portion	250	24,000	250	24,000

Non-current Portion

Loans and receivables	14,750	-	15,050	182
Fair value through equity – shares	2,401	2,320	2,401	2,320
Fair value through income statement – managed fund	-	-	11,095	4,912
Unlisted shares	167	-	231	420
Shares in subsidiaries	610	610	-	-
Total Non-current Portion	17,928	2,930	28,777	7,834

There were no impairment provisions for other financial assets.

Unlisted shares: No market exists for the unlisted shares and these are shown at cost.

Maturity analysis and effective interest rate:

	<i>University</i>		<i>Consolidated</i>	
	2007	2006	2007	2006
	(\$000)	(\$000)	(\$000)	(\$000)
Short-term deposits with maturities of 3 months or less	45,723	32,778	45,723	32,778
Weighted average interest rate	8.64%	7.32%	8.64%	7.32%
Short-term deposits with maturities of 4–12 months	250	24,000	250	24,000
Weighted average interest rate	8.76%	7.67%	8.76	7.67%
Term deposits maturing between 1–2 years	9,000	-	9,000	-
Weighted average interest rate	8.92%	-	8.92%	-
Term deposits maturing after 2 years but less than 5 years	5,750	-	5,750	-
Weighted average interest rate	8.64%	-	8.64%	-
	60,723	56,778	60,723	56,778

15. Non-current Assets Held for Sale

	<i>University</i>		<i>Consolidated</i>	
	2007	2006	2007	2006
	(\$000)	(\$000)	(\$000)	(\$000)
Non-current assets held for sale are:				
Land	1,117	-	1,117	-
Buildings	1,111	-	1,111	-
Total Non-current Assets Held for Sale	2,228	-	2,228	-

The Council approved the sale of Ruawharo Campus on 7 July 2006. The site was still used as a campus until early 2007. The site is under contract subject to approval of certain changes to the zoning of the site being approved by the local council. The approval process is likely to take some time, and it is hoped that the contract will become unconditional during the ensuing year.

16. Investment Property

	<i>University</i>		<i>Consolidated</i>	
	2007	2006	2007	2006
	(\$000)	(\$000)	(\$000)	(\$000)
Balance at 1 January	3,168	3,056	3,168	3,056
Fair Value gains on valuation	104	112	104	112
Balance at 31 December	3,272	3,168	3,272	3,168

Massey University investment properties are valued annually at fair value, effective 31 December. All investment properties were valued based on open market evidence.

17. Property, Plant and Equipment
University 2007

	Cost/ Valuation 01 Jan 2007	Accumulated Depreciation & Impairment 01 Jan 2007	Carrying Amount 01 Jan 2007	Additions	Disposals at Cost	Depreciation on Disposals	Impairment	Depreciation	Cost/ Valuation 31 Dec 2007	Accumulated Depreciation & Impairment 31 Dec 2007	Carrying Amount 31 Dec 2007
Land	202,789	-	202,789	1720	1,003	-	-	-	203,506	-	203,506
Buildings	563,524	17,488	546,036	32,103	1,355	119	2,578	18,764	591,694	36,133	555,561
Leasehold improvement	4,280	797	3,483	48	-	-	-	417	4,328	1,214	3,114
Aircraft	1,874	114	1,760	-	70	7	-	101	1,804	208	1,596
Furniture	1,927	1,353	574	234	-	-	-	170	2,161	1,523	638
Equipment	116,778	86,948	29,830	12,470	1,260	741	-	7,279	127,988	93,486	34,502
Implements	175	163	12	9	-	-	-	2	184	165	19
Vehicles	3,026	2,631	395	200	120	110	-	121	3,106	2,642	464
Art	1,527	-	1,527	31	-	-	-	-	1,558	-	1,558
Library	60,021	25,642	34,379	5,668	-	-	-	6,221	65,689	31,863	33,826
Work in progress	55,603	-	55,603	(22,314)	-	-	-	-	33,289	-	33,289
	1,011,524	135,136	876,388	30,169	3,808	977	2,578	33,075	1,035,307	167,234	868,073

University 2006

	Cost/ Valuation 01 Jan 2006	Accumulated Depreciation & Impairment 01 Jan 2006	Carrying Amount 01 Jan 2006	Additions	Disposals at Cost	Depreciation on Disposals	Impairment	Depreciation	Cost/ Valuation 31 Dec 2006	Accumulated Depreciation & Impairment 31 Dec 2006	Carrying Amount 31 Dec 2006
Land	201,718	-	201,718	1,195	124	-	-	-	202,789	-	202,789
Buildings	549,539	7	549,532	13,985	-	-	-	17,481	563,524	17,488	546,036
Leasehold improvements	2,187	519	1,668	2,083	-	-	-	278	4,280	797	3,483
Aircraft	2,039	-	2,039	-	165	-	-	114	1,874	114	1,760
Furniture	1,755	1,209	546	180	8	8	-	152	1,927	1,353	574
Equipment	109,873	81,761	28,112	9,736	2,831	2,438	-	7,625	116,778	86,948	29,830
Implements	175	161	14	-	-	-	-	2	175	163	12
Vehicles	3,080	2,609	471	115	169	133	-	155	3,026	2,631	395
Art	1,515	-	1,515	12	-	-	-	-	1,527	-	1,527
Library	54,051	19,926	34,125	5,970	-	-	-	5,716	60,021	25,642	34,379
Work in progress	45,730	-	45,730	9,873	-	-	-	-	55,603	-	55,603
	971,662	106,192	865,470	43,159	3,297	2,579	-	31,523	1,011,524	135,136	876,388

Transfers from Work in Progress to the Asset Register were \$52,483 (2006: \$33,286).

Consolidated 2007

	Cost/ Valuation 01 Jan 2007	Accumulated Depreciation & Impairment 01 Jan 2007	Carrying Amount 01 Jan 2007	Additions	Disposals at Cost	Depreciation on Disposals	Impairment	Depreciation	Cost/ Valuation 31 Dec 2007	Accumulated Depreciation & Impairment 31 Dec 2007	Carrying Amount 31 Dec 2007
Land	202,789	-	202,789	1,720	1,003	-	-	-	203,506	-	203,506
Buildings	563,524	17,488	546,036	32,103	1,355	119	2,578	18,764	591,694	36,133	555,561
Leasehold improvements	4,286	798	3,488	55	-	-	-	419	4,341	1,217	3,124
Aircraft	1,874	114	1,760	-	70	7	-	101	1,804	208	1,596
Furniture	2,401	1,552	849	309	10	-	-	248	2,700	1,800	900
Equipment	116,987	86,995	29,992	12,509	1,260	741	-	7,307	128,236	93,561	34,675
Implements	175	163	12	9	-	-	-	2	184	165	19
Vehicles	3,096	2,663	433	200	120	110	-	135	3,176	2,688	488
Art	1,527	-	1,527	31	-	-	-	-	1,558	-	1,558
Library	60,021	25,642	34,379	5,668	-	-	-	6,221	65,669	31,863	33,826
Work in progress	55,665	-	55,665	(22,367)	9	-	-	-	33,289	-	33,289
	1,012,345	135,415	876,930	30,237	3,827	977	2,578	33,197	1,036,177	167,635	868,542

Consolidated 2006

	Cost/ Valuation 01 Jan 2006	Accumulated Depreciation & Impairment 01 Jan 2006	Carrying Amount 01 Jan 2006	Additions	Disposals at Cost	Depreciation on Disposals	Impairment	Depreciation	Cost/ Valuation 31 Dec 2006	Accumulated Depreciation & Impairment 31 Dec 2006	Carrying Amount 31 Dec 2006
Land	201,718	-	201,718	1,195	124	-	-	-	202,789	-	202,789
Buildings	549,539	7	549,532	13,985	-	-	-	17,481	563,524	17,488	546,036
Leasehold improvements	2,189	519	1,670	2,097	-	-	-	279	4,286	798	3,488
Aircraft	2,039	-	2,039	-	165	-	-	114	1,874	114	1,760
Furniture	2,222	1,341	881	187	8	8	-	219	2,401	1,552	849
Equipment	109,930	81,788	28,142	9,888	2,831	2,438	-	7,645	116,987	86,995	29,992
Implements	175	161	14	-	-	-	-	2	175	163	12
Vehicles	3,124	2,628	496	141	169	133	-	168	3,096	2,663	433
Art	1,515	-	1,515	12	-	-	-	-	1,527	-	1,527
Library	54,051	19,926	34,125	5,970	-	-	-	5,716	60,021	25,642	34,379
Work in progress	45,732	-	45,732	9,933	-	-	-	-	55,665	-	55,665
	972,234	106,370	865,864	43,408	3,297	2,579	-	31,624	1,012,345	135,415	876,930

Transfers from Work in Progress to the Asset Register were \$52,604 (2006: \$33,475).

Impairment losses of \$2,578,000 have been recognised for impairment of operational buildings that were demolished or removed to make way for future campus developments. Massey University does not have any financing leases.

Asset values included in the balance sheet as at 31 December 2007 include all land and buildings as occupied and utilised by Massey University. The exception to this is the land on Riverside Farm (leased from Sydney Campbell Foundation).

Legal ownership of land and buildings is detailed as follows (at balance sheet values).

	2007	2006	2007	2006
	Land	Land	Buildings	Buildings
	(\$000)	(\$000)	(\$000)	(\$000)
i) Massey University owned	107,321	106,674	334,068	329,514
ii) Crown owned (includes buildings on Crown-owned land)	96,185	96,115	221,493	216,522
	203,506	202,789	555,561	546,036

18. Trade and Other Payables

	University		Consolidated	
	2007	2006	2007	2006
	(\$000)	(\$000)	(\$000)	(\$000)
Trade payables	993	676	1,089	821
Other payables	11,720	15,836	12,638	16,898
Accrued expenses	9,107	7,743	9,984	8,607
Amounts due to related parties	638	650	-	-
Building retentions	186	78	186	78
Total Trade Payables	22,644	24,983	23,897	26,404

Trade and other payables are non-interest bearing and are normally settled on 30 day terms. Therefore the carrying value of trade and other payables approximates their fair value.

19. Borrowings

	University		Consolidated	
	2007	2006	2007	2006
	(\$000)	(\$000)	(\$000)	(\$000)
Current				
Loans	377	8,045	377	8,095
Total Current Borrowings	377	8,045	377	8,095
Non-current				
Loans	25,023	17,802	25,023	17,818
Total Non-Current Borrowings	25,023	17,802	25,023	17,818

Fixed-rate debt: Massey University debt of \$25,399,812 is issued at fixed rates of interest against which the BNZ holds a registered mortgage over the Albany Campus.

Maturity analysis and effective interest rates:

Less than 1 year	377	8045	377	8,095
Weighted average interest rate	8.01%	6.60%	8.01%	6.60%
Later than 1 year but less than 5 years	25,023	17,802	25,023	17,818
Weighted average interest rate	7.69%	7.90%	7.69%	7.90%
Total Borrowings	25,400	25,847	25,400	25,913

Fair value on borrowings:

The fair values of non-current borrowings are as follows.

	<i>University</i>		<i>Consolidated</i>	
	2007 (\$000)	2006 (\$000)	2007 (\$000)	2006 (\$000)
Fair value as at 31 December	25,021	25,748	25,021	25,798

Fair value of borrowings is calculated using the market rates of interest charged on similar loans as at 31 December.

20. Employee Entitlements (Parent and Consolidated)

	<i>University</i>		<i>Consolidated</i>	
	2007 (\$000)	2006 (\$000)	2007 (\$000)	2006 (\$000)
Accrued pay	718	-	718	-
Annual leave	17,396	13,862	17,456	13,926
Long service leave	1,102	1,185	1,117	1,190
Retirement gratuities	23,911	23,516	23,911	23,516
Total	43,127	38,563	43,202	38,632
Current	19,117	14,638	19,177	14,702
Non-current	24,010	23,925	24,025	23,930
Total	43,127	38,563	43,202	38,632

The long-service leave and retirement gratuities were independently assessed as at 31 December 2007 by Mr P. Cosseboom FIA, a Fellow of the New Zealand Society of Actuaries with Eriksen & Associates.

An actuarial valuation involves the projection, on a year-by-year basis, of the long-service and retirement gratuities liabilities, based on accrued services, in respect of current employees.

These liabilities are estimated in respect of their incidents according to assumed rates of death, disablement, resignation and retirement allowing for assumed rates of salary progression. Of these assumptions, the discount, salary progression and resignation rates are most important. The projected cashflow is then discounted back to the valuation date at the valuation discounted rates.

Discount rates range from 7.43% to 5.72% for nine years and beyond (2006: 6.35% to 5.42%).

Salary progression allows for a 2.75% increase per year (2006: 2.75%).

The demographic assumptions were based on the experience of the Government Superannuation Fund.

21. Receipts in Advance

	<i>University</i>		<i>Consolidated</i>	
	2007 (\$000)	2006 (\$000)	2007 (\$000)	2006 (\$000)
Student fees	12,312	11,563	12,312	11,563
Receipts other	18,631	24,899	19,396	25,329
Total Receipts in Advance	30,943	36,462	31,708	36,892
Current	29,860	35,346	30,625	35,776
Non-current	1,083	1,116	1,083	1,116
Total Receipts in Advance	30,943	36,462	31,708	36,892

The current portion of receipts in advance is expected to be recognised as income during 2008. The carrying value of current receipts in advance approximates their fair value. The noncurrent portion of receipts in advance was discounted to net present value and approximates their fair value.

22. Asset Revaluation Reserves (University)

	2007 (\$000)	2006 (\$000)
Land & Buildings		
Balance 1 January	340,083	340,083
Movement	(2,578)	-
Balance 31 December	337,505	340,083

23. Public Equity

The University public equity is made up as follows.

	Opening Balance 01.01.07 (\$000)	Movements (\$000)	Operating Surplus/ Deficit (\$000)	Closing Balance 31.12.07 (\$000)
Trust funds	16,015	-	1,253	17,268
Asset revaluation reserves	340,083	(2,578)	-	337,505
Special reserves	26,973	-	-	26,973
Fair value to equity	-	79	-	79
General reserves	471,272	-	7,951	479,223
Total	854,343	(2,499)	9,204	861,048

The consolidated public equity is made up as follows.

	Opening Balance 01.01.07 (\$000)	Movements (\$000)	Operating Surplus/Deficit (\$000)	Closing Balance 31.12.07 (\$000)
Trust funds	16,017	-	1,251	17,268
Asset revaluation reserves	340,083	(2,578)	-	337,505
Special reserves	26,973	-	-	26,973
Fair value to equity	-	79	-	79
General reserves	471,502	-	7,802	479,304
Total	854,575	(2,499)	9,053	861,129

24. Trust Funds (University)

	Opening Balance 01.01.07 (\$000)	Movement (\$000)	Closing Balance 31.12.07 (\$000)
Helen Akers Bequest	860	(24)	836
MU Common Fund	8,779	1,216	9,995
Sasakawa Foundation	5,740	7	5,747
Delahunty Trust	483	42	525
Norwood Trust	64	5	69
A G East Memorial Trust	24	2	26
Tony Drakeford Memorial Trust	65	5	70
Total Trust Funds	16,015	1,253	17,268

Trust funds (parent and consolidated)

	Consolidated		
	Opening Balance 01.01.07 (\$000)	Movement (\$000)	Closing Balance 31.12.07 (\$000)
Helen Akers Bequest	860	(24)	836
MU Common Fund	8,779	1,216	9,995
Sasakawa Foundation	5,740	7	5,747
Delahunty Trust	483	42	525
Norwood Trust	64	5	69
A G East Memorial Trust	24	2	26
Tony Drakeford Memorial Trust	65	5	70
Other	2	(2)	-
Total Trust Funds	16,017	1,251	17,268

Although these items are trusts, Massey University has control over them and obtains benefits associated with ownership of them. They have therefore been treated as equity in the Parent and Consolidated Statement of Financial Position. Details of trust funds are as follows.

Helen Akers Bequest – funds bequeathed from the Estate of Helen Akers to provide scholarships for students.

Massey University Property Foundation – foundation established to support the Department of Finance, Banking and Property Studies and the real estate industry.

Massey University Common Fund – pool of funds used for holding and paying out scholarships and prize monies to students.

Sasakawa Foundation – scholarships provided from the Sasakawa Foundation, Japan, for students.

Delahunty Trust – trust fund established to provide research grants to foster primary industry accounting research to students living in New Zealand.

Norwood Trust – prizes for students for achievements in trade courses.

A G East Memorial Trust – educational scholarships for technical and trade courses.

Tony Drakeford Memorial Trust – educational scholarships for commerce courses.

25. Joint Venture

Massey University's interest in the New Zealand School of Music (NZSM) joint venture is accounted for as a jointly controlled entity.

Massey University's interest in NZSM is as follows:

	<i>Consolidated</i>	
	2007	2006
	(\$000)	(\$000)
Current assets	1,124	717
Non-current assets	116	107
Current liabilities	(715)	(640)
Non-current liabilities	15	5
Income	3,605	2,981
Expense	3,274	3,052

Joint Venture Commitment and Contingencies

There were no commitments or contingent liabilities arising from Massey University's involvement in the joint venture.

26. Council Members' Fees Paid During 2007 Year

	2007	2006
N. Gould	25,350	19,500
S. Kos	11,200	7,140
R. Ballard	8,960	8,160
A. Paterson	8,960	9,095
E. Hawes	4,000	2,805
P. Falloon	4,320	-
B. Ullrich	4,160	-
N. Love	3,040	2,040
V. Tawhai	4,000	-
S. Baragwanath	3,040	-
C. Kelly	4,000	2,805
M. Mullins	2,720	1,785
J. Clark	-	2,805
R. Hubbard	-	1,275
B. Tipene-Hook	-	2,805
E. Gordon	-	7,140
Total	83,750	67,355

27. Related Party Information

Members of Council

During the year Massey purchased goods and services from, or sold goods and services to, the following.

- Mr N. Gould, a Councillor of Massey University, is a shareholder and a director of the following organisations :
 - Byrd Services Limited: sales to Massey University \$34,151.50 (2006: \$8,437.50); amount owing at year end nil (2006: \$2,812.5)
 - Communications Consultantants Limited: sales to Massey University \$6,407.24 (2006: Nil); amount outstanding at year end nil (2006: nil)
 - Infinity Solutions: sales to Massey University Nil (2006: \$276.50); amount outstanding at year end nil (2006: nil).
- Professor N. Love, a Councillor of Massey University, is a trustee of the Wellington 10th Trust. Services were supplied at a cost of \$337,500(2006: \$337,500) with nil (2006: nil) owing by Massey University at the end of the year.
- Land Corp Farming Ltd, of which Mr C. Kelly, a Councillor of Massey University, is CEO, purchased from Massey University goods and services at a cost of \$7,435.00 (2006: Nil); amount owing at year end was nil (2006: nil).
- Polybatics Ltd, of which Mr C. Kelly, a Councillor of Massey University, is a director, purchased from Massey University goods and services at a cost of \$14,625.00 (2006: nil); amount owing at year end was nil (2006: nil)
- AgITO, of which Mr C. Kelly, a Councillor of Massey University, is a director, purchased from Massey goods and services at a cost of \$721.00 (2006: nil); amount owing at year end was nil (2006: nil).
- Bioprotection Technologies, of which Mr C. Kelly, a Councillor of Massey University, is a director, purchased from Massey University goods and services at a cost of \$648.00 (2006: nil); amount owing at year end was nil (2006: nil).
- Land Corp Farming Ltd, of which Mrs M. Mullins, a Councillor of Massey University, is a director, purchased from Massey University goods and services at a cost of \$7,435 (2006: nil); amount owing at year end was nil (2006: nil).

All goods were supplied under normal commercial terms.

There were no transactions between Massey University and other Councillors.

Key Management Personnel

	<i>University</i>		<i>Consolidated</i>	
	2007	2006	2007	2006
	(\$000)	(\$000)	(\$000)	(\$000)
Remuneration				
Short-term employment benefits	3,188,280	2,810,762	3,188,280	2,810,762
Post-employment benefits	139,515	115,620	139,515	115,620
Council Fees	83,750	67,355	114,750	100,355
	<u>3,411,545</u>	<u>2,993,737</u>	<u>3,442,545</u>	<u>3,026,737</u>

Key personnel include the Council, Vice Chancellor and senior executive who report directly to the Vice Chancellor.

Remuneration Bands in \$000	Number of Staff
100–109	107
110–119	59
120–129	43
130–139	27
140–149	17
150–159	11
160–169	11
170–179	6
180–189	3
190–199	4
200–209	1
210–219	4
220–229	1
230–239	0
240–249	3
250–259	1
260–269	0
270–279	0
280–289	0
290 and over	0
	<u>298</u>

The above table does not include the Vice-Chancellor's income, which is reported directly to the SCC in their annual return.

Material Related Party Transactions

Professor J. Chapman, a Pro Vice-Chancellor of Massey University, has an interest in Sterling Human Resources Ltd, which provided goods and services to Massey University at a cost of \$161,912 (2006: \$140,620).

The amount outstanding at balance date was nil (2006: nil). All goods were supplied under normal commercial terms.

There were no other transactions between Massey University and key personnel.

The Crown

The Government influences the roles of the University as well as being a major source of revenue.

Creative Campus Enterprises Limited

Massey University charges interest at a wholesale deposit rate of + 1% to Creative Campus Enterprises Limited on short-term funding. During the year Massey University entered into transactions with Creative Campus Enterprises Limited. All transactions between the entities were conducted on an arm's-length basis using commercial terms.

Massey University charged Creative Campus Enterprises Limited \$68,694 (2006: \$107,737), including GST for rental, power, gas, postage and salary of the General Manager. The amount owed to Massey University by Creative Campus Enterprises Limited at the year end was \$10,621 (2006: \$14,392), payable under normal trading terms.

Creative Campus Enterprises Limited charged Massey University \$360,191 (2006: \$370,891), including GST for pastoral care services and nil for a contribution (2006: \$300,000).

The amount owed to Creative Campus Enterprises Limited by Massey University at the end of the year was \$542,513 (2006: \$619,203) being:

- nil (2006: \$70), which is payable on normal trading terms
- \$542,513 (2006: \$619,203), comprising funds held by Massey University (largely investments), which Creative Campus Enterprises Limited administer on behalf of the owners of Te Awhina and Drummond Street apartments.

Estendart Limited

During the year Massey University entered into transactions with Estendart Limited. All transactions were conducted on an arm's-length basis using commercial terms.

Massey University charged Estendart Limited \$108,961 (2006: \$134,894), including GST for rental, postage, insurance and fixed asset. The amount owed to Massey University by Estendart Limited at the year end was \$16,175 (2006: \$57,320), payable under normal trading terms.

Estendart Limited charged Massey University \$107,824 (2006: \$151,751), including GST for professional services.

The amount owed to Estendart Limited by Massey University at the end of the year was \$46,252 (2006: \$5,962), payable under normal trading terms.

Massey University Ventures Limited

During the year Massey University entered into no transactions with Massey University Ventures Limited.

Massey University Ventures Limited has a loan from Massey University of \$1,361,928 (2006: \$1,090,884).

Massey University Foundation

During the year Massey University received from Massey University Foundation \$494,000 (2006: \$235,000), being a return on funds managed by Massey University Foundation.

New Zealand School of Music (NZSM) Limited

During the year Massey University entered into transactions with NZSM Limited. All transactions were conducted on an arm's-length basis using commercial terms.

Massey University charged NZSM Limited \$2,781,000 (2006: \$2,977,000), including GST for rental, postage, salaries, computing, communication, printing, consumables, payroll and financial services. The amount owed to Massey University by NZSM Limited at the year end was \$425,000 (2006: \$1,043,000), payable under normal trading terms.

NZSM Limited charged Massey University \$230,000 (2006: \$84,000), including GST for music performance and other music-related services.

The amount owed to NZSM Limited by Massey University at end of year was \$113,000 (2006: \$42,000), payable under normal trading terms.

Massey University provided an equity contribution in cash of nil (2006: \$250,000).

E-Centre Limited

During the year Massey University entered into transactions with E-Centre Limited. All transactions were conducted on an arm's-length basis using commercial terms.

Massey University charged E-Centre Limited \$252,802 (2006: \$288,730), including GST for rental, security and cleaning. The amount owed to Massey University by E-Centre Limited at the year end was \$25,280 (2006: \$28,960), payable under normal trading terms.

E-Centre Limited charged Massey University \$750 (2006: \$187,679), including GST, for NZTE funds, consumables and contract services.

The amount owed to E-Centre Limited by Massey University at the end of the year was \$750 (2006: \$3,812), payable under normal trading terms.

28. Statement of Commitments

	Projected Total Cost of Project (\$000)	Expenditure to 31.12.07 (\$000)	Unspent Commitment (\$000)
Total Project Commitments 2007	33,145	18,979	14,166
Total Project Commitments 2006	78,608	70,161	8,447

In addition, the University had operating commitments in respect of service contracts, leases of land, buildings and equipment, and photocopier rental as follows.

	<i>University</i>		<i>Consolidated</i>	
	Actual 2007 (\$000)	Actual 2006 (\$000)	Actual 2007 (\$000)	Actual 2006 (\$000)
Due not later than 1 year	6,025	6,399	6,236	6,409
Due later than 1 year and not later than 5 years	11,492	10,985	12,265	11,013
Due later than 5 years	4,823	4,108	5,403	4,108
Total	22,340	21,492	23,904	21,530

29. Statement of Contingent Liabilities

As at 31 December 2007 Massey University had the following contingent liabilities (University and Consolidated).

There were 10 employee contractual claims against the University proceeding as at 31 December 2007 (2006: nil claims). Contingent liability is assessed at \$187,500(2006: nil).

Two students have lodged separate claims against the University. The University is defending its position. Contingent liability is assessed at nil (2006: nil).

30. Post Balance Date Events

There are no significant post balance date events (2006: nil).

31. Financial Instrument Risks

Massey University has a series of policies to manage risks associated with financial instruments. Massey University is risk averse and seeks to minimise exposure from Treasury activities. Massey University has established Council-approved liability management and investment policies. These policies do not allow any transactions that are speculative in nature to be entered into.

Market Risk

Credit Risk

Credit risk is the risk that a third party will default on its obligation to Massey University, causing Massey University to incur a loss. Massey University has no significant concentrations of credit risk as it has a large number of credit customers, mainly students.

Massey University invests funds only in deposits with registered banks, and its investment policy limits the amount of credit exposure to any one bank. Investment funds are spread over a number of banks and vary between short and long term.

Maximum exposures to credit risk at balance date are:

	<i>University</i>		<i>Consolidated</i>	
	2007	2006	2007	2006
	(\$000)	(\$000)	(\$000)	(\$000)
Bank deposits	65,043	58,268	66,683	59,548
Receivables and prepayments	23,986	27,938	25,387	29,482
Investments – shares	3,178	2,930	2,632	2,740

The above maximum exposures are net of any recognised provision for losses on these financial instruments. No collateral is held on the above amounts.

Liquidity Risk

Liquidity risk is the risk that Massey University will encounter difficulty raising funds to meet commitments as they fall due. Prudent liquidity risk management implies maintaining sufficient cash and ensuring the availability of funding through an adequate amount of committed credit facilities. Massey University aims to maintain flexibility in funding by keeping committed credit lines available.

Massey University aims at having a minimum cash holding of \$20million, together with the availability of undrawn facilities of \$30million.

Massey University manages its borrowings in accordance with its funding and financial policies.

The maturity profiles of Massey University's interest-bearing investments are disclosed in note 14.

Currency Risk

Currency risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates.

Massey University minimises this risk over expenditure by holding funds in the major currencies that it does business in, in foreign currency accounts. The amount on deposit is determined by the amount that is expected to be incurred against that currency over the next 12 months. Holdings of foreign currencies are disclosed in note 10.

Where a one-off major capital expense involving foreign currency is identified, then a review of current trends and amount held in that currency is undertaken. If appropriate, then forward cover may be undertaken.

Interest Rate Risks

The interest rates on Massey University's investments are disclosed in note 14 and borrowings note 19.

Fair value interest rate risk

Fair value interest rate risk is the risk that the fair value of a financial instrument will fluctuate due to changes in market rates. Massey University is limited by statute in its ability to manage this risk. If interest rates on investments had fluctuated by plus or minus 0.5%, the effect would have been to increase/decrease the surplus by \$420,000. Interest rates on borrowings are fixed and not subject to fluctuation for the duration of the fixed maturity chosen.

Cashflow Interest Rate Risk

Cashflow interest rate risk is the risk that cashflows from a financial instrument will fluctuate because of changes in market rates. Borrowings and investments made at variable interest rate risk expose Massey University to cashflow interest rate risk. Apart from some deposits at call for liquidity purposes, Massey University does not have any variable interest rates.

Other Price Risk

Other Price risk is the risk that the value of a financial instrument will fluctuate as a result of market changes in market price. Massey University does not hold any other financial instruments of significance subject to this risk.

32. Critical Accounting Estimates and Assumptions

In preparing the financial statements Massey University has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and judgements are continually evaluated based on historical experience and other factors, including expectations or future events that are believed to be reasonable under the circumstances. There were no estimates or assumptions that will have a significant impact on the carrying amounts of assets and liabilities within the next financial year.

33. Critical Judgements in Applying Massey University Accounting Policies

Management has exercised the following critical judgements in applying Massey University policies for the year ended 31 December 2007.

Impairment of Trade Receivables

Trade debtors have been reviewed fully and impairments provided as necessary.

Impairment of Property Plant and Equipment

When considering whether any impairment of property plant and equipment existed, the cash-generating unit for Massey University is taken to be at campus level. At balance date a review was undertaken and no impairments were disclosed.

Long-service Leave and Retirement Gratuities

In order to assess Massey University's liability in respect of long-service leave and retirement gratuities, an actuarial report was prepared by Eriksens Actuarial in accordance with NZ IAS 19. (Refer to Note 20 for assumptions).

34. Transition to NZ IFRS

Massey University's financial statements for the year ended 31 December 2007 are the first financial statements that comply with NZ IFRS. Massey University has applied NZ IFRS in preparing these financial statements.

Massey University's transition date is 1 January 2006. Massey University prepared its opening NZ IFRS balance sheet at that date. The reporting date of these financial statements is 30 December 2007. Massey NZ IFRS adoption date is 1 January 2007.

In preparing these consolidated financial statements in accordance with NZ IFRS 1, Massey University has applied the mandatory exceptions and certain optional exemptions from full retrospective applications of NZ IFRS.

Massey University has applied the business combination exemptions in NZ IFRS 1. It has not restated business combinations that took place prior to the 1 January 2006 transition date.

Massey University elected to apply deemed cost to all classes of property, plant and equipment, except for land and building, which it will continue to value as required.

Estimates under NZ IFRS as at 1 January are consistent with estimates made for the same date under previous NZ GAAP.

Reconciliation to Equity

The following table shows the changes in equity resulting from NZ GAAP to NZ IFRS as at 1 January 2006 and 31 December 2006.

		Reconciliation of Equity					
		University		University			
	Notes	GAAP 1 January 2006 (\$000)	Variance (\$000)	IFRS 1 January 2006 (\$000)	GAAP 31 December 2006 (\$000)	Variance (\$000)	IFRS 31 December 2006 (\$000)
ASSETS							
Current Assets							
Cash and cash equivalents		26,372	-	26,372	34,268	-	34,268
Trade and other receivables		25,748	-	25,748	27,950	-	27,950
Inventories		1,357	-	1,357	1,266	-	1,266
Biological		3,186	-	3,186	3,612	-	3,612
Other financial assets		8,500	-	8,500	24,000	-	24,000
Total Current Assets		65,163	-	65,163	91,096	-	91,096
Non-current assets							
Investment property	1	2,082	974	3,056	3,056	112	3,168
Trade and other receivables		5,508	-	5,508	6,069	-	6,069
Other financial assets		8,312	-	8,312	2,930	-	2,930
Biological	2	410	603	1,013	417	130	547
Property, plant and equipment	3, 4	621,182	244,288	865,470	876,348	40	876,388
Total Non-current assets		637,494	245,865	883,359	888,820	282	889,102
Total Assets		702,657	245,865	948,522	979,916	282	980,198
LIABILITIES AND EQUITY							
Current Liabilities							
Cash and bank		-	-	-	-	-	-
Trade and other payables	5	23,641	-	23,641	24,348	635	24,983
Borrowings		267	-	267	8,045	-	8,045
Employee entitlements		16,007	-	16,007	14,638	-	14,638
Receipts in advance	8	37,624	(5,815)	31,809	42,326	(6,980)	35,346
Total Current Liabilities		77,539	(5,815)	71,724	89,357	(6,345)	83,012
Non-current liabilities							
Borrowings	6	7,847	-	7,847	27,277	(9,475)	17,802
Employee entitlements		22,489	-	22,489	23,925	-	23,925
Receipts in advance	7	-	-	-	1,106	10	1,116
Total Non-current Liabilities		30,336	-	30,336	52,308	(9,465)	42,843
Total Liabilities		107,875	(5,815)	102,060	141,665	(15,810)	125,855
Valuation reserves		101,805	238,278	340,083	346,723	(6,640)	340,083
Other equity		492,977	13,402	506,379	491,528	22,732	514,260
Public equity		594,782	251,680	846,462	838,251	16,092	854,343
Total Liabilities and Public Equity		702,657	245,865	948,522	979,916	282	980,198

	Notes	Consolidated			Consolidated		
		GAAP 1 January 2006 (\$000)	Variance (\$000)	IFRS 1 January 2006 (\$000)	GAAP 31 December 2006 (\$000)	Variance (\$000)	IFRS 31 December 2006 (\$000)
ASSETS							
Current Assets							
Cash and cash equivalents		26,473	-	26,473	35,548	-	35,548
Trade and other receivables		26,441	-	26,441	29,494	-	29,494
Inventories		1,479	-	1,479	1,271	-	1,271
Biological		3,186	-	3,186	3,612	-	3,612
Other financial assets		13,122	-	13,122	24,000	-	24,000
Total Current Assets		70,701	-	70,701	93,925	-	93,925
Non-current Assets							
Investment property	1	2,082	974	3,056	3,056	112	3,168
Trade and other receivables		526	-	526	12	-	12
Other financial assets		7,952	-	7,952	7,834	-	7,834
Biological	2	410	603	1,013	417	130	547
Property, plant and equipment	3, 4	621,575	244,288	865,863	876,890	40	876,930
Total Non-current Assets		632,545	245,865	878,410	888,209	282	888,491
Total Assets		703,246	245,865	949,111	982,134	282	982,416
LIABILITIES AND EQUITY							
Current Liabilities							
Cash and bank		-	-	-	-	-	-
Trade and other payables	5	24,095	-	24,095	25,769	635	26,404
Borrowings		305	-	305	8,095	-	8,095
Employee entitlements		16,091	-	16,091	14,702	-	14,702
Receipts in advance	8	37,625	(5,815)	31,810	42,756	(6,980)	35,776
Total Current Liability		78,116	(5,815)	72,301	91,322	(6,345)	84,977
Non-current Liabilities							
Borrowings	6	7,899	-	7,899	27,293	(9,475)	17,818
Employee entitlements		22,489	-	22,489	23,930	-	23,930
Receipts in advance	7	-	-	-	1,106	10	1,116
Total Non-current Liabilities		30,388	-	30,388	52,329	(9,465)	42,864
Total Liabilities		108,504	(5,815)	102,689	143,651	(15,810)	127,841
Valuation reserves		101,811	238,272	340,083	346,730	(6,647)	340,083
Other equity		492,931	13,408	506,339	491,753	22,739	514,492
Public equity		594,742	251,680	846,422	838,483	16,092	854,575
Total Liabilities and Public Equity		703,246	245,865	949,111	982,134	282	982,416

Reconciliation of Surplus for the Year Ended 31 December 2006

	Notes	University			Consolidated		
		Previous GAAP 31 December (\$000)	Transition Adjustment (\$000)	NZIFRS GAAP 31 December (\$000)	Previous GAAP 31 December (\$000)	Transition Adjustment (\$000)	NZIFRS GAAP 31 December (\$000)
Government grants		149,791	-	149,791	151,802	-	151,802
Student fees		111,103	-	111,103	111,951	-	111,951
Interest		4,086	-	4,086	4,370	-	4,370
Charges for services	7, 8	87,596	1,155	88,751	88,598	1,155	89,753
Trust funds		1,773	-	1,773	1,775	-	1,775
Other gains/losses		(462)	-	(462)	(462)	-	(462)
Total Operating Revenue		353,887	1,155	355,042	358,034	1,155	359,189
Staff-related Cost		211,758	-	211,758	215,281	-	215,281
Depreciation	4	31,563	(40)	31,523	31,664	(40)	31,624
Other direct costs	1, 2, 5	110,704	997	111,701	110,939	997	111,936
Finance costs		569	-	569	585	-	585
Trust funds		1,085	-	1,085	1,085	-	1,085
Total cost of operations		355,679	957	356,636	359,554	957	360,511
Net Surplus/ (Deficit)		(1,792)	198	(1,594)	(1,520)	198	(1,322)

Notes

- 1 Investment property previously shown under property plant and equipment are now shown separately, hence the opening balance in 2005 of \$3,056. Investment property is valued each December at current market value.
- 2 Biological assets include forestry, which is valued each December at fair value by a valuer. Forestry was previously shown under property plant and equipment, hence the opening balance in 2005 of \$410.
- 3 On the date of transition the University had land and buildings revalued, resulting in the large shift from GAAP to IFRS in January 2006.
- 4 Under GAAP investment property was maintained under Property Plant and Equipment in 2006 and depreciated accordingly; under IFRS the depreciation on investment property was reversed.
- 5 During 2006 a forward cover contract to purchase US\$3,000,000 was entered into by Massey University. This contract was fair valued at the end of December 2006.
- 6 In late 2006 TEC paid Massey University \$9,475,000. Under GAAP this was treated as an interest-free term loan, but under IFRS it has been moved to equity.
- 7 In late 2006 a long-term term rental was entered into. Due to the long duration of the lease the revenue of \$10,000 has been added back, annualising the income in line with Massey University's financial year.
- 8 Research income in advance was adjusted due to the amended policy that resulted from the adoption of IFRS.

MASSEY UNIVERSITY MISSION

(Excerpt from the Massey University Charter)

- 1.1 Massey University is committed to meeting the needs of New Zealand and New Zealanders, enhancing access to university study for diverse populations, preparing students for life-long learning, and meeting international standards of excellence in research and teaching. Massey University is an integrated multi-campus institution of higher learning that creates new knowledge and understanding; synthesises, applies and disseminates knowledge; develops advanced learning and scholarly abilities for a national and international student body; and promotes free and rational inquiry. We offer high-quality learning experiences that empower people and their communities to prosper in an increasingly knowledge-dependent and technologically advanced world.
- 1.2 Massey University is driven by a spirit of community relevance and engagement, while maintaining intellectual independence. We will use our multi-campus structure to meet the needs of our constituent regional communities, while our flexible delivery and distance (extramural) education capabilities give a national and international reach to our educational programmes.
- 1.3 Massey University recognises and respects the significance of mana whenua within its regions and the range of Māori organisations contributing to Māori development and advancement. We have demonstrated our commitment to Māori development by providing Māori academic leadership, research opportunities and educational qualifications that assist in the achievement of Māori aspirations.
- 1.4 Our integrated academic structures and organisational arrangements enable and support interdisciplinary and cross-disciplinary research and academic programmes. We pride ourselves on the relevance of our programmes; on our openness to students of diverse backgrounds spanning age, geographic location, educational background, ethnicity and culture; on the support we provide for our students; and on the relationship we have built with our alumni.

STATEMENT OF SERVICE PERFORMANCE

PERFORMANCE REVIEW

The Massey University Profile 2007 – 2009 states specific performance indicators and measures under each of the University's eight primary aim headings. These are reported on in the Statement of Service Performance. The Appendices provide additional information and detail on the University's profile.

PRIMARY AIM HEADINGS

The eight primary aims of Massey University are:

- **Research and Creative Works**
- **Teaching and Learning**
- **Treaty of Waitangi**
- **Students**
- **Staff**
- **The University and the Wider Community**
- **Internationalisation**
- **Organisation and Management.**

Goals and objectives stated at the beginning of each primary aim section are excerpts from the Massey University 10 Year Plan (Strategic Plan).

RESEARCH AND CREATIVE WORKS

GOALS

1. To advance the reputation and performance of Massey University as a research university of international standing.
2. To strengthen our contribution to New Zealand's economic, social and cultural advancement, through excellent, accessible and relevant research, scholarship and creative work.

OBJECTIVES

1. To encourage research, scholarship and creative work in the University's chosen disciplines in the pursuit of academic excellence and to recognise and reward outstanding achievement.
2. To build the overall research capability of the University by :
 - ensuring all campuses and colleges attain and maintain a high proportion of staff who are research active and qualified doctorally or with the appropriate terminal degree for the discipline
 - providing researchers with infrastructure and support of international standard
 - identifying and nurturing new or emerging areas of research, relevant to our overall strategy
 - promoting collaborative arrangements, innovative research, and technology transfer aimed at improving the economic performance, social well-being and sustainable development of our regions and New Zealand
 - measuring research excellence, relevance and accessibility through regular, systematic benchmarking against national priorities and international standards
 - placing a high priority on the commercialisation of intellectual property and the growth of external research funding from government, industry and international sources
 - increasing the numbers of students undertaking postgraduate research programmes and the level of scholarship and other support available to them
 - placing a greater emphasis on the professional development of staff who are able to lead and direct research programmes and research teams and on staff who are willing to work in collaborative research teams
 - establishing at an international standard, four to five Centres of Research Excellence, and to establish at a national standard, six to ten Centres of Research Excellence
 - ensuring that all research is conducted to the University's protocols and ethical standards
 - augmenting and enhancing research into all aspects of the environment, across a range of disciplines.

PERFORMANCE 2007

Massey University's ongoing commitment to focus excellence in research and creative works and research-teaching has been acknowledged through the latest national Performance-Based Research Funding (PBRF) round, in which we achieved the third highest number of research-active staff in the sector, ranked in the top three in 13 subject areas, were one of the two universities to improve its national institutional ranking, and came second in showing the greatest improvement in institution quality score.

The second major research success was marked by the opening of Manawatu Microscopy and Imaging Centre (MMIC), which was opened by the Prime Minister in August 2007. The University received \$1.5 million from the Innovation and Development Fund for the establishment of the centre.

Another highlight for 2007 was the announcement by the Government in June that there was only one addition to the existing national Centres of Research Excellence – the Riddet Centre hosted by Massey University. New Zealand’s food industry will be a major recipient of innovation generated from this centre. This reflects the University’s commitment to world-class research in pursuit of economic development.

Our commitment to growing our research capability has been recognised in the University’s Investment Plan (developed in 2007), with three key initiatives focusing on research and commercialisation. Over the next three years the University is committed to extending its research focus on business and land-based disciplines and continuing to build capability in areas that contribute to New Zealand’s economic and social growth. The inclusion of these initiatives in the University’s strategic planning documents provides guidance and direction for the coming years.

Performance Indicators

Target 2007:

A1 Develop and implement college-based research improvement plans to support the achievement of a targeted research profile of staff.

A2 Continue the Advanced Degree Award programme to assist staff to complete research qualifications, with a view to increasing the proportion of staff who are doctorally qualified or hold an appropriate terminal degree for the discipline.

Outcome/Progress 2007:

Achieved – ongoing

Highlights:

The second cycle of planning is now underway. The University’s internal funding allocations for supporting research are currently under review to assist colleges give effect to the research capability initiatives set out within their respective College Research Management Plans. A proposal for a set of new research support mechanisms has been developed and will be implemented for 2008 after being approved by Vice-Chancellor’s Executive Committee.

In the College of Creative Arts, staff research plans are developed annually by all research staff. Planning tools are in place to assist planning and forecast for potential 2012 PBRF scores.

In the College of Education, research clusters have been established to assist with the mentoring of staff and to increase the number of research active staff.

Under review

This is now under review and may be changed in order to more effectively achieve goals set out in the University’s Strategic Policy on Research Capability and associated College Research Management Plans.

A3	Continue to encourage comprehensive research endeavour of a high standard through access to internal research funds, and increased support for researchers applying to external research funds through mentoring schemes.	<p>Under review</p> <p>This is now under review and may be changed in order to more effectively achieve goals set out in the University's Strategic Policy on Research Capability and associated College Research Management Plans.</p>
A4	Continue to support the Massey University Research Medals to celebrate staff success in research, team research and research and training, and to acknowledge new emerging researchers.	<p>Achieved</p> <p><i>Highlights:</i></p> <p>The Massey University Excellence in Research & Teaching Awards Gala Dinner was held on Thursday, 25 October 2007, at the Grand Hall, Parliament Buildings, Wellington.</p> <p>The Research Medals recognise the University's elite researchers and their outstanding contributions in their particular disciplines.</p> <p>Research awards were made for the following:</p> <ul style="list-style-type: none"> • 2007 Research Medal Awards: <ul style="list-style-type: none"> - Outstanding Individual Researcher - Outstanding Supervisor - Outstanding Research Team • 2007 Early Career Medals.
A5	Build on the University's current areas of research strength and excellence by funding of research infrastructure and postgraduate research scholarships and provision of other resources, in a manner consistent with the University's positioning strategy and campus positioning strategies therein.	<p>Achieved</p> <p><i>Highlights:</i></p> <p>The Graduate Research Fund, which assists postgraduate students, has been established.</p> <p>Funding has been secured to support the development of the Centre of Excellence for Children's Literacy at the Auckland campus.</p> <p>Positions have been appointed within each college to develop and support research activities.</p>
A6	Implement Partnership for Excellence Projects in the agriculture and equine industries, building on the collaborative opportunities with Lincoln University (in the agriculture project) and private sector partners.	<p>Achieved</p> <p><i>Highlights:</i></p> <p>The Agriculture & Life Sciences Trust was formed and trustees were appointed. A draft strategic plan was prepared, in consultation with all partners, and the strategic priorities were approved.</p>

- A7-1 Renew and strengthen research technology transfer collaborative initiatives with Crown Research Institutes and economic agencies, and in particular support AgResearch in the establishment of an optimal expanded presence in Palmerston North at the Hopkirk Research Institute.
- Achieved**
- The Hopkirk Research Institute was opened by the Honourable Steve Maharey (Minister for Research, Science & Technology and Minister of Crown Research Institutes) in March 2007. The Institute houses over 70 research staff from AgResearch and Institute of Veterinary, Animal & Biomedical Sciences, who will explore the frontiers of animal health research, particularly in the areas of parasitic diseases, infectious diseases and veterinary public health. This initiative, together with the Bio-Commerce Centre, provides tremendous opportunities for the development of new research and commercialisation.
- A7-2 Renew and strengthen research technology transfer collaborative initiatives with Crown Research Institutes and economic agencies, and in particular continue input to the development of the Manawatu Bio-Commerce Centre in collaboration with Vision Manawatu and Palmerston North-based Crown Research Institutes.
- Achieved – ongoing**
- Highlights:*
- A Joint Venture Agreement was signed between Massey University, Speirs Foods, the Riddet Centre, and the BioCommerce Centre to form a consortium called Speirs Nutritionals. The company will internationally market a new kind of omega3 emulsion that can be added to other foods without the lingering taste and smell of fish.
- Crown Research Institutes continue to interface with Massey University through joint research projects and co-supervision of postgraduate students.
- A7-3 Renew and strengthen research technology transfer collaborative initiatives with Crown Research Institutes and economic agencies and in particular: -continue to support the e-Centre initiative on the Albany campus in collaboration with the North Shore City Council and industry partners.
- Achieved – ongoing**
- Highlights:*
- Discussion was held with Auckland University and Ministry of Economic Development staff on collaboration between Massey University Smales Farm and the Auckland Innovation Centre at the Tamaki Campus.
- The University's close relationship with Enterprise North Shore and the North Shore City Council has developed further through 2007, and the network of industry partners has increased.

- | | | |
|------|--|---|
| A7-4 | Renew and strengthen research technology transfer collaborative initiatives with Crown Research Institutes and economic agencies and in particular: -expand collaborative Creative Capital initiatives with Wellington City Council and Victoria University of Wellington. | <p>Achieved</p> <p><i>Highlights:</i></p> <p>The Joint Centre for Disaster Research established with the Institute of Geological and Nuclear Sciences (GNS) in 2006 now has seven PhD students and in 2007 attracted five research grants directly or through GNS.</p> <p>A project committee has been set up with representation from Massey University, Victoria University of Wellington (VUW), New Zealand School of Music (NZSM) and Wellington City Council to progress the NZSM building in Civic Square. A spectacular NZSM concert in the Wellington Town Hall was enthusiastically reviewed.</p> |
| A7-5 | Renew and strengthen research technology transfer collaborative initiatives with Crown Research Institutes and economic agencies and in particular: -continue to host the research network for Building Research Capability in the Social Sciences (BRCSS) in partnership with five other tertiary institutions and a private research agency. | <p>Achieved</p> <p><i>Highlights:</i></p> <p>The BRCSS project has established offices on Wellington campus.</p> <p>The College of Humanities and Social Sciences has provided significant support for the requirements of this project, especially with the Access Grid.</p> |
| A7-6 | Renew and strengthen research technology transfer collaborative initiatives with Crown Research Institutes and economic agencies and in particular: -support the development of New Zealand's advanced research network to link New Zealand to international research communities. | <p>Achieved</p> <p><i>Highlights:</i></p> <p>The relatively new Kiwi Advanced Research and Education Network (KAREN) has been well utilised, and the University has applied for a number of government grants to build capability in this area to ensure the University uses this technology to best advantage.</p> |
| A8 | Plan for, and commence establishment of, the Institute for Advanced Study to be located on the Albany Campus. | <p>Achieved – ongoing:</p> <p><i>Highlights:</i></p> <p>The New Zealand Institute for Advanced Study (NZIAS) was launched during 2007.</p> |

A9	<p>Continue development and strengthening of the University Graduate Research School, established in 2004</p> <p>to provide support to University research supervisors and research students.</p>	<p>Achieved</p> <p><i>Highlights:</i></p> <p>In 2007 the Graduate Research School, in conjunction with the University’s Training and Development Unit (TDU), held supervisor workshops and “Taking Charge of Your Doctorate.”</p> <p>workshops for students on each campus. A handbook for <i>Doctoral Examination Convenors</i> which builds on the <i>Handbook for Doctoral Study</i>, has also been printed. It is useful for convenors, supervisors, and students.</p>
A10	<p>Implement the recommendations of the institutional research project in the area of postgraduate (including research degrees) enrolments, retention and completions.</p>	<p>Achieved</p> <p><i>Highlights:</i></p> <p>The focus of this project is now directed at two key institutional information management systems (Research Information Management System and Student Management System) and associated processes. The project team is now looking at system changes to give effect to critical aspects of this project.</p>
A11	<p>Encourage the development of Māori research teams in all colleges.</p>	<p>Achieved</p> <p><i>Highlights:</i></p> <p>Through the activities of Te Mata o Te Tau, The Academy for Māori Research and Scholarship, Māori research centres across the University have been supported. Activities undertaken include:</p> <ul style="list-style-type: none"> • in partnership with Research Management Services, providing targeted communications on Māori research opportunities • providing database training on the CoS Research database • encouraging cross-university research synergies by coordinating and supporting Manu Ao (See C 21 in the “Treaty of Waitangi” section).
A12	<p>Complete implementation of the RIMS project, initiated in 2004 to update and integrate the University’s various systems for the management of research and consultancy activity across the University and to provide appropriate reporting mechanisms to support PBRF implementation.</p>	<p>Achieved</p> <p><i>Highlights:</i></p> <p>The RIMS system has been implemented in Research Management Services, the Graduate Research School and the colleges and has been integrated with the finance, HR and student systems. Reporting on research activity is now an “all in one” place for the researchers. Collection and entry of publication information is now routine, and the RIMS system has been used to successfully send PBRF evidence portfolios to TEC.</p>
A13	<p>Review research policy and process in conjunction with implementation of RIMS (e.g. research costing/pricing).</p>	<p>Achieved</p> <p><i>Highlights:</i></p> <p>Key aspects of the University’s new Costing and Cost Recovery Policy and Approval of Research and Consultancy Proposals Policy are currently being incorporated into RIMS.</p>

A14 Complete implementation of the University's commercialisation framework.

Partially achieved

Highlights:

Key initiatives for optimising commercial activities for the benefit of the University and the nation have been included in the University Investment Plan, and they will provide guidance and direction for the coming years.

Other highlights of initiatives focused on Research & Creative Works:

The University's Animal Welfare Science and Bioethics Centre has been named a collaborating centre of the OIE, the World Organisation for Animal Health, and will provide expert scientific, bioethical and educational advice for the OIE and its 169 member countries. The Centre is the first in New Zealand to be acknowledged as a collaborating centre, and the only collaborating partner with a sole focus on animal welfare. The Centre provides practical, science-based and ethical advice, education and solutions to animal welfare problems and for bioethical analysis and education.

The University's Centre for Mobile Computing was officially launched in Auckland in June. The mission of the Centre is to engage in leading-edge research to enhance New Zealand's capability in mobile computing. This formalises the initiatives of researchers in the Institute of Information and Mathematical Sciences at the Auckland campus, who have taken the lead in building New Zealand's capability in mobile computing.

The Solexa Genome Analysis system was launched by the Minister for Research, Science and Technology, the Hon. Steve Maharey, on Friday, 5 October 2007, at the Allan Wilson Centre for Molecular Ecology and Evolution on the Palmerston North campus. This is a next-generation DNA sequencer, which will enable scientists to analyse DNA 100 times faster than previously. The Solexa and the existing ABI3730 sequencer are complementary, and will allow almost all projects requiring next-generation sequencing to take place within New Zealand. The Solexa is intended to become an accredited facility, the only one in the Southern Hemisphere, and provides an opportunity to attract clients from across Australasia.

A joint initiative between Massey University and Landcare Research has resulted in the appointment of the first joint professorial research fellowship. Landcare Research principal scientist Surinder Saggar has been appointed Professor of Environmental Sciences. Professor Saggar's area of expertise includes agricultural greenhouse gas emissions, including mitigation, soil organic matter and nutrient cycling.

The following collaborative research contracts have been secured:

- the Longitudinal Study, in partnership with Auckland University and Victoria University of Wellington
- Healthy Eating – Healthy Action (HEHA), in partnership with Otago University, Auckland University of Technology and Victoria University of Wellington
- Manu Ao, a Te Kahui Amokura sponsored universities-wide Māori staff consortium
- Ngāti Awa evaluation
- a blues skies research project in whānau communication with the Families Commission.

Performance Measures

	Target 2007	Actual 2007	Actual 2006
Pbrf Quality Academic Staff Profile (Fte)			
A Category	89	65	42
B Category	273	284	216
C Category	498	525	431
R Category	59	239	537
Total	919	1,113	1,226

Note: Actual 2007 represents 2006 external evaluation scores, and Actual 2006 represents 2003 external evaluation scores.

Contract Income Earned from External Sources (\$m)	53	56	51
---	----	----	----

Note: This excludes internal research income and income derived from subsidiaries.

PBRF External Research Income (\$m)	38	41	37
--	----	----	----

Note: This excludes income derived from subsidiaries.

Postgraduate EFTS – Taught (Number of)	2,511	2,381	2,516
---	-------	-------	-------

Postgraduate EFTS – Research (Number of)	1,453	1,395	1,414
---	-------	-------	-------

Doctorate Completions (Head count)	106	112	140
---	-----	-----	-----

PBRF Wholly Research Doctorate Successful Completions (EFTS)	86	112	140
---	----	-----	-----

PBRF Wholly Research Masterate Successful Completions (EFTS)	345	*	382
---	-----	---	-----

* Masterate completions for 2007 yet to be finalised while this document is being prepared.

TEACHING AND LEARNING

GOAL

To provide tertiary education of a quality and kind that will enhance the capabilities, potential, and intellectual independence of its students, on a life-long basis, through education both on and off campus.

OBJECTIVES

- To promote and develop the distinctive nature of Massey University reflected in its extramural programme, and broaden this to a flexible learning and teaching focus that integrates new technologies into course delivery for both internal and extramural students.
- To ensure that all courses, regardless of the campus or mode of delivery, provide students with access to excellent education of high international standard, supported by effective quality systems and, where appropriate, with specific international accreditation.
- To reinforce strong commitment to research-led teaching and scholarship.
- To provide access for all students to high-quality and appropriate on-line educational services, Library services, support tools and pedagogy.
- To place high priority on the first-year experience for our students.
- To ensure staff continue to have access to high-quality staff development programmes relevant to learning and teaching.
- To conduct regular surveys of students, graduates and major employers of graduates and use the resulting information to improve the relevance and quality of academic programmes, learning support, and services.
- To foster discussion of environmental issues in the University Community.

PERFORMANCE 2007

Massey University makes a major contribution to accessible research-based university education in New Zealand, both in its own right and in partnership with other institutions nationally and internationally. This contribution reflects both our mission and special character. The breadth of academic programmes offered, specialist areas, and flexible delivery options mean we offer an integrated portfolio of qualifications relevant to the New Zealand environment. As an institution that prides itself on being student-centred, qualifications are available to students through arrangements that suit their location and circumstances, and that can be accommodated alongside their family and employment commitments.

During 2007 the University consolidated plans and strategies within the new Investment Plan (Profile). Distance education and e-learning were identified as two of the University's nine strategic priorities, and the appointment of Directors in each area will ensure implementation of initiatives and the achievement of specified outcomes.

The University continued its commitment to networks of provision in 2007 with the ongoing development and implementation of positioning strategies for each campus and extramural. Strategic dialogue with other providers in the Auckland and Wellington regions also continued with the participation of the respective Deputy Vice-Chancellors.

Massey University is very proud to host Ako Aotearoa (the National Centre for Tertiary Teaching Excellence), which was launched on 1 November 2007 at the Wellington campus. Internal support for teaching innovation and excellence continues through the University's Fund for Innovation and Excellence in Teaching (FIET), a variety of award programmes, and the yearly Vice-Chancellor's Symposium, which celebrated "The Magic of Teaching" in 2007. The University's success with two awards in the National Tertiary Teaching Excellence Awards

also demonstrates the strength of teaching at Massey. The University's SECAT (Standard Evaluation of Course, Administration and Teaching) scores have also continued to improve during 2007.

Systems and processes for quality assurance within the learning and teaching environment continue to evolve through regular strategic reviews and the development of data and information systems. During 2007, 14 reviews spanning 31 qualifications were carried out in accordance with the University's Qualification Review Procedures. Significant progress was also made on the development of systems for high-level analyses of student academic achievement, evaluation of teaching quality, and appropriate and effective assessment practices remain key areas of focus with University-wide initiatives ongoing.

Performance Indicators

Target 2007:

B1 Introduce new qualification offerings over the 2007 – 2009 period as listed in the section "Qualifications to be Delivered" in the Profile 2007 – 2009.

B2 Discontinue the qualification offerings as listed in the section "Qualifications to be Discontinued" in the Profile 2007 – 2009.

B3 Continue the implementation of the Wellington Campus Teaching & Learning Development Plan developed in 2005 by consolidating the Bachelor of Engineering and increasing the number and proportion of post-graduate EFTS on campus, including introduction of postgraduate programmes in Engineering and Health Sciences.

Outcome/Progress 2007:

Achieved

Qualifications introduced:

- Postgraduate Certificate in Business
- Postgraduate Certificate in Arts.

Achieved

Qualifications discontinued:

- Higher Diploma of Teaching
- NZ Diploma of Business
- Bachelor of Māori Performing Arts
- Graduate Diploma in Dance Studies
- Certificate in Japanese Studies.

Achieved

Highlights:

The doctoral head count in Wellington campus on 1 October 2007 was up by 25% to 66 from 1 October 2006, and overall postgraduate EFTS increased by 17% to 245.

New postgraduate programmes in Health Science and Visual and Material Culture were approved by Committee for University Academic Programmes and will be offered from 2008.

B4	Develop and implement positioning strategies for Auckland and Palmerston North campuses and Extramural.	<p>Achieved – ongoing</p> <p><i>Highlights:</i></p> <p>The Deputy Vice-Chancellor (Auckland & International) continued to engage with Colleges in the future strategic direction for programmes at the Albany campus. In 2007 this was focused on the College of Sciences, and the launching of the New Institute for Advanced Study. Also at Albany the Speech-Language Therapy Clinic was established. The College of Humanities & Social Sciences completed the final year of implementation of their Albany campus review.</p> <p>Implementation of the Campus Positioning Strategies developed in 2006/2007 is on-going, and is reflected in the University’s Investment Plan (Profile).</p>
B5	Complete a review of the Summer School Strategy.	<p>Achieved – ongoing</p> <p><i>Highlights:</i></p> <p>A further review of the success rates of Summer School students was carried out in 2007. The procedures in place in the colleges for the coordination and management of Summer School offerings are adequate at the present time.</p>
B6	Develop and implement a process for targeted review, and where warranted, rationalisation of existing qualification/ paper/offerings where student demand is low (in conjunction with implementation of campus positioning strategies above).	<p>Achieved – ongoing</p> <p>Existing processes for qualification reviews address this objective.</p> <p>The five-yearly qualification reviews include consideration of the alignment between qualifications within the academic portfolio and they can highlight opportunities for rationalisation.</p>
B7	Continue to review provider contracting arrangements and strengthen as necessary to ensure quality assurance.	<p>Achieved</p> <p><i>Highlights:</i></p> <p>The policy for subcontracting of teaching was updated.</p>
B8-1	Continue strategic dialogue with other tertiary education organisations in our regions or common T & L domains to optimise portfolio provision in the sector, including Lincoln University.	<p>Achieved – ongoing</p>

- B8-2** Continue strategic dialogue with other tertiary education organisations in our regions or common T & L domains to optimise portfolio provision in the sector, including Eastern Institute of Technology.
- Achieved – ongoing**
Highlights:
 Staff of the College of Education were relocated in December 2006 from Ruawharo to the Hetley Building, Ruawharo Centre, at Eastern Institute of Technology (EIT), Hawke’s Bay. There are considerable advantages and synergies in the relocation. These include a minimisation of costs (rental and services), maximisation of the academic environment for Massey staff and students, and closer links and better collaboration with other providers of tertiary education in Hawke’s Bay. The Ruawharo site was released for sale.
- In August 2007, Massey and EIT renewed an agreement for EIT to teach Massey’s Graduate Diploma in Teaching (Secondary) programme on the Taradale campus in Napier. This cooperative agreement with EIT has enabled this qualification to be offered in Napier for the last seven years.
- B8-3** Continue strategic dialogue with other tertiary education organisations in our regions or common T & L domains to optimise portfolio provision in the sector including Universal College of Learning (UCOL).
- Achieved – ongoing**
Highlights:
 Projects have been implemented by the tertiary sector, Palmerston North City Council and local businesses to promote the “Student City” brand of Palmerston North. Collaboration between International Pacific College (IPC), Universal College of Learning (UCOL) and Massey has been coordinated through the Integrated Education Guardian Group, part of Vision Manawatu.
- B8-4** Continue strategic dialogue with other tertiary education organisations in our regions or common T & L domains to optimise portfolio provision in the sector, including Victoria University of Wellington (VUW).
- Achieved – ongoing**
Highlights:
 The DVC (Wellington) continued to participate in the Tertiary Education Cluster.
- The NZSM jointly owned by Massey and VUW of Wellington exceeded its 2007 EFTS target by 12%.
- B8-5** Continue strategic dialogue with other tertiary education organisations in our regions or common T & L domains to optimise portfolio provision in the sector, including Wellington Institute of Technology.
- Achieved – ongoing**
Highlights:
 Wellington campus staff contributed to the regional training strategy that was developed by Weltec and Whitireia Polytechnic. Discussions are underway with Weltec in relation to rationalising Massey’s engineering and IT offerings while ensuring appropriate regional provision and staircasing.

- | | | |
|------|---|---|
| B8-6 | Continue strategic dialogue with other tertiary education organisations in our regions or common T & L domains to optimise portfolio provision in the sector, including Te Wānanga o Raukawa. | <p>Achieved – ongoing</p> <p><i>Highlights:</i></p> <p>The relationship was maintained through Massey’s position on the Council of Te Wānanga o Raukawa, and an initiative was begun for Te Wānanga o Raukawa staff studying for doctoral degrees through Massey.</p> |
| B8-7 | Continue strategic dialogue with other tertiary education organisations in our regions or common T & L domains to optimise portfolio provision in the sector, including Nelson Marlborough Institute of Technology. | <p>Achieved – ongoing</p> |
| B8-8 | Continue strategic dialogue with other tertiary education organisations in our regions or common T & L domains to optimise portfolio provision in the sector, including Northland Polytechnic. | <p>Achieved – ongoing</p> <p><i>Highlights:</i></p> <p>Student articulation agreements with NorthTec were further developed.</p> <p>The DVC (Auckland & International) led Massey’s engagement in discussions with the Tertiary Education Commission, the University of Auckland, Auckland University of Technology, NorthTec, Unitec, and MIT in relation to (a) integration of provision of tertiary education in the Auckland region, and (b) future trades and vocational tertiary education provision in the north and northwest sectors of Auckland.</p> |
| B9-1 | Maintain current programme-based relationships, including those with the Ministry of Defence. | <p>Achieved – ongoing</p> |
| B9-2 | Maintain current programme-based relationships, including those with the Ministry of Health. | <p>Achieved – ongoing</p> |
| B9-3 | Maintain current programme-based relationships, including those with the Department of Child, Youth and Family. | <p>Achieved – ongoing</p> |

B9-4	Maintain current programme-based relationships, including those with the Ministry of Education.	<p>Achieved – ongoing</p> <p><i>Highlights:</i></p> <p>Maintained programme-based relationships with the Ministry of Education, the Teachers Council, the Psychologists Board, and the New Zealand Speech Therapists Association.</p>
B10	Continue the systematic programme of qualification reviews to include T & L and industry evaluations, student feedback, and peer review.	<p>Achieved – ongoing</p> <p><i>Highlights:</i></p> <p>Fourteen reviews spanning 31 qualifications were conducted in 2007.</p>
B11	Continue implementation of the University’s Teaching and Learning Policy, including development of strategies for e-learning, teaching evaluation enhancing student success and completion, and appropriate assessment as strategic priorities.	<p>Partially achieved – ongoing</p> <p><i>Highlights:</i></p> <p>Distance education and e-learning have been identified as strategic priorities in the University’s new Investment Plan, with development goals articulated for e-learning, distance education and teaching evaluation.</p> <p>Funding to support the implementation of an online, automated evaluation tool and to support the development of online assessment and assignment submission has been applied for.</p>
B12	Implement revised student and graduate measures of perceptions of teaching and programme quality, including agreed feedback mechanisms to staff and students.	<p>Partially achieved</p> <p><i>Highlights:</i></p> <p>A revised student satisfaction survey was administered in 2007 and included a survey of students who withdrew from their programmes. Enhancements have been made to the way in which the results are reported and now allow for individual units to access the results most pertinent to them.</p> <p>Deficiencies in the current approach for surveying graduate outcomes have been identified and a review will be undertaken by a working group of the New Zealand Vice-Chancellors’ Committee. Improvements to the national survey process are expected to be implemented from 2009.</p> <p>There has been limited progress on the implementation of the teaching evaluation redevelopment goals. However, the development of a flexible online survey tool is the subject of a multi-university funding proposal submitted to the TEC.</p> <p>The University participated in a pilot of the Student Engagement Survey, which is being run by the Australian Council for Education Research. Results are expected late 2007 / early 2008.</p>

B13	Continue to progress international accreditation of programmes in the College of Business by the Association to Advance Collegiate Schools of Business (AACSB).	Partially achieved
B14	Seek accreditation status from the Psychologists Registration Board for the Clinical Psychology and Industrial/Organisational programmes.	Partially achieved – ongoing
B15	Seek to extend the range of engineering and technology degree majors accredited by the Institution of Engineers New Zealand and recognised internationally under the Washington Accord for four-year degrees and the Sydney Accord for three-year degrees.	<p>Achieved</p> <p>Massey University continues to consolidate its four-year professional Bachelor of Engineering degree and extend its major offerings.</p>
B16	Develop and implement systems and structures to support student literacy and numeracy with a particular focus on undergraduate degree students.	<p>Achieved – ongoing</p> <p><i>Highlights:</i></p> <p>Papers have been developed in the College of Creative Arts and the College of Humanities and Social Sciences to strengthen student literacy and numeracy. A number of personnel provided support to students with literacy and numeracy requirements.</p>

- B17** Continue to integrate new technologies across the curriculum in a systematic manner and implement adopted projects (including those funded under the e-learning Collaborative Development Fund).
- Achieved – ongoing**
Highlights:
 Work is currently underway to define the “e-toolset” which will comprise the core templates and ICT requirements to facilitate and advance the use of e-learning in papers and programmes. Preparations to upgrade the University’s Learning Management System have been ongoing during 2006 – 2007 for implementation in 2008 – 2009. A pilot of Moodle, an open-source learning management system, has commenced in the College of Education.
- The university is engaged in leading three significant government-funded projects that will result in enhanced e-learning delivery. These are: the e-learning Guidelines project, the Professional Development in e-learning project and the e-learning Management Resources project. Each of these projects will contribute to the integration of new technologies within the Massey curriculum.
- Two part-time teaching fellowship positions have been established to support the integration of eLearning across the University. Work has commenced on the development of the Teaching@Massey web portal to enhance instructional design and quality assurance of extramural materials.
- The use of Adobe Connect for extramural students and the Wimba Voice Tools for language students has been a successful integration of new technologies.
- B18** Implement recommendations from the First Year Experience Review, including the establishment of good practice pilots to enhance T & L performance in papers and programmes and across all modes, internal and extramural.
- Achieved**
Highlights:
 Work continues on the development of tracking mechanisms for student retention from Year 1 to Year 2. Baseline data is now available for the evaluation of initiatives in 2008 and 2009.
- The Library has shifted focus from general library tours to subject-focused seminars targeted to the needs of first-year student assignments.
- B19** Continue implementation of the Retention Project targeting high enrolment first-year papers and priority student groups, and including the capability for generating better data and analysis of student retention and progression and completion.
- Achieved – ongoing**
 See response to B18 above.

B20 Continue to recognise and nurture teaching excellence through award programmes (including the Vice-Chancellor's Awards for Excellence in University Teaching, the Fund for Innovation and Excellence in Teaching), and sharing of best practice.

Achieved – ongoing

Highlights:

The highly successful Fund for Innovation and Excellence in Teaching (FIET) continues to promote and support innovation among Massey staff members and lead to innovative practice and products. Over recent years, the FIET committee has focused on specific areas and encouraged applications to address these areas. The current priority area, in line with University policy, is distance education and a number of projects have been funded that address this priority. Overall, the FIET fund has sponsored close to 250 projects in its 14-year history.

Massey's success in the National Tertiary Teaching Excellence Awards demonstrate the strength of teaching at Massey. For the last three years, Massey has won two national awards each year (100% strike rate). The most recent winners were Dr Tracy Riley and Dr Bryan Walpert. A key factor in this success is the encouragement given by the Vice-Chancellor through the promotion of the annual Vice-Chancellor's Teaching Excellence Awards and the work of the Teaching Excellence Committee and the programmes and support provided by the consultants of CADeL.

B21 Continue to deliver professional development programmes for T & L staff and also establish a comprehensive staff development plan that reflects the University's changing requirements.

Achieved – ongoing

Highlights:

A comprehensive services optimisation project is underway that will facilitate the definition of functions and development opportunities.

Massey's Training & Development Unit (TDU) runs about 100 courses over the year, attended by about 2,000 participants. There have been fewer offerings this year because of the change of focus of the TDU, which has concentrated more on individual consultancy and working with small groups in targeted areas. This reflects a maturing of the level of staff capability and the lower numbers of new staff coming into the university.

Other highlights of initiatives focused on Teaching & Learning

Ako Aotearoa, the \$20 million national tertiary teaching excellence centre headed by Massey, was formally launched on the Wellington campus on 1 November 2007. Dr Peter Coolbear took up his appointment as the Director of the Centre.

Preparation has begun for the University's fourth academic audit, which will be conducted in 2008. The audit will be University-wide and scoped according to the Investment Plan.

Ongoing implementation of the Unsatisfactory Academic Progress regulations has resulted in a decline in the number of students being excluded from the University.

The Teaching and Learning Committee progressed the development of an assessment policy, scheduled for completion in 2008.

Information on student academic achievement in papers has now been delivered via a multi-year spreadsheet that presents pass rates and grade distributions for various aspects of the student demographic.

Use of the plagiarism detection product, TurnItIn, has steadily expanded since it was piloted, with all colleges now utilising the software in selected papers.

Performance Measures

Undergraduate Qualifications to be Offered (Number of)	Target 2007	Actual 2007	Actual 2006
Discrete Qualifications Offered	116	109	119
Qualifications Offered by Region			
Auckland Region	44	38	44
Palmerston North Region	82	76	86
Wellington Region	43	38	51
Extramural Region	69	67	71

Postgraduate Qualifications to be Offered (Number of)			
Discrete Qualifications Offered	108	113	109
Qualifications Offered by Region			
Auckland Region	54	53	54
Palmerston North Region	77	80	77
Wellington Region	32	36	36
Extramural Region	56	54	57

	Target 2007	Actual 2007	Actual 2006
Qualifications Available on the Web (Number of complete qualifications)	8	8	8

Academic Evaluation and Assessment (SECAT scores [Student Evaluation of Course, Administration and Teaching])	Target 2007	Actual 2007	Actual 2006
(i) Internal SECAT – Paper			
University Mean	4.00	4.01	3.99
College of Business	4.00	4.00	3.98
College of Creative Arts	3.80	3.90	3.94
College of Education	3.90	3.98	3.86
College of Humanities & Social Sciences	4.10	4.19	4.19
College of Sciences	3.92	3.96	3.92

Academic Evaluation and Assessment (SECAT scores)	Target 2007	Actual 2007	Actual 2006
(ii) Internal SECAT – Teacher			
University Mean	4.12	4.23	4.19
College of Business	4.00	4.16	4.11
College of Creative Arts	4.20	4.23	4.29
College of Education	4.30	4.43	4.19
College of Humanities & Social Sciences	4.30	4.46	4.42
College of Sciences	4.17	4.20	4.17

Academic Evaluation and Assessment (SECAT scores)	Target 2007	Actual 2007	Actual 2006
(iii) Extramural SECAT – Paper			
University Mean	4.30	4.49	4.60
College of Business	4.30	4.47	4.54
College of Creative Arts	4.80	4.32	4.94
College of Education	4.70	4.49	4.65
College of Humanities & Social Sciences	4.55	4.54	4.64
College of Sciences	4.65	4.51	4.64

Eligible Papers for Which SECAT Surveys are Completed, by Mode (%)	Actual 2007	Actual 2006
Internal	32%	28%
Extramural *	37%	26%

* The criteria for extramural paper assessment were changed in 2006 to align with the internal paper assessment.

	Actual 2007*	Actual 2006
Overall Graduate Course Experience Questionnaire (CEQ Mean Score)*	-	3.85

* Survey not undertaken in 2007.

TREATY OF WAITANGI

GOALS

Demonstrate Massey University's commitment to being recognised as:

- (i) a Māori-relevant university
- (ii) a place where Māori language and culture can flourish
- (iii) a place where Māori students are likely to graduate
- (iv) a university where Māori will obtain relevant higher degrees
- (v) a university which has the teaching and research capacity to make a substantial contribution to positive Māori development
- (vi) a university that provides academic leadership for Māori development.

OBJECTIVES

- To achieve full Māori participation across the University, including governance and management.
- To increase enrolment of Māori undergraduate and postgraduate students.
- To achieve greater academic success by, and retention of, Māori undergraduate and postgraduate students.
- To increase the proportion of Māori staff.
- To use the Māori language appropriately across the University.
- To foster mutual regard for, and understanding of, academic knowledge and customary Māori knowledge.
- To establish effective consultation mechanisms with Māori both internally and external to the University.
- To ensure that the University has teaching programmes relevant to the aspirations of Māori in both content and delivery.
- To encourage research into broad issues of Māori development including policy, resource and community development.
- To enable Māori students to develop dual competencies, thereby adding value to academic programmes and facilitating greater Māori participation in te reo Māori and society generally.

PERFORMANCE 2007

In 2007, the University continued to implement the Māori@Massey Strategy. Many initiatives moved into the important maintenance phase of development to imbed recommended practices into Massey's processes. For example:

- there was a focus on supporting Māori postgraduate students through workshops and writing retreats
- further research was conducted with Māori postgraduate students and Māori undergraduate students new to Massey to explore trends and patterns in student participation
- scholarships supporting Māori academic achievement were maintained, with 30 students successfully completing their course of study, enabling them to graduate
- the Māori Communications Strategy continued to profile Massey in Māori-focused publications, building both the Māori research and teaching reputation of Massey
- throughout the year the Deputy Vice-Chancellor (Māori) actively participated in a range of government activities, including offering advice to Te Puni Kōkiri in relation to whānau development and Māori Futures, to the Ministry of Education on the Futures Programme, and the Families Commission.

In addition, new initiatives were supported, including the following:

- Te Mata o Te Tau, The Academy of Māori Research and Scholarship, was the co-ordinating body for Manu-Ao Māori Academic Network across universities in Aotearoa, this was an New Zealand Vice-Chancellor's Committee (NZVCC) and Tertiary Education Commission (TEC) supported initiative. Manu-Ao encourages collaboration and capability building for Māori academic staff. A successful series of events, including regular cross-university seminars, canvassed the range of Māori research developments across the universities
- In conjunction with the Office of the DVC (Academic) and the Information Technology Services (ITS), statistical tools showing retention rates were developed
- On the Wellington Campus a new Senior Manager (Māori) was appointed and a new whānau room with dedicated study facilities was opened
- A new strategy, Kia Maia, to progress Māori development at Massey was approved.

The new Tertiary Education Strategy 2007-2012 signalled a refocusing of the tertiary education sector and highlighted the importance of achieving for Māori. To demonstrate Massey's commitment to this direction, a strategy Kia Maia: Key Initiatives for a Māori Academic Investment Agenda, the next iteration of the Māori@Massey Strategy, was developed. The broad aims of Kia Maia are to align Massey University capabilities with full Māori participation in Te Ao Māori and in a knowledge-based society, and to contribute to Māori capacity building through teaching, research, and knowledge transfer.

Building on the Massey distinctiveness – as evidenced by its Māori student profile, modes and sites of delivery, Māori content in academic programmes, the range of applied programmes and Māori research capability – four investment goals have been identified:

- investments in quality academic outcomes for Māori
- investments in Māori professional capability
- investments in research-led Māori transformations
- investments in Māori engagement.

The four investment goals have been given priority because of their potential to significantly enhance Massey University's contribution and to accelerate action where progress is both needed and possible.

KIA MAIA highlights the areas where the University will make significant investments over the five-year period 2008 – 2012 and contains new initiatives for the three years 2008 – 2010.

Performance Indicators

Target 2007:

CI As part of the University's overall student recruitment strategy, develop a Māori Student Recruitment Strategy.

Outcome/Progress 2007:

Partially achieved
A strategic focus on recruitment has been signalled in Kia Maia.

C2	Seek to maintain the current Māori student scholarships (Raukura, Highbury Community Scholarships, Te Rau Puawai Bursary Scheme, Landcare Scholarship in Planning) and develop a strategy for future development of Māori student scholarships.	<p>Achieved</p> <p>Scholarships were maintained where funding was available. There were about 30 graduates from these scholarships.</p> <p>Further opportunities to develop the Māori scholarships offered at Massey have been explored with the Scholarships Committee.</p>
C3	Continue to develop baseline data and tools for tracking the T & L achievement of Māori students to support the development of new initiatives aimed at accelerated T & L course progression for Māori students.	<p>Achieved</p> <p><i>Highlights:</i></p> <p>In partnership with the Office of the DVC (Academic) and ITS, DVC (Māori) continued to assist with the development of database tools to support student academic success, and with monitoring retention and completion rates.</p> <p>Information on student academic achievement in papers has now been delivered via a multi-year spreadsheet that presents pass rates and grade distributions for various aspects of the student demographic, including for Māori and Pasifika students.</p> <p>The Retention Report includes specific analyses of first-year retention rates for Māori and Pasifika students.</p>
C4	Propose a strategy to enhance the performance of Māori extramural students to inform development of the University's Extramural Strategy.	<p>Not achieved.</p> <p>Awaiting the University-wide Strategy.</p>
C5	Explore further development of Māori learning and support services.	<p>Achieved – ongoing</p> <p><i>Highlights:</i></p> <p>Further development of the Māori Support Services has also been signalled as part of the Kia Maia Strategy.</p> <p>Te Hononga Mai Tawhiti continues to provide valuable support to Māori Extramural students through, for example, regional workshops on exam study skills.</p> <p>Kiwitea Hall on the Palmerston North campus continues to provide a whānau-based living option for Māori students and works in close collaboration with Kaitautoko Māori and Kainga Rua (student learning area).</p>

		<p>The annual Student Satisfaction Survey showed increased satisfaction with Māori services on the Wellington Campus.</p> <p>The Auckland campus is developing processes to meet the needs of postgraduate students through the Rangahau Taura programme. A postgraduate hui was held on 12 October 2007 aiming to bridge a gap between masterate students and PhD students.</p>
C6	Increase Māori participation in unique programme offerings such as Te Aho Tatairangi (the immersion teacher training degree programme) and Bachelor of Māori Visual Arts.	<p>Partially achieved – on going</p> <p><i>Highlights:</i></p> <p>The number of students in the Bachelor of Māori Visual Arts has increased for 2007.</p> <p>An external programme review of Te Aho Tatairangi was undertaken.</p>
C7	Develop and implement a Māori Research Strategy.	<p>Achieved</p> <p><i>Highlights:</i></p> <p>Actions have been taken towards increasing the capability and capacity at Massey for Māori staff.</p> <p>(Also see responses to A11 in the “Research & Creative Work” section.)</p>
C8	Continue to develop Te Mata o Te Tau, the inter-disciplinary Academy for Māori Research and Scholarship.	<p>Achieved</p> <p><i>Highlights:</i></p> <p>A Director has been appointed to Te Mata o Te Tau.</p> <p>Research funding has been secured as part of Te Mata o Te Tau. (Also see response to additional highlights in the “Research & Creative Work” section.)</p>
C9-1	Continue to support Māori Research Teams: Te Pūmanawa Hauroa (Health Development).	Achieved – ongoing
C9-2	Continue to support Māori Research Teams: Te Pūtahi-ā-Toi (Language & Heritage).	Achieved – ongoing
C9-3	Continue to support Māori Research Teams: Te Uru Māraurau (Education, Policy).	Achieved – ongoing
C9-4	Continue to support Māori Research Teams: Whāriki (Health).	Achieved – ongoing

C9-5	Continue to support Māori Research Teams: Te Au Rangahau (Business).	Achieved – ongoing
C9-6	Continue to support Māori Research Teams: Centre for Indigenous Governance and Development (Indigenous Development).	Achieved
C9-7	Continue to support Māori Research Teams: Te Wāhanga Pōtaiao (Foods, Land).	Achieved – ongoing
C10	Continue to support senior Māori appointments in the University that will underpin the T & L development plans.	Partially achieved – ongoing <i>Highlights:</i> Te Tumatakuru O’Connell (Ngāti Raukawa, Ngāi Te Rangi, Te Ati Awa, Ngāi Tahu, Airani) has been appointed to the position of Te Kaiwawao. Te Kaiwawao assists in making the University accessible for all Māori by offering academic and personal advice that can assist students to achieve their academic potential.
C11	Establish a Māori workforce development strategy for T & L and general staff.	Partially achieved – ongoing Supported as part of the development of Manu Ao. (See response to C21 below.)
C12	As part of the strategic positioning of the University, its campuses and extramural, identify opportunities for the introduction and ongoing development of distinctive qualifications and offerings that will contribute to Māori development aspirations.	Achieved <i>Highlights:</i> As part of the Kia Maia Strategy a Māori professional development focus has been signalled as a core initiative.

C13	Actively promote engagement and collaboration internationally and with indigenous peoples within areas of teaching, research and staff/student exchanges.	<p>Achieved – ongoing</p> <p><i>Highlights:</i></p> <p>The DVC (Māori) hosted the following international visitors: Stephen Pompedelli, from Harvard Medical School, who was assisting with the analysis of cultural markers in the Psychiatric Epidemiology study; Dr Marjorie Mau from the Department of Native Hawaiian Health, University of Hawaii, on a research exchange; and Dr Keaweaimoku Kaholokula from the Department of Native Hawaiian Health, University of Hawaii, on a research exchange.</p> <p>The DVC (Māori) signed an agreement for hosting postgraduate psychology students from the University of Hawaii.</p>
C14	Implement a Māori-language policy for the University.	<p>Achieved</p>
C15	Evaluate, and where necessary, plan for improved cultural, recreational and study facilities on each campus over the planning period.	<p>Achieved</p> <p><i>Highlights:</i></p> <p>Kiwitea Hall, a hall of residence on Palmerston North campus, is based on a kaupapa Māori philosophy and is located in close proximity to Te Whare Herenga, a dedicated study space. It continues to build on its success and popularity, with full occupancy in 2007.</p> <p>Manawatahi and Te Atawhai have new offices/spaces co-located with all other students' associations on Level 2 of the remodelled Students' Centre on Palmerston North campus.</p> <p>A new whānau room with dedicated study facilities opened on Wellington campus.</p> <p>On Auckland campus, highlights include supporting activities focusing on Māori Language week and progressing relationships with iwi.</p>
C16	Continue student support staffing positions on each campus and in each college.	<p>Achieved</p> <p>Māori positions have been maintained on all campuses and in each college.</p>
C17	Continue implementation of the Māori Communications Strategy developed by the DVC (Māori).	<p>Achieved</p> <p>A presence in Māori-focused publications has been maintained.</p>

- C18 Explore options for mutually beneficial relationships between the University and wānanga.
- Achieved**
Highlights:
On the Auckland campus, the Kaiwhakahaere continues discussions with Te Whare Wānanga o Awanui-a-rangi. Negotiation took place on a joint venture with Ngāti Awa and it is hoped that Awanui-a-Rangi can become apart of this venture.

(Also refer to responses to B8-6 in the “**Teaching & Learning**” section.)
- C19 In conjunction with Council, explore ways to implement the recommendations from the Engagement with Māori paper. (See also H11 and F8.)
- Achieved**
- C20 Develop a process for consultation with Māori, both within and external to the University. (Also see C19, F8 and H11.)
- Partially achieved**
Current relationships with Māori communities have been maintained. This has also been signalled as a key focus in the Kia Maia Strategy.
- C21 Contribute to TEC, NZVCC and educational policies for Māori, over the planning period, for example, through Te Kahui Amokura (NZVCC) and Hui Taumata Matauranga.
- Achieved**
Highlights:
Advice was offered to Te Puni Kōkiri in relation to whānau development and Māori Futures, the Ministry of Education on the Futures Programme, and to the Families Commission.

There was ontinued participation in Te Kahui Amokura and coordination of Manu Ao, a project to build capacity with Māori academic staff across all universities.

Other highlights of initiatives focused on Treaty of Waitangi:

Teaching and Development Unit (TDU) has facilitated four te reo courses this year for three campuses with about 50 participants in total. They have been very successful and very well received.

The 2007 Māori student-focused event “Iwi Creativity” was launched in June. “Iwi Creativity” celebrates recent creative work by current fine arts and design students in the College of Creative Arts. It signals the importance of Māori student achievement and highlights their academic endeavour in their chosen discipline.

Performance Measures

	Target 2007	Actual 2007	Actual 2006
Māori-centred Courses (papers) (Number of discrete)	154	152	173

Māori-centred Qualifications (Number of discrete)	19	20	20
--	----	----	----

Courses (Papers) Delivered in Te Reo (Number of)	45	42	45
---	----	----	----

	Target 2007	Actual 2007	Actual 2006
Training Opportunities for Staff Relating to Treaty of Waitangi, Te Reo, Cultural Awareness (Number of) *	24	4	7
Staff participating in training opportunities – see above (Number of)*	340	62	64

* Combination of low demand and decreased funding have affected the training being delivered.

Māori Representation Amongst Full-time Equivalent Staff (Number of)	184	136	139
--	-----	-----	-----

Māori Student Enrolments (Number of)	Target 2007	Actual 2007	Actual 2006
Māori students enrolled	3,610	3,384	3,396
EFTS Māori students	1,825	1,745	1,737
First-year Māori students (new to Massey)	1,021	1,015	967
EFTS 100 level Māori students	695	694	632
Māori postgraduate students	634	896	716
Māori graduates	375	430	422

Course Completion Rate – Māori Students (%)	Target 2007	Actual 2007	Actual 2006
College of Business	71%	73%	71%
College of Creative Arts	85%	89%	83%
College of Education	85%	81%	81%
College of Humanities & Social Sciences	65%	67%	68%
College of Sciences	77%	77%	81%

Retention From First Year of Study to Second Year of Study – All Undergraduate Programmes (%)	Target 2007	Actual 2007	Actual 2006
Māori students	56%	52%	49%

Student Services Satisfaction – Māori Students – Non-Academic Services (% students rating services good/very good)	75%	72%	73%
---	-----	-----	-----

Treaty of Waitangi – Policy Statement

Massey University is committed to giving effect to the principles of the Treaty of Waitangi within the policies and practices of the University, and to recognise the mutual benefits that follow. It will promote full Māori participation across the University, maintain the Māori language as an official language of the University, foster mutual regard and understanding for academic knowledge and customary Māori knowledge, recognise and acknowledge the special status of tangata whenua in the mana whenua of each campus, seek opportunities for mutually beneficial partnerships with Māori, and facilitate teaching and research programmes consistent with Māori aspirations and processes.

STUDENTS

GOAL

Distinguish Massey University by the vibrancy of its campuses and student learning experience, its inclusiveness and its outstanding service to students.

OBJECTIVES

- To provide a range of academic programmes of excellence that are accessible to different groups throughout New Zealand are relevant to students, develop students as independent learners, and significantly enhance the employment opportunities available to graduates.
- To seek enrolment of high-calibre students and support them in reaching their potential.
- To provide student support services and a physical environment that will attract students and support greater academic success and retention.
- To continue to encourage enrolment from under-represented groups and to support their progress.
- To be recognised as providing a superb first-year experience for our students and to pursue initiatives that will enhance the overall student learning experience at Massey University.
- To ensure through surveys and other research tools that the quality of services matches student expectations and needs.

PERFORMANCE 2007

Massey University remains student centred, aiming to maximise the flexibility and focus of programmes, and support in the learning process. We seek to help students reach their intellectual potential with stimulating teaching, relevant programmes and support services that meet their social and academic needs. In accordance with our commitment to access, we continue to encourage the enrolment and support of students with impairment, and to remove barriers that prevent an inclusive environment being created at Massey University.

2007 has seen further enhancement of the services provided by the University to extramural students and those students in their first year of study. Careers services, interactive support, online enrolment, and services for learning and writing skills support are now becoming embedded effective practices.

The University continues to invest in student living services with the implementation of the Student Accommodation Strategy and enhanced provision of IT and information services at each campus. The redeveloped Student Centre at Palmerston North was opened in February 2007 and is contributing much to the "Campus Heart". The achievement of excellence in recently completed accommodation was recognised by Qualmark, which who gave Halls of Residence Tawa and Miro the highest quality rating for any university-based student accommodation.

Further improvement of Library facilities and services is planned and/or underway at each campus. Design plans are being developed for the Wellington campus and have been completed for the Albany library extension. Refurbishment of the Turitea facility is currently underway.

The University continues to build capacity for monitoring student learning with the ongoing development of data and information systems, including a specific focus on strategies to support the retention and successful completion of Māori and Pasifika students.

In 2007 the quality of Massey University students and alumni continued to be demonstrated nationally and internationally. Following are some examples:

2007 Hatherton Award

Dr Celia Webby, a College of Sciences graduate won the 2007 Hatherton Award, from the Royal Society of New Zealand, for the best scientific paper in physical sciences, earth sciences, mathematical and information sciences by a PhD student at any New Zealand University.

Government Scholarship

Three Massey PhD students have been awarded the Government's top scholarships with a value of more than \$280,000.

National Competition – Strategic Skills

Massey College of Business students have won two national competitions in which their strategic skills were pitted against teams of students from other institutions.

Sportsman of the Year

Mr Moss Burmester, Design student, won the supreme award and was named Sportsman of the Year, at the North Harbour Sporting Excellence Awards.

“Present around the world” Global Finals

Mr Stephen Irecki, Telecommunications and Network Engineering Honours graduate, has come second in the “Present around the world” Global finals of IET (Institution of Engineering and Technology).

United States Design Award

Mr Tim Renton, a Bachelor of Technology graduate who majored in product development, has won a United States design award for his model Toyota GTi race car, which was created using three-dimensional modelling.

Clarence Birdseye Award

Dr James Carson, PhD graduate, won the Clarence Birdseye Award from the International Institute of Refrigeration, for his research in food science and engineering.

James Harrison Award

Dr Nicholas Smale, PhD graduate, won the James Harrison Award from the International Institute of Refrigeration, for his work in refrigeration storage and transport.

Exhibition in the Salone Satellite Show

A group of seven Massey industrial design students have been invited to exhibit their furniture designs at the prestigious annual Salone Satellite Show at the Milan Furniture Fair in April 2007.

National Māori Academic Excellence Awards

Six Massey Māori PhD graduates received recognition at the National Māori Academic Excellence Awards in March. The recipients were:

- Dr Amohia Boulton
- Dr Huia Janke
- Dr Tanira Kingi
- Dr Nicole Coupe
- Dr Colin Know
- Dr Lynne Pere.

Top Achiever Doctoral Scholarship

Rachael Bell, PhD student in the School of History, Philosophy & Politics, has been awarded a Top Achiever Doctoral Scholarship of \$71,488 from the Government for her project “National History/National Memory: New Zealand's Official Histories of WWII”.

Nick Albert, PhD student in the Institute of Molecular BioSciences, has been awarded a Top Achiever Doctoral Scholarship of \$81,078 from the Government for his project “Regulation of Anthocyanin Pigment Production in Petunia”.

New Travel Writer of the Year Award

Terence Wood, Certificate in Arts extramural student, won the New Travel Writer of the Year award at the recent Cathay Pacific Travel Media Awards, for his story “On Top of the World”, which was written as an assignment for the travel writing paper at Massey. The award includes a commission to write a travel article for AA Directions Magazine.

T.M. Cherry Award

Sharleen Harper, PhD student in the Institute of Mathematical Sciences, has won the T.M. Cherry Award presented by the Australian and New Zealand Applied Mathematical Society at their recent conference in Perth. Sharleen is the first woman student and the second New Zealander to win this Award since it was introduced nearly 40 years ago.

Dyson/British Council Design Ambassador Design Awards 2007

Massey University had a clean sweep at the Dyson/British Council Design Ambassador Design Awards 2007 with all four finalists and the winner coming from Massey. The finalists were:

- Gus Donaldson, student from the Institute of Design for Industry and the Environment
- Chris Moors, student from the School of Design (Auckland)
- Stephen Smith, student from the School of Design (Auckland)
- Ben Thomsen, student from the School of Design (Auckland).

Stephen Smith, Industrial Design graduate, won the 2007 Dyson Award for his ‘Artic Skin’ design and was also named that British Council Design Ambassador 2007.

Inaugural National Hills Pet Nutrition Buddy Award

Emily McKeague, Diploma of Veterinary Nursing graduate, won the inaugural national Hills Pet Nutrition Buddy award for knowledge, aptitude and enthusiasm in pet nutrition.

Scottish International Scholarship

Dana Finnigan, Design graduate, is the New Zealand recipient of the Scottish International Scholarship for 2007, to study for a Masters in Design Practice at the prestigious Glasgow School of Art, alongside an élite group of young international designers.

Peter Snell Doctoral Scholarship in Public Health and Exercise Sciences

Associate Professor Peter Snell agreed to allow the University to establish a new scholarship in his name to support research aimed at keeping New Zealanders well. The PhD topic will be in the disciplines of public health and exercise science and is hosted by the Research Centre for Māori Health & Development (RCMHD) and the Institute for Food Nutrition and Human Health (IFNHH). The scholarships support research aimed at keeping New Zealanders healthy and provide payment of doctoral fees and an annual stipend. The inaugural scholarship recipients were as follows:

- Mr Meihana Durie (Ngāti Kauwhata, Rangitāne, Ngāti Porou, Rongo Whakaata and Ngāi Tahu) is Co-Director of Māori language studies and health and fitness programme manager at Te Wānanga o Raukawa in Otaki. His doctorate research explores the relationship between Māori wellbeing, activities that increase physical fitness and the role of kawa (conventions, protocols).
- Mr Jackson Green, who has a Bachelor of Science in Sport and Exercise Science with first-class honours from Massey and currently teaches sport and exercise science at the Palmerston North campus, will research the relative importance of body composition and physical activity in the development of insulin resistance for his doctorate.

Performance Indicators

Target 2007:

D1 Continue the establishment and development of the extramural student support portfolio under the Office of Deputy Vice-Chancellor, Palmerston North to include initial benchmarking of our current activities against effective practices internationally.

D2 Develop and progress agreed initiatives for the effective use of e-learning at Massey University.

D3 Explore the establishment of a foundation or entry-level qualification for extramural students to enhance access to degree study for mature learners who require additional preparation for entrance and for successful T & L performance at the University.

Outcome/Progress 2007:

Achieved

Highlights:

A Director of Distance Education was appointed in 2007, and initial focus has been on the identification of redevelopment goals for extramural study at Massey. The goals were informed by a comparison of services and supports at Massey University with those of leading providers overseas.

Massey is recognised for its growing expertise in the delivery of extramural support services. Regional Registrar (Student Life) Dr Sandy Shillington has been invited to contribute a chapter titled "Leading student support services for new times" in the 2006 *World Handbook of Distance Education*.

Partially achieved – ongoing

See response to B11 in the "Teaching & Learning" section.

Achieved

Highlights:

Preparations are being made to deliver papers in Communication and Study Skills extramurally, informed by recent analysis. It is anticipated that these papers will be offered for the first time in this mode in semester one 2009.

- D4 Continue to invest in the strengths of the University's extramural student support; i.e. communication and support for extramural students via OWLL, the assignments prereading service, regional orientation, careers and study skills programme, the distance library service, provision of a welcome pack for new extramural students, the further development of the Student Services and Extramural websites, and via 0800 MASSEY (in collaboration with EXMSS).
- Achieved**
Highlights:
A position of Careers Consultant for Extramural students (now in its second year) is changing the face of the Careers service for Massey (across campuses).
There have been further enhancements to OWLL (learning and writing skills support) and to Student Services web development.
Increased contact course support has been provided, with positive feedback from extramural students.
Workshops continue to be provided on-line through "Breeze".
ExtraConnect, academic writing CDs, hotlines, regular updates, and regional and on-campus study skills workshops continue to add value to the tertiary experience for extramural students.
(See also response to D1 above.)
- D5 Provide career counselling for extramural students through the Student Counselling Service, including delivery of careers and course advice seminars in the regions and on the web.
- Achieved**
Highlights:
A position of Careers Consultant for Extramural students (now in its second year) is changing the face of the Careers service for Massey (across all campuses).
A virtual Career Fair was launched (the first of its kind in the Southern Hemisphere) with over 1,400 students attending, and 800 CVs were posted.
- D6-1 Incorporate the provision of student facilities in the Comprehensive Development Plans for each region and in particular plan for: appropriate library, computer laboratories and information commons.
- Achieved**
Highlights:
Design plans have been completed for a major library extension at Auckland campus, including a 150 PC information commons for students.
Design plans are being developed for a new library at the Wellington campus with an information commons facility.
Refurbishment of Level 3 of the Turitea Library began in November 2007.
An information commons (with over 90 computers) within the Turitea Library has been very popular, as demonstrated by high usage.

D6-2	Incorporate provision of student facilities in the Comprehensive Development Plans for each region and in particular plan for: student accommodation.	<p>Achieved</p> <p><i>Highlights:</i></p> <p>Parties interested in tendering to provide an on-campus accommodation village on the Auckland campus of at least 250 beds were screened and tenders invited from three participants based on an extensive specification and concept design developed with Opus International Consultants Ltd. These tenders due were to close in January 2008.</p>
D6-3	Incorporate provision of student facilities in the Comprehensive Development Plans for each region and in particular plan for: the Student Centre redevelopment at Palmerston North.	<p>Achieved</p> <p><i>Highlights:</i></p> <p>The redeveloped Student Centre at the Palmerston North campus was opened by the Right Honourable Helen Clark, Prime Minister, in February 2007. Cafes, food-court-style dining, commercial outlets and co-located students' associations are all in the "new" Centre. The Centre forms another vital element of "Campus Heart" to create a vibrant environment and active student community in Palmerston North. The Student Learning Centre was moved to the concourse area to complete the merge of services located in the "Campus Heart" and available to students.</p>
D6-4	Incorporate provision of student facilities in the Comprehensive Development Plans for each region and in particular plan for: appropriate facilities for Māori and Pasifika on each campus.	<p>Achieved</p> <p><i>Highlights:</i></p> <p>Wellington Campus established a Pasifika student room and a new whānau room with dedicated study facilities.</p> <p>Manawatahi and Te Atawhai have new offices/spaces co-located with all other students' associations on Level 2 of the remodelled Students' Centre on Palmerston North campus.</p>
D7	Complete implementation of the Student Accommodation Strategy for the University.	<p>Achieved</p>

- D8 Work with local bodies and other tertiary organisations to develop or enhance off-campus facilities for students.
- Achieved**
Highlights:
 The DVC (Wellington) is a member of the campaign committee set up by the NZSM to obtain sufficient funding to build a dedicated building in Civic Square. The NZSM received a government grant of \$11.15 million and a McCarthy Trust grant of \$1.5 million towards its dedicated building.
- The DVC (Palmerston North) continues engagement with IPC, UCOL, PNCC, Destination Manawatu, and Vision Manawatu, through channels such as the Integrated Education Guardian Group, to achieve betterment of many aspects of the city for students.
- Massey continued its off-campus leasehold arrangements for students and staff in Design and Psychology at the Auckland campus. This situation will continue for another eight years or until facilities are available on campus.
- D9 Continue to develop and enhance the Sports Academy to support top athletes while they study and compete.
- Achieved**
Highlights:
 The 2007 Academy of Sport for talented and elite-level athletes studying at Massey was launched on 14 March. Twenty-nine student athletes are benefiting from their first year in the Academy; three athletes have been accepted into a second year. Support is provided to allow each individual athlete to balance their chosen sport commitments alongside their academic commitments. Academy athletes participate in a wide variety of team and individual sports, while also studying towards a wide variety of degrees.
- Topical seminars provided to all Academy athletes have covered topics such as time management, goal setting, nutrition, sport psychology, massage techniques, sponsorship, injury prevention, fitness testing, and physical conditioning.
- Five Palmerston North campus students and two extramural students helped make up the 14 Massey students who took part in the World University Games in Bangkok in August 2007. All students were supported by Massey as part of their representation.
- D10 Continue development of the University Graduate Research School to provide more effective support and administration for postgraduate students.
- Achieved**
Highlights:
 The Graduate Research Services have completed the implementation of the Research Masters software for the administration of doctoral students. This has proven to be very effective allowing the School to communicate to students electronically and to improve the efficiency and timeliness of responses.
- Also see response in A9 under “**Research and Creative Work**”.

- | | |
|--|---|
| <p>D11-1 Progress key systems improvement projects over the planning period, including: the next stage of ongoing improvements to the Student Management System (following the completion of SMS Renewal stage).</p> | <p>Achieved
 <i>Highlights:</i>
 The Services Optimisation Project is underway, with significant progress made on a review of student administration. A Student Services review was initiated and a situation analysis draft was prepared.</p> |
| <p>D11-2 Progress key systems improvement projects over the planning period, including: implementation of Student Programme Management Tool.</p> | <p>Achieved
 <i>Highlights:</i>
 On-line Enrolment Project – Phase 1 was completed with a new on-line enrolment tool developed and successfully launched. Work is currently underway to identify improvements to the SPM tool, which is critical to the delivery of improvements aimed at enhancing student selections of papers and programmes.</p> |
| <p>D11-3 Progress key systems improvement projects over the planning period, including: enhancement of web access to student services.</p> | <p>Achieved
 <i>Highlights:</i>
 The new on-line enrolment tool was developed and successfully launched.</p> |
| <p>D11-4 Progress key systems improvement projects over the planning period, including: upgrade on-line learning platform and support for students and T & Ls.</p> | <p>Achieved
 <i>Highlights:</i>
 Preparations to upgrade the University’s Learning Management System have been ongoing during 2006 – 2007 for implementation in 2008 – 2009.

 Funding has been secured for a new Teaching@Massey web portal to enhance instructional design and quality assurance of extramural materials.</p> |
| <p>D12 Continue to develop a strategy for Student Service Excellence@Massey.</p> | <p>Achieved
 <i>Highlights:</i>
 Continuous improvement plans were developed from the 2007 Student Satisfaction Survey. A Student Management Strategy is being developed specifically with a focus on service quality.</p> |
| <p>D13 Continue to strengthen learning support for Māori students by evaluation and enhancement of appropriate mechanisms on all campuses and for extramural. (See also C5.)</p> | <p>Achieved
 See response to C5 in the “Treaty of Waitangi” section.</p> |

D14 Implement relevant initiatives to support Pacific Island students as identified in the Pasifika@Massey Strategy, established in 2005.

Achieved

Highlights:

Goal 1: Academic Advancement

- Two full-time Pasifika Learning Advisers were appointed at the Auckland and Palmerston North campuses, a part-time learning adviser was appointed at Wellington, and one full-time National Liaison Adviser was appointed, located at the Auckland Campus.
- The Pasifika@Massey Community Learning Initiative was launched in August 2007 and is being piloted at North Shore College, Glenfield College and Birkenhead College. This initiative aims to support and encourage cultural learning and excellence within Pacific communities. The project provides learning and teaching sites for all families based at the schools.

Goal 2: Professional Development

- The Whenua Research and Academic Pasifika Network Conference was held. This conference had presentations from Pacific staff and students and discussions on how to improve Pacific staff PBRF. A Pasifika Forum Leaders Forum Series was launched.

Goal 3: Research Capability

- Research training was conducted for staff and students at Auckland and Palmerston North campuses.

Goal 4: Cultural Diversity

- The Directorate participated in the Polynesian Festival in Auckland, and Palmerston North Pacific Fusion.

Goal 5: Collaborative Partnerships

- Discussions have been held on staircasing to Massey from Martin Hautus Institute.
- Pacific staff have participated in community activities and events, including Methodist Church Parenting and Education seminars, Pacific Islands students and families information day for Kelston Boys High School, and visited Daragaville Pacific communities.

D15 Expand the number of prestigious scholarships that support high-calibre students over the planning period, including support for access to the Fulbright programme.

Achieved – ongoing

Highlights:

Students awarded the top Vice-Chancellor Doctoral Scholarships are actively encouraged and assisted to apply for the Bright Future and other scholarships.

Other highlights of initiatives focused on Student

The University Registrar and Academic Policy Manager are working with representatives of the Students Federation to “map” student engagement across the University.

Performance Measures

Student Profile by Level of Student (Enrolled, by programme level)	Actual Students 2007	Actual EFTS 2007	Actual Students 2006	Actual EFTS 2006
Non-degree	2,933	755	3,943	1,144
Undergraduate	24,300	14,315	24,515	14,817
Postgraduate (except PhD)	7,212	3,428	7,545	3,559
PhD (doctoral)	1,046	934	1,019	955
Total	35,491	19,432	37,022	20,475

	Actual 2007	Actual 2006
Postgraduate EFTS as % of Total EFTS (by programme level)	22.45%	22.05%

EFTS – Taught, by Region (Number of, by paper campus)	Target 2007	Actual 2007	Actual 2006
Total	19,883	19,432	20,475
Auckland Region	4,843	4,730	4,935
Palmerston North Region	11,884	11,655	12,343
Wellington Region	3,156	3,047	3,197

EFTS – Taught, by Mode (Number of, by paper mode)	Target 2007	Actual 2007	Actual 2006
Internal	13,394	13,315	14,001
Extramural	6,489	6,117	6,473

Note: Figures in all tables above include all students enrolled regardless of funding sources.

EFTS – Funded by Ministry of Education (Number of)	Target 2007	Actual 2007	Actual 2006
Total	16,065	16,085	16,411
Auckland Region	2,949	3,033	2,979
Palmerston North Region	10,513	10,406	10,886
Wellington Region	2,603	2,646	2,546

Note: Figures above are Ministry of Education funded students under funding classification 01.

Equal Educational Opportunities (Number of)	Target 2007	Actual 2007	Actual 2006
Pasifika students enrolled	994	895	904
Students with disability	1,510	2,447	2,454

Retention from First Year of Study to Second Year of Study – All Undergraduate Programmes (%)	Target 2007	Actual 2007	Actual 2006
All students	65%	65%	58%
Pasifika students	58%	53%	49%
Students with disability	61%	70%	68%

Note: Figures in both tables above include all students enrolled regardless of funding sources. Retention figures above are currently affected by one-year sub-degree programmes and are therefore only useful from a trend perspective.

Overall Student Service Satisfaction – Non Academic Services (% student rating services good/very good)	Target 2007	Actual 2007	Actual 2006
All students	66%	65%	67%
Pasifika students	73%	84%	74%
Students with disability	68%	64%	69%

Course Completion Rate (Paper completion) (%)	Target 2007	Actual 2007	Actual 2006
All Students			
College of Business	85%	86%	86%
College of Creative Arts	90%	93%	92%
College of Education	88%	88%	89%
College of Humanities & Social Sciences	80%	82%	83%
College of Sciences	90%	89%	89%
Pasifika Students			
College of Business	69%	71%	71%
College of Creative Arts	70%	81%	74%
College of Education	70%	66%	76%
College of Humanities & Social Sciences	65%	62%	65%
College of Sciences	75%	72%	75%
Students with Disability			
College of Business	77%	85%	87%
College of Creative Arts	90%	92%	90%
College of Education	80%	82%	80%
College of Humanities & Social Sciences	70%	73%	76%
College of Sciences	76%	84%	87%

Student Achievement	Actual 2007	Actual 2006
Successful course (paper) completion: internal	89%	89%
Successful course (paper) completion: extramural	91%	90%

Note: Successful course completion is the percentage of students passing assessment by examination or internal assessment. Actuals do not include Semester 3 results as they were not available at the time of the Annual Report compilation.

Programme Completions, by Type of Qualification (Head count)	Actual 2006	Actual 2005
Doctoral degree	108	109
Masters degree	750	832
Bachelors honours	227	158
Postgraduate diploma	832	945
Postgraduate certificate	46	33
Bachelor degree	3,183	3,372
Advanced diploma/graduate diploma	742	661
Diploma	375	753
Advanced trade certificate	-	1
Advanced certificate/undergraduate certificate	262	465
Certificate	16	11
Total	6,541	7,340

Notes: Figures above are for all qualifications under which students have successfully applied to graduate between 1 April 2005 and 31 March 2006 – the “2005 Academic Year”. Figures above are for the Ministry of Education funded and full-fee/international students only.

	Actual 2006	Actual 2005
Masters, Honours and Doctoral Completion / Total Programme Completions (%)	16%	15%
All Postgraduate Completion / Total Programme Completions	30%	28%

Please also refer to the head count and EFTS information provided in the “Treaty of Waitangi” and “Internationalisation” sections.

Equity of Access to Educational Opportunities – Policy Statement

Massey University is committed to providing equity of access to educational opportunities for all current and prospective students irrespective of their sex, marital status, religious belief, colour, race, ethnic or national origin, disability, age, political opinion, employment status, family status or sexual orientation. To achieve this policy objective Massey University will:

- (a) encourage enrolment from under-represented groups: specifically Māori, people with disability, pacific peoples and women
- (b) provide a learning environment that facilitates successful participation by all students, including those with specific needs
- (c) be pro-active in providing access and equitable opportunities for success for groups that are under-represented
- (d) ensure that each student has the opportunity to achieve according to his or her own individual potential
- (e) ensure that its processes or procedures are non-discriminatory and pay due consideration to the needs of all groups of students
- (f) monitor its performance against this policy objective.

2007 REPORT ON SPECIAL SUPPLEMENTARY GRANTS

Tertiary Students with Disabilities

Approximately 2,792 students with disabilities enrolled at Massey in 2007. There have been a total of 41 students requiring material in accessible formats during 2007 and we have provided formats for 132 papers. The bulk of the Special Supplementary Funding Grant: Tertiary Students with Disabilities continued to be spent on support for individual students, which included salaries for five support persons across the three campuses. The pool of assistive technology and equipment for external and internal students increased to meet ongoing demand. Students identifying with sensory impairments and specific learning difficulties increased significantly. Recruitment publications and materials have been distributed nationally to Secondary Careers Advisers and community groups.

Māori and Pacific Peoples

The sole objective of both the Massey University 2007 Special Supplementary Grant (Māori) and Special Supplementary Grant (Pacific Peoples) was to increase the participation and achievement of Māori and Pasifika students. The Grants were used to provide programmes, services and projects specific to the academic needs of Māori and Pasifika students, in line with the Māori@Massey Strategy and Pasifika@Massey Strategy.

STAFF

GOAL

To strengthen Massey University as an employer of choice for outstanding academic and general staff.

OBJECTIVES

- To ensure the University has a culture that attracts and encourages staff, and appropriately values, recognises and rewards quality performance by staff.
- To provide development and support that enhances the effectiveness of staff, with students from diverse cultural backgrounds and needs.
- To ensure that the responsibilities of the University as an Equal Opportunities Employer are upheld.
- To encourage staff to develop and maintain links within the University, and also regionally, nationally and internationally, to enhance teaching, research, and student support services.
- To value a collegial, devolved approach to decision-making thereby empowering members of the University community to exercise initiative and responsibility for the development of plans and priorities.
- To place a high priority on effective and efficient communication with staff in all colleges, campuses, administrative and service divisions of the University.

PERFORMANCE 2007

Massey University is committed to providing a quality working environment and conditions that encourage all staff to flourish. The destiny of the University will be determined by the leadership and achievements of our academic and support staff. The quality and commitment of staff members are the basis of the quality of the University's qualifications and research outputs and the excellence of its teaching delivery. We are committed to implementing future-focused professional development programmes for staff.

The University's research capability continues to strengthen, and this is reflected in the qualification profile of our academic staff. The percentage of Massey's full-time equivalent academic staff holding a doctorate qualification continues its upward trend and reached 63% (753) at the end of 2007 (up from 60% in 2006). Initiatives outlined in the "Performance Indicator" section (see E1 below) continue to support the University's T & L and research plans and strengthen our staff profile.

The annual Vice-Chancellor's Teaching Excellence Awards signify Massey's ongoing commitment to recognising excellence in teaching in a research-informed and research-led environment. In 2007, four staff were recognised and awarded for their commitment to excellence in teaching. Two of these Massey awardees, Dr Bryan Walpert, and Dr Tracy Riley, were nominated for National Teaching Excellence Awards for Sustained Excellence and won awards. In the six years the national awards have been operating, nine Massey staff have won awards and Massey is the most successful University in this area.

A new award was introduced by the Vice-Chancellor's Executive Committee (VCEC) in 2006. This award is for outstanding service and may be presented to any member of general staff who is deemed worthy of the honour. In 2007, three staff members have been awarded the Vice-Chancellor's Award for Outstanding Service. Please see "Performance Indicators" below for further details.

From a staff development perspective, in 2007, 291 training and development courses were conducted, with 2,552 staff participating across all three campuses. The University also completed the development of a new leadership programme and conducted nine sessions.

The Human Resource Information Systems (HRIS) project continued to progress during the year and reporting has improved significantly, enabling implementation of a more comprehensive six-monthly management reporting schedule. The security and integrity of staffing information has also been greatly enhanced.

In 2007 the quality of Massey staff has been further demonstrated by their external recognition in a number of areas including, the following.

Dahlquist Prize Award

Professor Robert McLachlan, Institute of Fundamental Sciences, has been awarded the international Dahlquist Prize by the Society for Industrial and Applied Maths, for his outstanding contribution to geometric integration and composition methods, and the application of his work in many areas, including physics.

Thermo Fisher Scientific Award

Professor Peter Derrick, Institute of Fundamental Sciences, has been awarded the Thermo Fisher Scientific Award from the Royal Society of Chemistry (UK) for his research on both fundamental and applied aspects of mass spectrometry, including applications to biochemistry and medicine.

French Medal of Officer of the Legion of Honour

Emeritus Professor John Dunmore, retired Dean of Humanities, has become the first New Zealander ever to be awarded the French medal of Officer of the Legion of Honour. Professor Dunmore was made a Knight of the Legion of Honour in 1976, and an Officer of the Order of Academic Palms in 1986.

New Zealand Science and Technology Medal

Professor Andrew Brodie, Institute of Fundamental Sciences, has been awarded a New Zealand Science and Technology Medal from the Royal Society of New Zealand for his “exceptional contributions to New Zealand society and culture through activities in the broad fields of science, mathematics, social science and technology.”

J.C. Andrews Award

Professor Ray Winger, Institute of Food, Nutrition & Human Health, has received the prestigious J.C. Andrews Award at the New Zealand Institute of Food Science and Technology’s award ceremony.

Shorland Medal

Professor David Parry, Institute of Fundamental Sciences, has been awarded the Shorland Medal by the New Zealand Association of Scientists for his outstanding contribution to biophysics.

Researcher Exchange Programme Award

Dr Madhumita Bhattacharya, School of Curriculum and Pedagogy, is the inaugural New Zealand recipient of a Researcher Exchange Programme Award from the British Council.

James Cook Research Fellowship

Professor David Lambert, Allan Wilson Centre for Molecular Ecology & Evolution, has been awarded a James Cook Research Fellowship for sustained excellence in research from the Royal Society of New Zealand.

Selected speaker at the Such Anger, Such Danger: Passchendaele 1917 International Conference

Associate Director Glyn Harper, Director, Centre for Defence Studies, has been selected to speak at the Such Anger, Such Danger: Passchendaele 1917 international conference being held in Belgium, featuring the world’s foremost World War I authorities.

Property Institute of New Zealand's Academic Award

Mrs Iona McCarthy, Department of Finance, Property & Banking, won the Property Institute of New Zealand's Academic Award for 2007.

Elizabeth Ellen Dalton Award

Dr Aaron Marshall, Postdoctoral Fellow, Institute of Technology & Engineering, was first of three winners of the Elizabeth Ellen Dalton Award, which recognises emerging leaders in research and science.

Public Relations Institute of New Zealand (PRINZ) Fellowship

Associate Professor Margie Comrie, Department of Communication and Journalism, was awarded a Public Relations Institute of New Zealand (PRINZ) fellowship, in recognition of her contribution to the New Zealand PR industry.

Fellow of the National Public Relations Institute

Associate Professor Margie Comrie, Department of Communication and Journalism, has been inducted as a Fellow of the national Public Relations Institute, in recognition of significant contribution to the industry.

McKenzie Award

The late Professor Roy Nash, previously of the Department of Social and Policy Studies in Education, has been posthumously awarded the McKenzie Award for educational research: awarded by the New Zealand Association for Research in Education.

Contribution to Research of Sociology of Education

Citation: Professor Roy Nash, previously of Massey University, made a contribution to research in the broad area of sociology of education that is unparalleled in New Zealand, and of the highest standing in the international arena.

Academic Research Prize Award

Professor Andrew Brodie and Associate Professor Eric Ainscough, Institute of Fundamental Sciences, have been jointly awarded the Academic Research Prize for excellence in research in chemical sciences: awarded by the New Zealand Institute of Chemistry.

Citation Prize Award

Citation: This Prize has been jointly awarded to Andrew Brodie and Eric Ainscough from Massey University for their research into the chemistry of the transition metals.

Fellow to the Royal Society of New Zealand

- Professor Peter Lockhart, Institute of Molecular Biosciences and the Allan Wilson Centre for Molecular Ecology and Evolution, has been elected as a Fellow to the Royal Society of New Zealand.
- Professor Paul Rainey, New Zealand Institute of Advanced Studies, has been elected as a Fellow to the Royal Society of New Zealand.

Performance Indicators

Target 2007:

E1 Pursue targeted staff profiles by college and campus over the planning period to align with T & L and research plans through recruitment and retention strategies.

E2 Continue the Advance Degree Award fund to assist staff to complete research qualifications with a view to increasing the proportion of staff who are doctorally qualified or hold an appropriate terminal degree for the discipline.

E3 Continue to develop and run staff development programmes in key areas of strategic priority for the University; i.e. increasing the proportion of doctorally qualified staff, particularly on the Wellington campus, achieving a high level of research-active staff, increasing teaching skills including on-line capability, best practices in tertiary assessment, Treaty of Waitangi and leadership and management training.

Outcome/Progress 2007:

Achieved

Highlights:

The Human Resources section completed the development of targeted performance standards for all new employees.

In the colleges, appropriate staffing profiles have been considered and followed through where possible.

The implementation of College Research Management Plans has been the key driver for improving the numbers and quality of research-active staff. The improvement of the quality evaluation score of Massey staff contributed to an increase of the Performance Based Research Fund funding in 2007.

Not achieved

This is now under review and may be changed in order to more effectively achieve goals set out on the University's Strategic Policy on Research Capability and associated College Research Management Plans.

Achieved – ongoing

CADeL is refocusing its efforts to support goals in the investment plan related to staff development, and is concentrating its efforts on engaging with colleges, schools/departments and work groups to achieve them.

Five staff on the Wellington Campus received an Advanced Degree Award so they could progress their studies at masters or doctoral levels.

Also see response to B20 in the “**Teaching & Learning**” section.

E4	Increase the proportion of Māori staff over the planning period.	<p>Not achieved</p> <p>While some sections of the University have maintained Māori staff numbers, others have experienced a decline, largely due to a decrease in the number of academic staff following a previous voluntary resignation scheme. There have also been difficulties in appointing suitably qualified Māori staff in recent years.</p>
E5	Develop and implement a management capability strategy to ensure capability and capacity of the University's leadership and management is maintained and enhanced.	<p>Partially achieved – ongoing</p> <p><i>Highlights:</i></p> <p>As part of Management Capability Strategy, new leadership programmes were developed and delivered to staff across three campuses in 2007.</p> <p>A discussion paper was developed on management remuneration issues.</p>
E6	Utilise the results of periodic satisfaction surveys to identify needed changes to enhance the workplace environment in various units and across the University.	<p>Achieved – ongoing</p> <p>Staff satisfaction surveys did not take place in 2007, but they are scheduled to run in 2008 for both general and academic staff.</p>
E7	Continue to monitor the application of staff workloads policy and practice on an ongoing basis.	<p>Achieved – ongoing</p> <p><i>Highlights:</i></p> <p>The University Workloads Policy is scheduled for review in 2008.</p>
E8	Continue to promote the University's web-site as a tool for effective communication to, and information resource for, staff and management.	<p>Achieved – ongoing</p>
E9	Continue development and implementation of the Performance Scorecard programme to provide regular relevant feedback to staff and managers.	<p>Achieved</p> <p>The Performance Scorecard has been incorporated in the consolidated performance and risk reporting system.</p>

E10	Continue commitment to performance review and planning process as one mechanism for effective staff development and for developing performance expectations.	<p>Achieved – ongoing</p>
E11	Pursue prestigious international visitors and post-doctoral fellowships in areas of strategic priority.	<p>Achieved</p> <p><i>Highlights:</i></p> <p>Massey University hosted numerous international visits from institutions and individual academics in 2007 across three campuses. These included:</p> <ul style="list-style-type: none"> • Institute National Polytechnique de Toulouse • a group of senior administrators from Sichuan Province China; Nanjing University of Technology (China); Peking and other Chinese Universities in relation to distance education • MOE International Education Counsellors for South East Asia and Middle East; Clarkson University (USA). <p>Associate Professor Glenda Anthony was successful in winning a post-doctoral fellowship in mathematics education.</p>
E12	Continue to recognise outstanding University teachers through nominations to the Tertiary Teaching Excellence Awards, the Vice-Chancellor’s Awards for Excellence in University Teaching and in recognition for outstanding research-led teaching in the annual promotions round.	<p>Achieved</p> <p><i>Highlights:</i></p> <p>The establishment of the Vice-Chancellor’s Teaching Excellence Awards and their linkage with the National Tertiary Teaching Excellence Awards has been a major success and continues to showcase Massey University’s commitment to teaching excellence. In the six years the national awards have been operating, nine Massey staff have won awards and Massey is the most successful University in this area.</p> <p>The recipients of the Vice-Chancellor’s Teaching Excellence Awards 2007 are as follows:</p> <ul style="list-style-type: none"> • Dr Bryan Walpert from the School of English and Media Studies for <i>Sustained Excellence in Teaching</i> • Dr Tracy Riley from the School of Curriculum and Pedagogy for <i>Sustained Excellence in Teaching</i> • Dr Andrew Martin from the Department of Management for <i>Sustained Excellence in Teaching</i> • Dr Sharon Stevens from the School of English and Media Studies for <i>Excellence First Year Teaching</i>. <p>Two of these Massey awardees, Dr Bryan Walpert and Dr Tracy Riley, were nominated for National Teaching Excellence Awards for Sustained Excellence 2007 and won awards.</p> <p>Also see response to B20 in the “Teaching & Learning” section.</p>

- | | | |
|-------|--|---|
| E13 | Continue to recognise outstanding staff performance through awards, such as conference-related travel (at least two per college and 20 annually), and further development opportunities. | Achieved – ongoing |
| E14-1 | Strengthen the University’s Human Resources performance reporting capability by: complete implementation of the University’s HRIS Project; | Achieved
<i>Highlights:</i>
HRIS reporting has improved markedly in 2007 with a comprehensive six-monthly reporting schedule to managers and Council. In addition, ad hoc reports are regularly produced for management. |
| E14-2 | Strengthen the University’s Human Resources performance reporting capability by: continuing to develop reporting capability and data storage integrity of staffing information. | Achieved
<i>Highlights:</i>
The HRIS project has greatly enhanced the security and integrity of staffing information. Continuous improvements will take place in 2008, and regular management reports will be produced through the staff portal. |
| E14-3 | Strengthen the University’s Human Resources performance reporting capability by: developing a datamart that enables Human Resources reporting which integrates information from a number of Human Resources databases. | Partially achieved
While a datamart is yet to be developed, the current reporting system is able to integrate information across a number of HR databases and generate reports required by the management. |
| E15 | Continue to review and develop the University’s Human Resource systems and processes, including payroll, as appropriate. | Achieved – ongoing
The HRIS system will continue to be developed in 2008. |

Performance Measures

	Target 2007	Actual 2007	Actual 2006
Staff PRP (Performance Review & Planning) Completion (% of FTE – Full-time Equivalent)	87%	79%	78%

Leadership and Management Training (Hours)	40	27	21
---	----	----	----

Training and Development Courses (Number of) *	593	291	426
Training and Development Participants (Number of)	5,105	2,552	4,007

Note: The above are courses and participants in training offered by the Training & Development Unit, Information Technology section, and Human Resources section (Health and Safety courses). The lower number of courses in 2007 is largely due to the newly employed consultancy approach by working with small groups of staff, and this involvement was not recorded.

Pasifika Representation Amongst Staff (Number of FTE)	38	29	28
--	----	----	----

	Target 2007	Actual 2007	Actual 2006
Gender Balance Amongst Staff (%)			
(a) Female Academic Staff			
College of Business	35%	37%	36%
College of Creative Arts	50%	45%	44%
College of Education	73%	70%	68%
College of Humanities & Social Sciences	56%	59%	58%
College of Sciences	24%	27%	25%

(b) Female Academic Staff at Senior Lecturer Level and Above (%)			
College of Business	36%	43%	42%
College of Creative Arts	24%	34%	31%
College of Education	54%	64%	62%
College of Humanities & Social Sciences	51%	42%	45%
College of Sciences	48%	36%	39%

FTE Academic Staff with a Doctorate (% Full-time Equivalent)	Target 2007	Actual 2007	Actual 2006
College of Business	48%	59%	50%
College of Education	40%	46%	42%
College of Humanities & Social Sciences	66%	65%	64%
College of Sciences	73%	76%	78%

FTE Academic Staff with a Masterate and a Doctorate (Terminal qualification) (% full-time equivalent)			
College of Creative Arts	57%	47%	49%

Note: The above staffing statistics are based on data as a snapshot at 31 December 2007, and for permanent and fixed-term staff only.

Equity of Employment Opportunities – Policy Statement

Massey University is committed to upholding its responsibilities as an Equal Opportunities Employer and creating a workplace that attracts, retains and values diverse employees. To achieve this policy objective Massey University will:

- (a) provide equal opportunities for recruitment, appointment, development and promotion for all current and prospective employees, regardless of sex, marital status, religious belief, colour, race, ethnic or national origin, disability, age, political opinion, employment status, family status or sexual orientation
- (b) develop and maintain a workplace culture that values and supports diversity
- (c) ensure that it provides a safe, supportive and healthy environment for all employees that is conducive to quality teaching, research and community service
- (d) identify and eliminate all aspects of policies and procedures and other institutional barriers that cause or perpetuate inequality in respect of the employment of any person or group of persons
- (e) not tolerate any form of unfair discrimination in the workplace on any ground, including sex, marital status, religious belief, colour, race, ethnic or national origin, disability, age, political opinion, employment status, family status or sexual orientation
- (f) promote equal employment opportunities as an integral part of University policies and practices
- (g) monitor, review and evaluate progress towards achieving equal employment opportunities.

THE UNIVERSITY AND THE WIDER COMMUNITY

GOAL

To be an integral, respected and favoured part of our core communities through our role as a creator and repository of knowledge, a critic and conscience of society, a guardian of culture and a source of expertise and advice.

OBJECTIVES

- To contribute to informed/intellectual debate in the wider community.
- To serve and inform our core communities and be an integral part of those communities.
- To strengthen links with the University's graduates, particularly through the Alumni and Friends networks, recognising them, together with our current students and their families, as our primary ambassadors within the wider community.
- To elevate public awareness of the pivotal role Massey University can and does play toward New Zealand's economic, social and cultural advancement.
- To develop and strengthen links with industry and the arts, professional and other sector groups, schools and other educational institutions, in a systematic manner and to mutual advantage.
- To develop effective systems to support our interaction with the wider community, particularly in the areas of government relations, relationship management and public affairs.
- To play a constructive part in the development and promotion of environmental awareness and best management practices in the wider community.

PERFORMANCE 2007

In 2007 the University continued to strengthen its connections with its regional and national communities.

The University engaged proactively through formal and informal channels on issues of importance to New Zealand, and particularly on issues facing the tertiary education sector including: delivery of distance qualifications, graduate destinations, graduating standards for teachers, whānau development, the provision of tertiary education in the Auckland region and student support. Individual staff members also made significant contributions to their respective fields, such as Professor Ian Warrington who was re-elected as the Vice-President of the International Society of Horticulture.

Commercialisation and business incubators remain a crucial channel to facilitate access to research outcomes. In Auckland the e-centre incubator company Eshion developed a commercial partnership with CMC Ltd in India to launch the CMC Technology Export Centre, while the number of businesses in the Palmerston North BioCommerce Centre increased markedly over the year.

Schools are a key stakeholder in our communities and engagement was enhanced throughout the year via careers advice days and seminars, open days (which attracted over 4,000 visitors over the three campuses), scholarship awards ceremonies (including the awarding of 150 High Achiever Scholarships to Year 13 students across the country), and lecture series targeted at secondary school students. The University continued to build its relationship with other tertiary providers. For example, the Deputy Vice-Chancellor engaged with the University of Auckland, Auckland University of Technology, NorthTec, Manukau Institute of Technology and the Tertiary Education Commission to discuss the provision of tertiary education in the Auckland region, the Wellington campus continues to be a key driver of the Wellington education cluster, while in Palmerston North the University continues to work with the local polytechnic, UCOL, and the city council to promote the city as a desirable student destination.

Each campus illustrated its commitment to its communities through key sponsorships aligned with the University's research and teaching strengths. In Auckland these included sponsorship of the North Harbour sports awards and the National Sponsorship Awards, while in Palmerston North the campus was closely linked to the internationally acclaimed Da Vinci Machines exhibition at Te Manawa, and the University was showcased as a major player in the region at the Manawatu Business Awards. Formal links were formed with the North Shore, Rodney and Waitakere Councils and the Wellington Regional Economic Development agency.

Links between Pasifika students and the University were strengthened with the opening of the new Pasifika Learning Centre at the Wellington campus, while the Wellington Te Kaiwawao set up a Kaumātua Advisory Group to work with the campus and developed a working relationship with Māori service providers in Wellington.

The dissemination and communication of research with direct relevance to our communities continues to be a primary focus. This was achieved through multiple channels and media, including through numerous public research seminars on topics as diverse as education, literacy, public health and diabetes, through to small and medium-sized business, Māori development, to war-fighting.

Significant media and public interest was generated in a wide variety of research, from social sciences and information relating to public health, to our traditional areas of knowledge generation – the land-based industries.

Highlights included research by the Department of Communication and Journalism that found poor health during childhood is the number one impediment to literacy, while having friends and doing lots of physical activity were highlighted as enhancing boys' academic success by College of Education lecturer Michael Irwin.

College of Education Pro Vice-Chancellor Professor James Chapman responded to growing interest in educational achievement and called for research into why men are not entering the teaching profession and why the gap between male and female educational achievement in New Zealand is among the world's largest. A study of the cells of 50 nuclear test veterans by Dr Al Rowland, Institute of Molecular Biosciences, which confirmed the veterans suffered genetic damaged as a result of radiation, attracted international interest as did a report from the Centre for Social and Health Outcomes Research and Evaluation that showed methamphetamine remains widely available but middle-class users may be turning away from the drug.

Research into the commercial potential of taewa, Māori potatoes, led by Nick Roskrige involved 35 schools across the country, and a study into school lunches that found only one in ten lunch boxes contains food that meets nutritional guidelines of children and that 80% of food that is thrown away is the healthy sandwiches and fruit, resonated with parents and schools across the country.

Our ability to meet industry needs was exemplified by the development of an automated kiwifruit packing system by Dr Rory Flemmer for Zespri, which may solve the labour shortage problems faced by the industry and ensure consumers receive fruit exactly to their requirements, every time; by the creation of a "virtual teacher" by Dr Hossein Sarrafzadah and the Institute of Information and Mathematical Sciences, which can adapt its response to the emotional state and reactions of those at the keyboard of whom it is teaching; while an Internet search engine design by digital media specialist Mark Zeman was voted one of the world's top 100 alternative search engines.

More than 10 years of research funded by the Foundation for Research, Science and Technology resulted in breakthrough solar cell technology, and the opening of a factory by Speirs Nutritionals in Marton brought the omega-3 technology developed by the Riddet Centre closer to market. In other areas researchers were finding solutions to everyday problems, such as the sports science researchers at Auckland who developed a tiny ingestible capsule capable of measuring core body temperature, and an accelerated lambing programme which

found year-round lambing can work. The eruption of Mt Ruapehu enabled Dr Shane Cronin and his students to gather data to enhance their predictive models of eruptions.

Our ability to generate knowledge that contributes to New Zealand's economic, social and cultural advancement continues to be recognised externally through government and other grants. The University-based Riddet Centre, a research cluster focused on functional foods, became the country's latest Centre for Research Excellence, and the University's second. The Government pledged to contribute over \$11 million to the New Zealand School of Music for a purpose-built home in Wellington, and the Health Research Council awarded \$5.6 million for a range of public health research – a key University strength – ranging from Māori and children's health, spinal cord injury, sleep and mental health, to eukaryotic signature proteins. Two social research projects focusing on improving living standards and work opportunities for New Zealanders received nearly \$7 million in funding from the Foundation for Research, Science and Technology, while an international study led by the Centre of Public Health Research was awarded \$140,000 from the United States National Institutes of Health to investigate risk factors of non-Hodgkin's lymphoma.

Many staff were recognised externally for their contributions to the wider community. A sample of this significant recognition included: Professor Robert Anderson, Professor David Parry, Dr Farah Palmer, Professor David Mellor and Emeritus Professor John Codd, who were honoured in the Queen's Birthday honours; Professor Tony Vitalis, who was honoured by the New Zealand Ergonomics Society for his services to the advancement of ergonomics; Professor Robert McLachlan, who was awarded the prestigious Dahlquist prize; and Professor Peter Lockhart and Professor Paul Rainey, who were elected as fellows of the Academy of the Royal Society.

The University also recognised those in its community who make or have made significant contributions: Richard Taylor, Weta Workshop; New York-based designer Rebecca Taylor; and sculptor filmmaker Len Lye (posthumously) became the inaugural inductees into the College of Creative Arts Hall of fame; Tuwharetoa chief Tumu te Heuheu received an honorary doctorate at a special ceremony at Waihi; New Zealand Olympic legend Dr Peter Snell was awarded an honorary doctorate in Palmerston North; while sculptor Paul Dibble was recognised for his contribution to the arts.

An important group with whom we maintain a close relationship is our alumni. We do this via three main channels – the network of alumni chapters across the country and overseas, the Massey University Foundation, and through direct communication. In 2007 the network of regional chapters in Auckland, Palmerston North and Wellington further expanded into Hawke's Bay and Christchurch. These chapters focus on the specific interests, disciplines year groups, colleges and interests of the alumni residing in those regions. During the year each chapter engaged in a range of activities, including evening functions, lectures, celebrations and discussions on fundraising, enabling our alumni to retain their close relationship with their university. The network of international chapters was also furthered during 2007 and there are now active chapters in Malaysia, Singapore and Thailand, with interest from groups to form chapters in China, India, the United States and Korea. A wide range of specific groups such as veterinarians, agriculture graduates, journalists, teachers and rugby players gathered over the year, assisted or facilitated by the alumni office.

Direct communication with our alumni was enhanced in 2007 with the introduction of email newsletters containing information of interest about the university and regional chapter activities, continued improvement to the Alumni and Development web-site, refinement of the database and the range of apparel and memorabilia, as well as development of affinity incentives for former students. MASSEY magazine, which features successful alumni, was found to be well received by alumni in a readership survey.

The Massey University Foundation built on the successes achieved in 2006 and towards its aim of enabling excellence in the delivery of teaching and research at the University. As well as its significant fundraising

activities, the foundation undertakes to facilitate visits to the University of significant international leaders. In 2007 the Foundation organised and obtained funding to support visits from Dr Peter Snell, who returned to continue his work with the Institute of Food, Nutrition and Human Health, and to receive an honorary doctorate from the University. The Foundation enabled international curator Claire Doherty to visit Wellington to initiate work with Litmus, a research centre in the School of Fine Arts, on the development of contemporary, situational art. "One Day Sculpture", a project unlike any historical or existing concept staged before in New Zealand, will be a cumulative series of up to 20 place-responsive artworks realised in locations across New Zealand, starting in mid-2008.

The Foundation also supported the activities of the Equine Trust, the New Zealand Wildlife Health Centre Trust, and a series of reading clinics run by Professor Tom Nicholson, from the Centre of Excellence for Research on Children's Literacy, in Auckland primary schools. The Foundation supported the activities of the Alistair Betts Memorial Trust for Agribusiness Excellence seminar series, including a competition for emerging marketers. Carol O'Sullivan, Grower Liaison Manager, Zespri International Limited, was selected from 38 entrants to attend the Advanced Marketing Management Programme at the China Europe International Business School in Shanghai, China, in August 2007.

Performance Indicators

Target 2007:

F1 Continue to deliver public seminars and hold industry-relevant conferences in all colleges (at least one per college annually and a total of 10 annually).

Outcome/Progress 2007:

Achieved

Numerous public seminars were held. These were attended and participated in by staff, students, industry representatives and the wider public.

Highlights:

Massey University's inaugural Creative Arts Festival, Blow, was launched on 2 November 2007. Blow Nga hau e wha (which means four winds) started with the induction of five alumni into a new College of Creative Arts Hall of Fame. The hall will recognise students and staff who have, through art and design, made an outstanding contribution to the national economy or identity. The Hall of Fame will have a physical presence in the College's home, the Museum Building in Buckle Street. The inaugural inductees were Richard Taylor, Director of Weta Workshop; New York-based fashion designer Rebecca Taylor; and (posthumously) sculptor and film maker Len Lye.

A very successful postgraduate workshop was held in Palmerston North in October 2007 by the College of Education.

In Auckland, the School of Education held a research seminar series for the public. The seminar series focused on topical issues in education such as literacy and boys' educational achievement.

Conferences and seminars held during 2007 by the College of Humanities and Social Sciences included:

- Insulin Resistance, Diabetes & Vulnerable Populations conference
- Pasifika@Massey conference
- Summer Shakespeare
- Literary Evenings Research Series at PN Public Library
- War-fighting in a Contemporary Environment conference.

F2 Continue to respond critically to governmental and other education-related policy initiatives through submissions, media releases, presentations, publications and collaborative advocacy based on research and scholarship.

Achieved – ongoing

Highlights:

The University engaged proactively through various formal and informal mechanisms, in response to consultation opportunities, and through collaborative advocacy (in conjunction with the New Zealand Vice-Chancellors' Committee), with appropriate government Ministers, government departments and funding bodies on policies relating to the tertiary education sector, universities, research and scholarship. Examples are given below.

Submissions from the DVC (Academic & Research) were made on a number of items including:

- Ministry of Education – Partially Delivered Distance Qualifications
- Tertiary Education Commission – Data Quality Exercise and the Future of Short Awards
- NZQA – Review of NZQA Unit Standards in Open and Distance Learning
- NZVCC – Future of the Graduate Destination Survey and the Records Survey
- Committee for University Academic Programmes – Register Outcome Statements.

Submissions were made by staff from the College of Education to the Teachers Council regarding graduating standards for teachers.

College staff contributed regularly to policy and opinion articles in the Education Review.

Professor Bill Tunmer was an expert member of a Ministry of Education Literacy Advisory Group.

Professor James Chapman is a member of the New Zealand Council of Deans of Education, which lobbies government on matters relating to pre-service and in-service teacher education.

DVC (Māori) offered advice to Te Puni Kōkiri in relation to whānau development and Māori Futures, to the Ministry of Education and to the Families Commission.

DVC (Māori) continued participation in Te Kahui Amokura and coordination of Manu Ao, a project to build capacity with Māori academic staff across all universities.

The DVC (Auckland & International) contributed to a variety of government submissions and activities:

- by leading Massey’s engagement in discussions with the Tertiary Education Commission, the University of Auckland, Auckland University of Technology, NorthTec, Unitec, and Manukau Institute of Technology in relation to (a) integration of provision of tertiary education in the Auckland region, and (b) future trades and vocational tertiary education provision in the north and north west sectors of Auckland
- as a member of Connect New Zealand Board of Trustees
- as a Director of Committee for Auckland Ltd and a member of the Auckland Plus Skills Leadership Group.

Regional Registrar Student Life was appointed as an NZVCC representative on the cross-agency (Ministry of Education, Inland Revenue and Ministry for Social Development) General Student Support National Sector Group.

The DVC (Palmerston North) was re-elected as Vice President of the International Society of Horticultural Science.

The DVC (Palmerston North) delivered a number of invited addresses on horticultural education and research at overseas institutions, including a presentation on the New Zealand perspective at the “Climate Change and the UK Rural Economy: Impacts and Opportunities” workshop at St George’s House, Windsor Castle, UK, in November 2007.

F3 Progress community business incubator initiatives.

Achieved – ongoing

Highlights:

The e-centre company, Esphion Ltd. developed its commercial partnership with CMC Ltd. in India, and launched the CMC Technology Export Centre (CMCTEC) sponsored by CMC Ltd. A number of New Zealand high technology companies are now engaged through CMCTEC to develop channels to market in India.

The Palmerston North campus continues to support the BioCommerce Centre. The number of businesses incubating in the Centre, including several from Massey University, increased markedly during the year.

F4	Establish Massey University as a premier centre of expertise in commercialisation over the planning period and in particular conclude one to three commercialisation of intellectual property initiatives per annum.	<p>Partially achieved – ongoing</p> <p>Commercialisation has been reconstituted under Research Management Services (RMS).</p>
F5	Grow participation in the Technology for Industry Fellowship programmes.	<p>Achieved – ongoing</p>
F6	Strengthen links with schools and continue to promote open days and seminars for prospective secondary school students and teachers, and where appropriate, the general public in all regions.	<p>Achieved – ongoing</p> <p>Comprehensive careers and recruitment seminars, were delivered. Open days were held successfully on each of the University’s campuses.</p> <p><i>Highlights:</i></p> <p>There was high attendance at open days with over 1,400 visitors attending the event held in the Wellington campus and over 1,500 in the Palmerston North campus.</p> <p>Massey University was a major sponsor of the internationally acclaimed Da Vinci Machines exhibition at Te Manawa. This exhibition provided an excellent opportunity for the university to link with its community, and particularly with local schools.</p> <p>The offer of 150 Massey High Achiever Scholarships (Academic, Art or Sport) to secondary schools students lifted the profile of Massey.</p> <p>This year’s graduation ceremonies at Palmerston North saw honorary doctorates conferred upon Dr Peter Snell, Paul Dibble and Tumu Te Heuheu. Dr Snell delivered a free public lecture during Graduation Week, May 2007.</p> <p>The DVC (Auckland & International), the Regional Registrar, the PVC and staff of the College of Business, and other staff visited schools in Auckland this year, in particular to present Massey academic excellence and top achiever awards.</p> <p>The 21st Century Career Pathways in Technology led by Professor Ian Maddox was an outstanding success again in 2007. It has engaged most schools on the North Shore.</p> <p>The School of Fine Arts held its third Fine Art workshop weekend for fine art and photography students in the Wellington and lower North Island region.</p> <p>The DVC (Wellington) lecture series, showcasing leading campus researchers, attracted audiences of up to 200 at each lecture.</p>

F7	Continue to use print and electronic publications to increase public awareness of Massey University's educational, scientific and cultural developments and its contribution to the nation.	<p>Achieved – ongoing</p> <p><i>Highlights:</i></p> <p>The reputation of the University was further enhanced through national and international media cover of research and staff achievements achieved by the Communications staff.</p> <p>Distribution of Massey News continues to increase.</p> <p>The uptake of media and news releases distributed by the Communications group increased.</p> <p>Media continue to choose Massey staff as expert commentators.</p> <p>A Massey News readership survey found staff and external readers generally pleased with the content and delivery of the publication.</p> <p>Hits on the Massey News website continued to increase. The site was further enhanced with video content and improved capability.</p>
F8	Continue to support regionally based advisory boards and reference groups to strengthen our relationships with industry, mana, whānau, hapū, iwi and other Māori organisations and local communities and our understanding of their needs. (Also see C12, C18, C19 and C20.)	<p>Achieved – ongoing</p> <p><i>Highlights:</i></p> <p>Relationships with Māori and Pasifika communities and local industry have been maintained.</p> <p>Links between Pasifika students and the University were strengthened with the opening of a new Pasifika Learning Centre at the Wellington campus in February.</p> <p>The Te Kaiwawao set up a Kaumātua Advisory Group and developed a working relationship with Māori service providers in Wellington.</p> <p>DVC (Palmerston North) is a member of the following industry-related boards:</p> <ul style="list-style-type: none"> • BioCommerce Centre • Vision Manawatu Trustee • Manfield Park Trust Board. <p>The Auckland Regional Advisory Board met on three occasions and presented a report on the future strategic direction of the campus to VCEC and to Council in April 2007.</p>
F9	Continue to develop collaborative relationships with other tertiary providers. (See also B9.)	<p>Achieved – ongoing</p> <p><i>Highlights:</i></p> <p>The DVC (Wellington) and Director Strategy and Projects (DSP) continued to participate in the Tertiary Education Cluster, and the DSP contributed to the regional training strategy developed by Whitireia and Weltec.</p> <p>Student City projects in Palmerston North were embraced by the tertiary sector, Palmerston North City Council (PNCC), and local businesses.</p>

The University's collaboration with International Pacific College, and UCOL has been coordinated through the Integrated Education Guardian Group, which is part of Vision Manawatu.

The DVC (Auckland & international) led Massey's engagement in discussions with the Tertiary Education Commission, the University of Auckland, Auckland University of Technology, NorthTec, Unitec, and Manuakau Institute of Technology in relation to (a) integration of provision of tertiary education in the Auckland region, and (b) future trades and vocational tertiary education provision in the north and northwest sectors of Auckland.

F10 Extend linkages with our alumni by way of activities, functions and communications over the planning period.

Achieved

Alumni magazine Massey was found to be well received by readers in a readership survey.

Email newsletters to alumni were launched and the website was enhanced.

Regional alumni chapters held a variety of network meetings throughout the year, bringing together alumni to network and keep in touch with their university.

F11 Continue to develop strategic relationships with key business, central/local government and community organisations in the regions.

Achieved

Highlights:

In the Wellington region:

The Director of Strategy & Projects contributed to a joint working meeting of strategy planners from public tertiary institutions and all local authorities.

The Wellington campus enjoys a good relationship with the Wellington Regional Economic Development Agency (REDA), which has replaced Positively Wellington Business.

The Te Kaiwawao has strengthened relationships with Te Puni Kōkiri, the Wellington Tenth Trust, Parliamentary Māori Services, the Māori Language Commission, Wellington City Council Māori Services and NZ Translators and Interpreters' Society.

The School of Fine Arts has established important relationships with the Wellington City Council, Art in Public Places Fund with the Wellington City Art Gallery, Te Papa, Adam Art Gallery and the Dowse museum. The school has a strategic partnership with the Thorndon Trust and is currently undergoing research projects with the Goethe Institute and British Council as well as the Wellington International Festival 2008.

Community organisations including Te Papa, the Dowse, and Pataka have all been engaged in initial discussion concerning the development of the School of Visual and Material Culture.

Ross Hemera, Kaiwhakaahu and member of the senior management team, was appointed to the TEC, PBRF panel for Māori Knowledge and Development.

The College of Humanities and Social Sciences co-hosted the Warfighting in a Contemporary Environment Conference with the New Zealand Army.

Relationships were maintained and developed with Ministry of Education, TEC and the central government.

In the Palmerston North region:

Relationship development with the International Pacific College was extended through their proposed use of the Massey Sport and Rugby Institute for an annual squad of élite student athletes. The first such visit was hosted in August/September 2007.

Regular meetings were held with the Chief Executive and senior staff from the PNCC, and Massey senior regional managers.

Engagement with the Fitzherbert Science Centre (FSC) entities has occurred, in part, through the Bio-Commerce Centre, and through the regular liaison meeting among all FSC parties.

The Massey Hill Beautification project (a University partnership with Horizons Regional Council, PNCC and the Trustees of Fergusson Hall) has made good progress in the control of invasive weeds and landscape planting on Tennent Drive. Some 6,000 new trees have been planted, which will enhance this “gateway” landmark at the southern access to Palmerston North city.

Massey University was a major sponsor of the internationally acclaimed Da Vinci Machines exhibition at Te Manawa. This exhibition provided an excellent opportunity for the University to link with its community and particularly with local schools.

Massey University was the focus for 2007 in the Manawatu Standard Business Award.

Massey continues its successful cooperative relationship with Horizons Regional Council, PNCC, Transit and Land Transport New Zealand arising from the unlimited access bus scheme (free buses). The free bus initiative received a “highly commended” award in the Energy Efficiency Conservation Authority Energywise Awards. Support was also provided to a number of trusts and boards in the region, including:

- Manfeild Park Trust
- Science Centre Trust
- Camellia Trust
- Sir Victor Davies Trust
- Massey University Property Foundation Trust
- Export Education Advisory Board
- Vision Manawatu Principal Funders
- Fergusson Hall Board of Trustees.

In the Auckland region:

The University has developed two memoranda of understanding: one with North Shore City Council and Rodney District Council and the other with Enterprise North Shore.

The E-Centre continues to develop its relationships with the business community through hosted events on campus such as the North Shore ICT cluster and Connect New Zealand.

Auckland campus continues to work with Smales Technology Farm through regular meetings and the provision of the Careers Partnership programme.

Relationships continue to be strengthened, especially in the area of literacy, with financial support from the private sector for the development of remedial reading clinics in the Auckland region. In addition, there are strong links between some college staff and the Specific Learning Disabilities Association (SPELD).

F12 Promote and support the dissemination of applied knowledge to industry and commerce through the encouragement of consulting business contracts and revenue-earning opportunities by colleges and research centres.

Achieved – ongoing

Highlights:

The Centre for Research Excellence in Children’s Literacy will inform practitioners about contemporary methods for improving literacy learning outcomes in schools.

Other highlights of initiatives focused on the University and the wider community

Massey University is one of seven New Zealand universities which have collaborated to develop a new national vacancies web-site for students, graduates and employers (www.nzunicareerhub.ac.nz).

The New Zealand School of Music, a collaboration between Victoria and Massey Universities, will receive a one-off capital injection of up to \$11.15 million to establish a purpose-built facility in Wellington. The funding was announced at the School’s inaugural graduation ceremony in late May by the Tertiary Education Minister, the Hon. Dr Michael Cullen, and is contingent on a new business case and performance commitments.

Massey University and UCOL (Universal College of Learning), Manawatu’s two main tertiary providers, joined forces to give their top business students closer contact with the business sector. Working with Vision Manawatu, from July they started business breakfasts, held in Palmerston North, bringing together students, academics and members of the business community.

The Hulme F1 Concept Supercar, which Massey University was involved in designing, was invited and sponsored to be part of a design exposure in the Middle East in June 2007. There were only two cars used – the Hulme and a car from Italy by Fiorvanti. This provided an opportunity to raise the international profile of the School of Design and our engineering students.

2007 New Years Honours and Queen’s Birthday Honours were received by many Massey staff (current and past) and alumni.

Performance Measures

	Target 2007	Actual 2007	Actual 2006
Courses Offered in Summer Session/Semester Three (Number of)	263	210	307

Research Output Communications (Number of)	Target 2007	Actual 2007	Actual 2006
Total	2,750	2,820	2,505
Auckland Region	550	630	651
Palmerston North Region	1,600	1,350	1,002
Wellington Region	600	450	551
University wide		390	301

Community Communications on Environmental Issues (Number of)	Target 2007	Actual 2007	Actual 2006
Total	2,150	1,860	1,743
Auckland Region	700	630	334
Palmerston North Region	1,000	690	870
Wellington Region	450	300	278
University wide	-	240	261

Academic Qualifications Offered in Partnership with Other Organisations (Number of)	17	19	20
--	----	----	----

INTERNATIONALISATION

GOALS

1. To pursue increased internationalisation and advance Massey University's standing in the international community.
2. To emphasise and enhance Massey University's presence in the Asia-Pacific region and to strengthen relationships with Pacific nations and peoples.

OBJECTIVES

- To value the different contributions that international staff and students make with reference to building international awareness and goodwill, contribution to scholarship, and involvement in the life of the wider community.
- To foster well-chosen international alliances, partnerships and joint ventures.
- To ensure that all subjects and programmes, regardless of the campus or mode of delivery, provide students with access to an education of international standard (and, where appropriate, with specific international accreditation), that will prepare students for life and work within the global community.
- To increase the opportunities for the University's students to study overseas and to interact with students from other countries.
- To continue to internationalise research activities by forging international linkages and by achieving further international recognition for research quality.
- To ensure that international students at Massey University are well supported and that campus life is reflective of international cultures and values.
- To develop effective and appropriate international enrolment and programme delivery opportunities in order to enhance the reputation and strengthen the resources and capacity of the University.
- To increase the relevance of the University's teaching and research for the peoples of the Pacific region.

PERFORMANCE 2007

Massey University's international operations matured further in 2007, with several new agreements for relationship-based recruitment of groups of international students, further diversification of our international student market, hosting of a number of prominent academics from overseas universities, ongoing growth in Study Abroad and Exchange Student enrolments, developing new articulation arrangements with overseas tertiary institutions, and undertaking new international education and collaborative research initiatives.

Twenty-five new memoranda of understanding or Exchange agreements were concluded in 2007, with: Universidad Juárez Autónoma de Tabasco de Los Estados Unidos Mexicanos (UJAT), Nanjing University of Technology, Eastern Illinois University, Fachhochschule München, Osaka Prefecture University, Wollongong College Auckland (Australia), Institut National Polytechnique de Toulouse, Korea Advanced Institute of Science and Technology, Sugiyama Jogkuen University, European Business School, International University Schloss Reichartshausen, L'Université Blaise Pascal, Clermont II, University of Calgary, Universiti Putra Malaysia, Renmin University of China, CMC Limited (India), Shanxi College of Traditional Chinese Medicine, Akademia Wychowania Fizycznego (Poland), Hebei University of Technology, Cornell University, Tokyo Kezai University, King Mongkut's University of Technology Thonburi (Thailand), Maejo University (Thailand), Clarkson University (USA), Nakhon Phanom University (Thailand), Nippon Veterinary and Life Science University, Communication University of China.

A cross-college mission to Malaysia in May 2007 secured a significant number of PhD enrolments among Malaysian University staff funded under the Malaysian Government scholarship scheme. The University signed a collaboration agreement with Universiti Putra Malaysia, which, like Massey has a strong grounding in Agricultural Science.

The DVC (Auckland & International) continued to chair the Greater Mekong Sub-region Tertiary Education Consortium (GMSTEC) in 2007. GMSTEC is developing a business plan that will see greater academic exchange between the partners and more collaborative bidding for international research funds. Massey is engaging with GMSTEC partner King MongKuts University of Technology Thonburi on a Master of Food Science and Technology Management degree programme.

Massey has continued to be the most successful university in securing funds under the Education New Zealand Export Education Innovation Programme (EEIP) in 2007. EEIP grants were awarded to the College of Sciences in relation to delivery of the Massey University Bachelor of Food Technology programme in Singapore in partnership with Singapore Polytechnic, and to the Training and Development Unit in relation to on-line learning initiatives in our teaching relationship with Wuhan University and Nanjing University of Technology.

International office staff development and systems improvement continued in 2007, with an update of marketing and communications documentation, and key staff appointments. The Manager International Student Support – Policy and Compliance, now a permanent appointment, will play a key role in managing risk areas such as Fed Aid, student insurance, and policy and procedure around student support, particularly for the increasing numbers of students who need assistance with cultural adaptation. Further work was done to enhance agent support and performance management, and Massey again passed a successful audit of its USA Fed Aid administration system. The International policy and Strategy Advisory Committee met four times during the year and is now focused more on long-term internationalisation strategy.

Performance Indicators

Target 2007:

Outcome/Progress 2007:

G1 Ensure our qualification review process appropriately recognises that contextual content (rather than nationally specific), assessment and assignments are relevant to the needs and interests of international students.

Achieved – ongoing

G2 Internationalisation matters will be reflected in the University’s professional development programme.

Not achieved

G3	Encourage staff to pursue opportunities for international research, research collaboration and the presentation of research findings at international conferences.	<p>Achieved</p> <p><i>Highlights:</i></p> <p>The International Policy and Strategy Advisory Committee operates an annual strategy session, as part of which it will identify a potential high-level international research collaboration that will raise the profile of one of Massey’s strongest research groups.</p> <p>A significant number of staff have presented papers at international conferences during 2007, with several staff invited to present keynote addresses.</p>
G4	Pursue prestigious international visitors and post-doctoral fellowships in areas of strategic priority.	<p>Achieved</p> <p>See response to E11 in the “Staff” section.</p>
G5	Complete the AACSB accreditation process for the University’s business school over the planning period.	<p>Partially achieved</p>
G6	Continue to develop international partnerships/ strategic alliances for selected teaching and research areas.	<p>Achieved</p> <p><i>Highlights:</i></p> <p>A detailed Internationalisation Strategy for the University has been developed and is being reviewed annually.</p> <p>A detailed Marketing & Recruitment Operations Plan for 2007 was developed, which incorporates the Internationalisation Objectives and Plan of the University.</p> <p>Clear procedures exist for establishing high-level effective international partnership arrangements, and all existing agreements are being evaluated and assessed at the time of renewal.</p> <p>A strategic partnership in a selected teaching area is reflected in a new agreement between the College of Business (Finance) and Wuhan University, China.</p> <p>An on-shore articulation arrangement was signed between Wollongong University College, Auckland (Australia) and Massey University.</p>
G7	Continue to build on the opportunities afforded by accreditation of the University’s Veterinary programme by the American Veterinary Medical Association.	<p>Achieved – ongoing</p>

G8	Continue to ensure compliance with the Code of Practice for Pastoral Care of International Students.	<p>Achieved</p> <p><i>Highlights:</i></p> <p>The University's annual Internal Audit and Review of its adherence to the Code of Practice for Pastoral Care of International Students has been undertaken. The Audit was submitted to and approved by the Ministry of Education.</p>
G9	Continue to monitor international student satisfaction through the use of surveys and work to enhance services as appropriate.	<p>Achieved</p>
G10	Develop further student exchange opportunities for domestic students.	<p>Achieved</p> <p><i>Highlights:</i></p> <p>Five new Student Exchange Agreements have been established in 2007: Institute of Maxillofacial Prosthetists & Technologists, Calgary University, Cornell University, Clarkson University and Deakin University.</p> <p>There has been an increase of 10% in outbound Exchange students and a 12% decrease in inbound Exchange students. This has allowed for existing unfavourable reciprocity imbalances to be addressed.</p>
G11	Continue to give priority to development of the Study Abroad programme.	<p>Achieved</p> <p><i>Highlights:</i></p> <p>The Massey Study Abroad programme continues to grow and has benefited from increased exposure in overseas promotions (particularly in the USA and Germany) and the development of new third-party provider partnerships. Study Abroad enrolments in 2007 are 149 compared to 136 in 2006.</p> <p>Four new Direct Study Abroad agreements have been finalised in 2007. These are with Eastern Illinois University, European Business School (Germany), Tokyo Kezai University and BiTS (Germany).</p>
G12	Continue to broaden the diversity of the University's international student base and improve the distribution of international students across T & L programmes through targeted marketing strategies.	<p>Achieved</p> <p><i>Highlights:</i></p> <p>A range of new marketing strategies have been employed to stimulate demand in existing and new markets.</p> <p>Markets where diversity has been achieved in 2007 include USA, India, Malaysia, Singapore, Saudi Arabia, Canada, and Papua New Guinea.</p>

G13 Complete development of the University's marketing and promotional tools for prospective international students by reviewing and upgrading the International Office web-site and international publications.

Achieved

Highlights:

Revision and development of international student information materials and collateral took place during 2007. They included: a development of the new International Student Prospectus, update of International Student Guide, development of a new Study Abroad brochure, review and reprint of Application, Programme and Fees and Admission information, development of Programme Summary Information flyers and development of new display banners.

A major review of the International Office web-site commenced in 2007.

Improvements were made to the Education Agent Newsletter, which is distributed to contracted education agents and consultants

G14 Investigate and establish, where appropriate, the offshore delivery of selected qualifications, including delivery via extramural mode.

Achieved – ongoing

Other highlights of initiatives focused on internationalisation:

Massey University is part of an international community of scholars. In 2007 relationships were maintained and advanced with numerous universities, research institutions and government organisations, including the United Kingdom, the United States of America, Canada, Mexico, countries in the European Union, Malaysia, Japan, China, Saudi Arabia, Pakistan, Thailand, Samoa, India and Scandinavia.

Massey has active international relationships and academic agreements with other universities and research institutions, many of which provide study abroad and student exchange opportunities along with research collaborations. Examples of these include:

- a second tripartite agreement signed between Massey University and the prestigious Peking University
- a memorandum of agreement with Mexico's Universidad Juárez Autónoma de Tabasco de Los Estados Unidos Mexicanos (UJAT).
- A memorandum of understanding signed with Kasetsart University in Thailand and the Academy for Physical Education, Katowice in Poland.

In 2007 Massey University was host to a number of international conferences, including:

- 49th International Association for Vegetation Science Conference, February 2007
- Evolution 2007, June 2007
- Chief of Army Seminar “Warfighting in a Contemporary Environment”, August 2007
- Symposium on Insulin Resistance, Diabetes and Vulnerable Populations, October 2007
- 2nd International Conference on Sensing Technology (ICST’07), November 2007
- 4th International Conference on Computational Intelligence (CIRAS’07), November 2007.

Performance Measures

	Target 2007	Actual 2007	Actual 2006
Exchange Students – To Massey (Number of)	38	47	54
Exchange Students – From Massey (Number of)	27	41	37

	Target 2007	Actual 2007	Actual 2006
Study Abroad Students to Massey University (Number of)	152	149	136

Formal Academic Arrangements with Offshore Institutions (Number of)	71	118	94
---	----	-----	----

EFTS – Full-Fee International	Target 2007	Actual 2007	Actual 2006
Total	3,224	2,748	3,409
Auckland Region	1,778	1,592	1,784
Palmerston North Region	984	809	1,042
Wellington Region	462	347	583

Note: These are full-fee international students as per Ministry of Education funding classification 02, 03 and 20.

Student Services Satisfaction – International Students (% students rating services good/very good)	52%	51%	50%
--	-----	-----	-----

Course Completion Rate – International Students			
College of Business	94%	93%	94%
College of Creative Arts	90%	91%	88%
College of Education	94%	97%	98%
College of Humanities & Social Sciences	92%	98%	97%
College of Sciences	94%	94%	94%

Retention from First Year of Study to Second Year of Study – All Undergraduate Programmes %			
International Students	80%	78%	76%

ORGANISATION AND MANAGEMENT

GOALS

1. To ensure the University has a sustainable resource base sufficient to pursue its primary aims.
2. To have management at all levels which is competent, effective and accountable.
3. To support teaching, learning and research activities, through provision of quality infrastructure, national shared services and regional support activities.

OBJECTIVES

- To act as a responsible user of resources, employing management processes and structures appropriate to the size, purpose and multi-campus nature of the University.
- To strengthen the University's financial position through pursuit of higher net revenues and greater utilisation of assets, and by ensuring the effectiveness of all expenditures.
- To ensure that the University is managed in such a manner as to safeguard its long-term viability.
- To ensure that comprehensive planning processes and development strategies are formulated and implemented for the future continuing benefit of the University.
- To continue to enhance effective information systems that can support sound and timely decision-making.
- To continue to develop health and safety management systems that meet statutory (and ACC) standards and provide for the welfare of staff and students.
- To monitor the University's organisational structure to ensure that its activities are carried out in an efficient and effective manner.
- To further develop or adopt organisational structures that enhance and promote those areas that have created the distinctive features of Massey University.
- To manage the University's natural environment in a sustainable manner, and to protect, and where possible, to enhance the environmental quality of its natural resources.
- To continue to enhance the aesthetic values of the campuses and maintain a stimulating environment for the work, recreation and cultural activities of staff and students.

PERFORMANCE 2007

Looking back on 2007, one important challenge faced by the University was the tertiary education reforms and their consequent changes to the tertiary education system as announced by the Tertiary Education Commission (TEC) in the Tertiary Education Strategy 2007–2012. The changes included a new funding model, which moved from being based on enrolment numbers to be more focused on managed change and planned growth in student numbers, along with the requirement to submit a three-year Investment Plan. The University's Investment Plan, *Investing in Our Future*, demonstrates the University's significant contribution to the nation and sets out the University's strategic priorities for the three-year period 2008 – 2010, strategic priorities that will enable Massey to deliver on the priorities and key shifts identified in the Tertiary Education Strategy. The University's Investment Plan was approved in full by the TEC Board of Commissioners in December.

Another significant challenge for the University during 2007 was to improve its financial performance. Through a range of initiatives and the commitment of its academic and administrative units, Massey has been able to achieve a surplus for 2007. Coupled with the 2008 projected surplus, this will position the University to move forward and deliver on the strategic priorities as outlined in the Investment Plan.

The University continues to invest in infrastructure and facilities in support of teaching, research and research training, with major highlights including: the Hopkirk Research Institute; the Solexa Genome Analysis System;

the Massey University Manawatu Microscopy and Imaging Centre: the Massey University Equine and Farm Service wing of the Institute of Veterinary, Animal and Biomedical Sciences; and the renovated Student Centre building on the Palmerston North campus. (Refer to further detail included in the Performance Indicators section below, and also refer to the “Research & Creative Works” section.)

University administrative, academic, and information technology systems and processes have continued to be reviewed and upgraded to ensure that the needs of the University can be met in as cost-effective manner as possible. Following are some of the highlights during the year:

- Phase II of the Student Management System project made significant progress, with the new on-line enrolment system being launched in November 2007.
- A Service Delivery Optimisation project was commenced in June 2007. The project aims to review the current end-to-end processes across HR, Finance, Marketing, Student Administration, Student Services, IT and infrastructure; benchmark against best practice; and develop and implement standardised, simplified and streamlined processes which deliver efficiencies of support services activities across all three campuses.
- The HRIS (Human Resource Information System) project is nearing completion and delivering significant improvements to HR and payroll processes, along with enhanced reporting.
- Continued progress is being made on the RIMS project to update the University’s research management and administration systems and processes.

Performance Indicators

Target 2007:

H1-1 Continue planning and implementing campus development plans that support core T & L activities and align with the Long Term Financial Strategy. Specific deliverables targeted over the planning period: planning for the next phase of development at Auckland Campus by continued refinement and implementation of a 10-year development plan.

H1-2 Continue planning and implementing campus development plans that support core academic activities and align with the Long Term Financial Strategy.

Outcome/Progress 2007:

Achieved

Highlights on the Auckland campus:

The business case for the Library was approved by Council.

The sciences buildings on the Oteha Rohe have been modified to provide accommodation and laboratories for specialised disciplines and research.

Achieved

Highlights on the Palmerston North campus:

The redeveloped Student Centre was opened by The Right Hon. Helen Clark, Prime Minister, in February 2007. Cafes, food-court-style dining, commercial outlets and co-located students associations are all in the “new” Centre. The Centre forms another vital element of “Campus Heart” to create a vibrant environment and active student community in the heart of the campus.

Specific deliverables targeted over the planning period: reinvestment at Palmerston North in accordance with a 10-year plan that includes strategies for future long-term use of Hokowhitu site, refurbishment and rationalisation of space in the College of Sciences, and an upgrade of student environment and facilities.

The Equine and Farm Services building was opened in February 2007 by the Honourable Jim Anderton (Minister of Agriculture). Later in the year the American Veterinary Medical Association signed off on the University's overall bid for accreditation renewal for the Bachelor of Veterinary Science programme.

The new-look Wharerata was launched at a garden party event in March 2007. The major internal refurbishments at this iconic functions centre include a new bar area, new dining room layout and reinstatement of a dance floor area.

The Hopkirk Research Institute was opened by the Hon. Steve Maharey (Minister for Research, Science & Technology and Minister of CRIs) in March 2007. The Institute houses over 70 research staff from AgResearch and Institute of Veterinary, Animals and Biomedical Sciences who will explore the frontiers of animal health research, particularly in the areas of parasitic diseases, infectious diseases, and veterinary public health.

The Manawatu Microscopy Imaging Centre (MMIC) was opened by the Right Hon. Helen Clark, Prime Minister, in August 2007. The MMIC offers light and electron microscopy for staff and students at Massey University, the neighbouring CRIs and the greater Manawatu region.

College of Education staff were relocated in December 2006 from Ruawharo to an existing building redeveloped for them at the Eastern Institute of Technology, Hawke's Bay. The Ruawharo site was released for sale.

A number of campus space optimisation projects in keeping with the strategy document for Consolidation of Space in Palmerston North, 2007–2010, have been successfully executed.

H1-3 Continue planning and implementing campus development plans that support core T & L activities and align with the Long Term Financial Strategy. Specific deliverables targeted over the planning period: implementation of a development programme for Wellington Campus to support the implementation of the Campus's T & L Development Plan, completed in 2005.

Achieved

The Campus Development Plan, prepared to support the Wellington Academic Plan, is being implemented as much as is possible within budget constraints.

H2	Continuing investment in IT and Library infrastructure to support teaching and research needs, and administration systems.	<p>Achieved – ongoing</p>
H3	Investment in research infrastructure and advanced research networks to support areas of research focus. (Also see A7.)	<p>Achieved – ongoing</p> <p>See response in A7 in the “Research & Creative Works” section.</p>
H4	Work towards meeting energy efficiency targets as agreed with the Energy Efficiency Conservation Authority.	<p>Achieved – ongoing</p> <p><i>Highlights:</i></p> <p>The unlimited access bus scheme (free buses) initiative in Palmerston North received a “highly commended” award in the Energy Efficiency Conservation Authority Energywise Awards.</p> <p>The recycling operation at Palmerston North campus is very extensive in comparison with other universities and has been commented on favourably by visiting delegations.</p> <p>Energy efficiency targets have been met by all three campuses.</p>
H5	Complete the project initiated in 2004 to develop a Strategic Asset Management Plan for the University along with systems to maintain it and integration with the Long Term Financial Strategy process.	<p>Partially achieved</p> <p><i>Highlights:</i></p> <p>Development of a Strategic Asset Management framework was completed by Strategic Project Management Services. An asset condition audit pilot was also undertaken on all three campuses to validate the framework.</p>
H6	Complete the development of an Information Services Strategic Plan and the implementation of the Information Technology Infrastructure Library framework.	<p>Achieved – ongoing</p>
H7	Continue to review utilisation of commercial space in the University and ensure appropriate return on investment.	<p>Achieved – ongoing</p>

H8	Continue implementation of Council resolutions pursuant to its constitution and self-review process, as appropriate.	Achieved – ongoing
H9	Continue development and implementation of the University’s performance scorecard for student and internal service units with a view to optimising student/stakeholder satisfaction while achieving institutional-level economies of scale.	Achieved – ongoing
H10	Continue implementation of the University’s Performance Reporting and Risk Management framework through enhancement of the Performance and Risk Reporting programme and ongoing identification of major University strategic and operating risks and mitigation strategies.	Achieved – ongoing
H11	Explore ways to implement the recommendations from the Engagement with Māori paper (in conjunction with Council). (See also C19.)	Achieved See response to C19 in the “ Treaty of Waitangi ” section.
H12	Promote to Government the development of a policy environment in New Zealand that will support a quality University sector.	Achieved – Ongoing <i>Highlights:</i> The Vice-Chancellor’s Executive Committee in conjunction with the New Zealand Vice-Chancellor’s Committee increased political and public awareness of the need for greater levels of public investment in New Zealand’s universities. See also response to F2 in the “ The University and the Wider Community ” section.

H13	Monitor the new tertiary funding reforms and implications for the University and ensure an appropriate University response is developed and implemented.	Achieved
H14	Continue to implement revised policies and practices for health and safety to ensure ongoing compliance with legislation and good practice (2007).	Achieved – ongoing
H15	Continue implementation of a space charging system and maintaining up-to-date space management systems.	Achieved – ongoing
H16-1	Continue with administrative systems and process improvement initiatives over the planning period, to include, but not be limited to: Student Management System renewal (Phase II).	Achieved – ongoing <i>Highlights:</i> A new on-line enrolment system was developed and launched in November 2007. Development of Student Programme Management (SPM) has made good progress.
H16-2	Continue with administrative systems and process improvement initiatives over the planning period, to include, but not be limited to: Human Resources and Payroll systems improvement (e.g. ImpelHR, HRIS reporting).	Achieved – ongoing

- H16-3 Continue with administrative systems and process improvement initiatives over the planning period, to include, but not be limited to: empowerment of Finance System users via web-based reporting and budgeting tools.
- Achieved**
Highlights:
A Services Delivery Optimisation project was commenced in June 2007. This project will review the current end-to-end processes across HR, Finance, Marketing, Student Administration, Student Services, IT and infrastructure. The project will then benchmark against best practice and develop and implement standardised, simplified and streamlined processes which deliver efficiencies of support service activities across the University.
- H16-4 Continue with administrative systems and process improvement initiatives over the planning period, to include, but not be limited to: review of fees administration invoicing and debtor management processes.
- Achieved – ongoing**
Highlights:
The Online Enrolment/Student Programme Management (SPM) Project replaced web-enrol in October 2007 with a more robust, reliable and user-friendly enrolment system. Phase two is underway to streamline, simplify and automate processes for students and academic and general staff from prospective status right through to graduation.
- H16-5 Continue with administrative systems and process improvement initiatives over the planning period, to include, but not be limited to: review financial reporting requirements in line with internationalisation of financial reporting standards.
- Achieved**
- H16-6 Continue with administrative systems and process improvement initiatives over the planning period, to include, but not be limited to: initiate the integration of reporting from the University's various databases (i.e. HRIS, Finance One, SMS, etc).
- Partially Achieved – ongoing**

- H16-7 Continue with administrative systems and process improvement initiatives over the planning period, to include, but not be limited to: implementation of the Research Information Management System (RIMS). **Partially achieved**
The Research Management Services (RMS) Business Plan for 2007 included business process improvement as one of its three priorities for this year. This priority was reflected in deliverables set for each RMS team for 2007.
- H16-8 Continue with administrative systems and process improvement initiatives over the planning period, to include, but not be limited to: Contract Management System improvement. **Achieved**
Contract Management System roll-out continued in 2007.
- H16-9 Continue with administrative systems and process improvement initiatives over the planning period, to include, but not be limited to: International student offer, management, admission and enrolment processes review. **Achieved**
Highlights:
International student applications and admissions processes have been reviewed in 2007. The standard letters of communication were rationalised and re-written in a more student-friendly style.
- H16-10 Continue with administrative systems and process improvement initiatives over the planning period, to include, but not be limited to: contact management system upgrade. **Achieved**
Highlights:
Contact Management System (Contact Centre) redevelopment and upgrade was launched in 2007.
- H16-11 Continue with administrative systems and process improvement initiatives over the planning period, to include, but not be limited to: upgrading the Web Content Management System. **Achieved**
Highlights:
The Web Content Management System is in production.

H16-12	Continue with administrative systems and process improvement initiatives over the planning period, to include, but not be limited to: Staff Satisfaction Survey automation.	Achieved – ongoing
H17	Develop the University environmental management system (EMS) and consult with stakeholders prior to implementation in 2007.	Partially achieved
H18	Continue to develop and implement revised communication and recruitment strategy and align with the University’s Strategic Positioning Statement. (Also see B4 and C1.)	Achieved <i>Highlights:</i> A campus marketing and communications plan is under development, aligned with University strategies. It is expected to be completed in 2008.
H19	Actively develop projects to strengthen capability development and where appropriate apply to the Innovation and Development Fund and other strategic funds managed by TEC.	Achieved <i>Highlights:</i> The University submitted 13 applications to the TEC’s Encouraging and Supporting Innovation fund. This fund is designed to support capability development and linkages to industry.
H20	Continue to evaluate organisational arrangements within a multi-campus context with a view to ensuring optimal ongoing development of the qualification profile, student profile and research culture university-wide.	Achieved – ongoing

H21	Continuously monitor and, where necessary, align resource allocation to reflect changes in demand for University research and teaching programmes and likely future movements in those programmes by continuing to use and refine a model which aligns resource allocation with sector benchmarks and drives cost efficiencies in business processes to fund priority developments.	<p>Achieved – ongoing</p> <p><i>Highlights:</i></p> <p>The College of Education undertook a review of its activities and structure. It has aligned these to provide the best teaching and research outcomes with cost efficiency.</p>
H22	Implement budget strategies over the planning period which are designed to ensure the University’s financial performance is more in line with TAMU guidelines.	<p>Partially achieved – ongoing</p> <p><i>Highlights:</i></p> <p>The first phase of the Financial Sustainability Plan has been implemented.</p>
H23	Maximise commercial revenue earning opportunities by existing units such as Massey’s farms, MUSAC, Wharerata, the Rugby Institute, the Conference Centre as well as improving the contribution margin from such activities.	<p>Achieved</p> <p><i>Highlights:</i></p> <p>The new-look Wharerata was launched at a garden party event in Palmerston North on 11 March 2007. A feature article in the local newspaper wrote about the major internal refurbishments at this iconic functions centre.</p> <p>The Sport and Rugby Institute (SRI) is proving to be a facility in increasing demand. Its client base is no longer exclusively rugby-oriented and includes a variety of notable sporting organisations such as Swimming NZ. The SRI is a key player in the region’s bid to host a Rugby 2011 World Cup team and matches. The bid is being cooperatively prepared by the major sport/tourist/economic development organisations in the region. A major sponsor for the SRI is being actively pursued.</p> <p>The farms have shown an increase in profit each year for the last four years despite very depressed sheep and beef prices. A buoyant dairy farming market with good payouts from Fonterra have off-set the depressed sheep and beef farming market.</p> <p>Careful management and optimisation of staffing and space at all three campuses, alongside the rebranding and emphasis of the Centre for University Preparation and English Language Studies as a quality tertiary university preparation unit, is paying dividends.</p>

Other highlights of initiatives focused on Organisation and Management

Opus International Consultants Ltd has won two awards for The Student Centre (Turitea) from the New Zealand Institute of Architects, Western Branch, and an Award for Architecture and a Resene Colour Award. These are the same as awarded for the Hopkirk Research Institute and have been presented in New Plymouth in November.

McMillan and Lockwood also received a Silver Award for the Student Centre from the local Master Builders Annual Awards to go with the Gold they received for the Hopkirk Research Institute.

Performance Measures

Financial Performance Indicators		Actual 2007	Actual 2006
Operating surplus to total revenue		2.39%	-0.37%
Working capital ratio		113.52%	101.64%
Cash cover – liquidity (liquid funds to annual cash operating)		32.22%	28.32%
Cash cover – EBITD/int exp		22.05X	52.55X
Operating surplus to total assets		0.92%	-0.15%
Total revenue to net assets		44.04%	42.60%
Revenue per funded EFTS		\$19,515	\$17,543
Operating costs per funded EFTS		\$19,049	\$17,489
Capital expenditure per funded EFTS		\$1,476	\$2,237
Fixed assets per funded EFTS		\$44,696	\$42,997
Debt to debt plus equity		2.76%	3.15%
Change in financial value		0.77%	0.96%
Salary related expenses (000's)		\$221,710	\$213,810
Revenue from domestic tuition fees (000's)		\$65,711	\$60,714
Revenue from international tuition fees (000's) (full-fee foreign)		\$42,105	\$50,389
International tuition fees/total revenue		11.10%	14.11%

Space Utilisation Usable Floor Area m²/EFTS (Equivalent full-time student) (Excluding residential and farm-related space)	Target 2007	Actual 2007	Actual 2006
University Average	12.06	12.13	11.41
- Auckland Region	6.82	6.82	6.78
- Palmerston North Region	12.12	13.94	12.73
- Wellington Region	12.69	13.84	13.49

Space Utilisation Usable Floor Area m²/FTE (Full-time equivalent staff member)			
University Average	74.38	75.48	71.79
- Auckland Region	67.63	68.56	69.17
- Palmerston North Region	71.30	72.71	68.68
- Wellington Region	92.74	97.06	88.98

APPENDICES

All information provided in these appendices prior to 1999 excludes the former Wellington Polytechnic.

STUDENT NUMBERS

Note: Figures below are Student head count and include all students enrolled regardless of funding source.

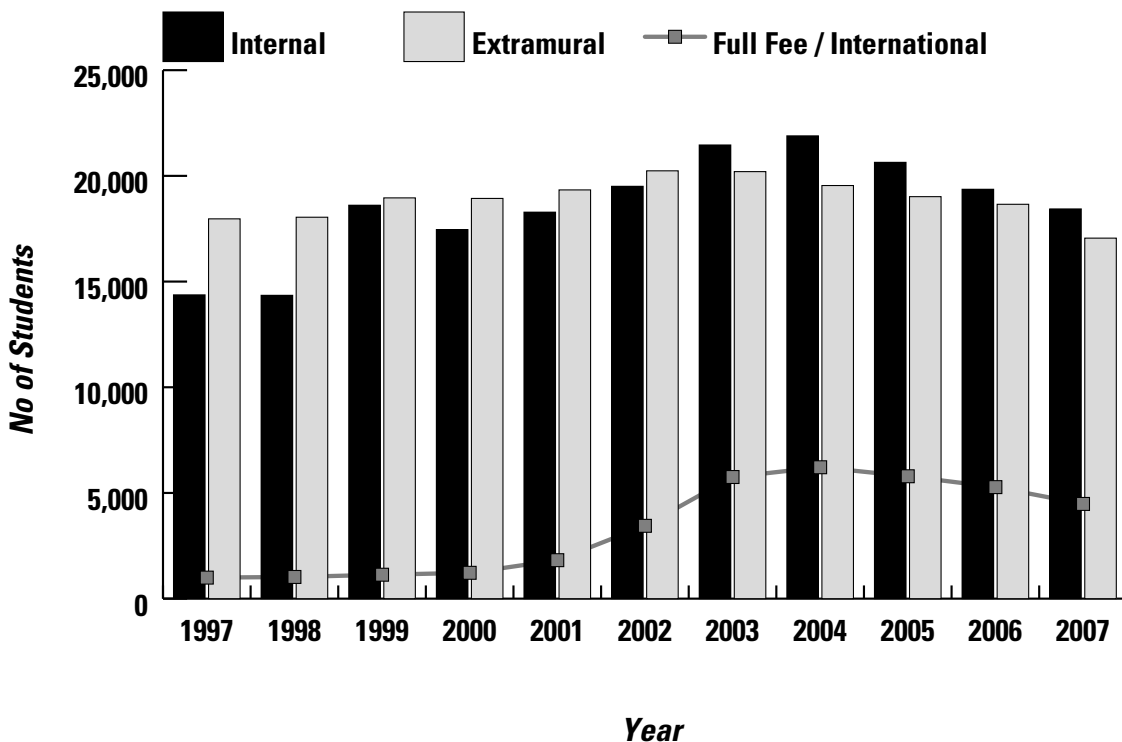
University Totals

	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Internal ¹	14,371	14,349	18,611	17,458	18,283	19,506	21,461	21,893	20,640	19,366	18,436
Extramural ¹	17,967	18,044	18,959	18,933	19,336	20,239	20,201	19,543	19,017	17,656	17,055
Total	32,338	32,393	37,570	36,391	37,619	39,745	41,662	41,436	39,657	37,022	35,491
% change over previous year	8.3%	0.2%	16.0%	(3.1%)	3.26%	5.65%	4.82%	(0.54%)	(4.49%)	(6.64%)	(4.14%)
<i>Students included in totals above:</i>											
International ²	995	1,026	1,132	1,222	1,820	3,445	5,754	6,216	5,790	5,276	4,481

Notes: 1 By student mode.

2 1997–2000 international figures above are not directly comparable to 2001 figures onwards.

3 1997–2000 figures are international full-fee students only; 2001 figures onwards are all international students regardless of New Zealand residency or funding status.



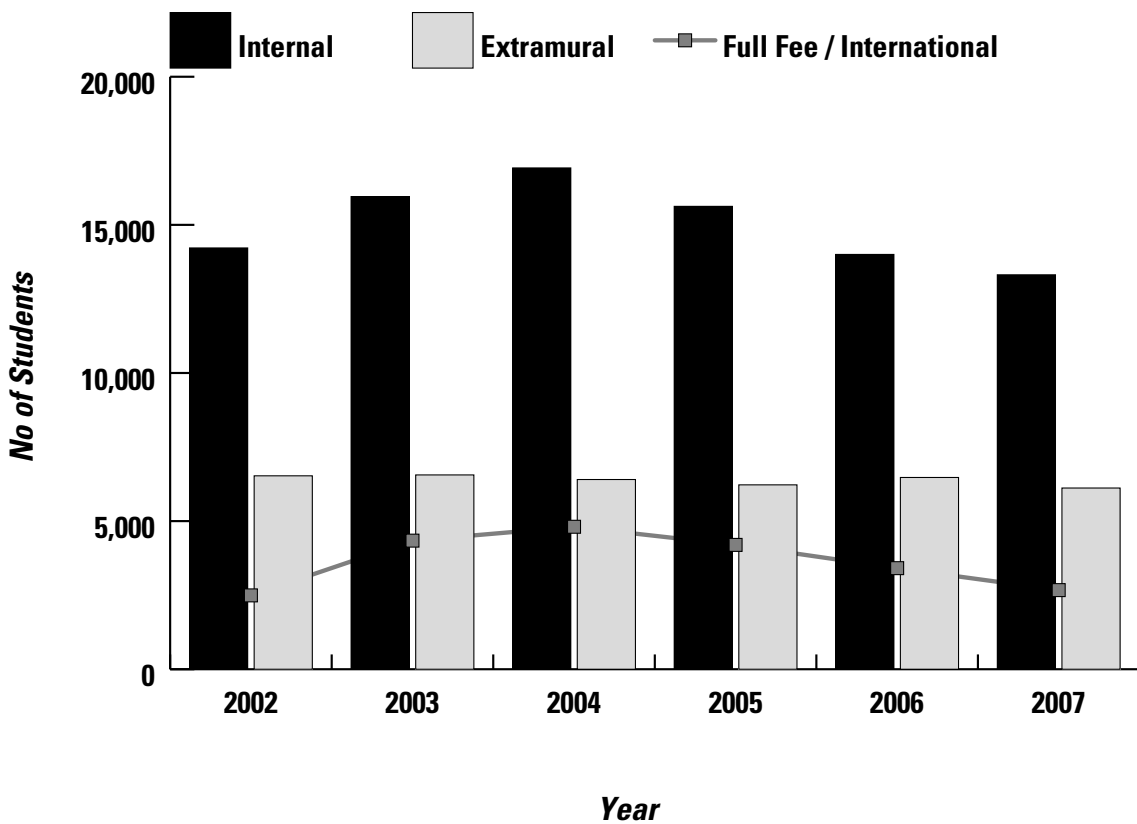
EQUIVALENT FULL-TIME STUDENTS (EFTS)

	2002	2003	2004	2005	2006	2007
Internal ¹	14,221	15,954	16,922	15,625	14,002	13,315
Extramural ¹	6,529	6,559	6,404	6,224	6,473	6,117
Total All Students Enrolled Regardless of Funding Sources	21,539	23,342	23,326	21,850	20,475	19,432
% change over previous year	6.62%	8.37%	(0.07%)	(6.76%)	(6.29%)	(5.09%)
<i>Students included in Totals above:</i>						
Full-fee/international ²	2,493	4,341	4,809	4,197	3,412	2,671
EFTS Funded by Ministry of Education ³	18,543	18,349	17,840	16,931	16,411	16,085
% change over previous year	(0.30%)	(1.04%)	(2.77%)	(5.10%)	(3.74%)	(1.99%)

Notes: 1 By student mode.

2 These are full-fee international students as per Ministry of Education funding classification 02, 03 and 20.

3 As per Ministry of Education Funding Classification 01.



STUDENT AGE DISTRIBUTION (HEAD COUNT)

		2007								%Total
Ethnicity	Gender	< 17	17-19	20-24	25-29	30-34	35-39	40+	Total	All
New Zealand	Female	2	221	543	376	301	280	622	2,345	7
Māori	Male		113	242	157	143	141	243	1,039	3
	Total	2	334	785	533	444	421	865	3,384	10
European	Female	3	1,617	3,516	1,862	1,572	1,418	3,760	13,748	39
	Male	4	950	2,134	1,096	862	800	2,039	7,885	22
	Total	7	2,567	5,650	2,958	2,434	2,218	5,799	21,633	61
Pasifika	Female		45	138	92	83	52	92	502	1
	Male		23	104	63	50	64	89	393	1
	Total		68	242	155	133	116	181	895	3
Asian	Female	2	286	1,485	882	304	181	249	3,389	10
	Male		299	1,600	992	252	150	214	3,507	10
	Total	2	585	3,085	1,874	556	331	463	6,896	19
Other	Female		63	237	162	133	137	256	988	3
	Male	2	89	260	163	141	136	218	1,009	3
	Total	2	152	497	325	274	273	474	1,997	6
Unspecified	Female	2	9	31	52	30	33	257	414	1
	Male		4	30	28	28	21	161	272	1
	Total	2	13	61	80	58	54	418	686	2
Total	Female	9	2,241	5,950	3,426	2,423	2,101	5,236	21,386	60
	Male	6	1,478	4,370	2,499	1,476	1,312	2,964	14,105	40
	Total	15	3,719	10,320	5,925	3,899	3,413	8,200	35,491	
	%Total	0.04%	10%	29%	17%	11%	10%	23%		
	All									

Notes: “% Total All” column and row is the percent of the total year figure: 2007 = 35,491.
 Figures above include all students regardless of funding source.

Source: Student data as at 31 December.

STUDENT ETHNICITY, MODE AND GENDER (HEAD COUNT)

Ethnicity	Mode	2007			% Total
		Female	Male	Total	All
New Zealand	Internal	878	466	1,344	4
Māori	Extramural	1,467	573	2,040	6
	Total	2,345	1,039	3,384	10
European	Internal	5,837	3,654	9,491	27
	Extramural	7,913	4,235	12,148	34
	Total	13,750	7,889	21,639	61
Pasifika	Internal	220	221	441	1
	Extramural	282	172	454	1
	Total	502	393	895	3
Asian	Internal	2,706	3,029	5,735	16
	Extramural	683	478	1,161	3
	Total	3,389	3,507	6,896	19
Other	Internal	520	669	1,189	3
	Extramural	468	340	808	2
	Total	988	1,009	1,997	6
Unspecified	Internal	142	94	236	1
	Extramural	270	174	444	1
	Total	412	268	680	2
Total	Internal	10,303	8,133	18,436	52
	Extramural	11,083	5,972	17,055	48
	Total	21,386	14,105	35,491	
	% Total all				

Notes: “% Total All” column and row is the percent of the total year figure: 2007 = 35,491.

Figures above include all students regardless of funding sources.

Source: Student data as at 31 December.

STAFFING LEVELS

FULL-TIME EQUIVALENT (FTE) STAFF

STAFF FTE

	2006	2007
Colleges		
Academic ¹	1,214	1,188
General ²	517	527
Contract & trading	453	417
Total Colleges	2,184	2,132
Support Services & Administration		
Regional services	359	370
Vice-Chancellor's Office	48	55
Assistant Vice-Chancellor (Academic & Research)	145	151
University Registrar	200	175
General Manager (Strategy & Finance)	171	173
Deputy Vice-Chancellor (International)	15	17
Assistant Vice-Chancellor (Māori)	13	10
Centre for University Preparation and English Language Studies	40	45
Total Support Services & Administration	991	995
Total Staff³	3,175	3,127

Notes

- ¹ Figures are as at 31 December.
- ² The basis for calculating staffing FTEs has changed in 2006 to reflect average FTE numbers for the year.
- ³ As from 2006, all FTEs relating to the Conservatorium of Music have been transferred to the New Zealand School of Music and are no longer included within college or University totals.

STAFF FTE, BY COLLEGE

College		2002	2003	2004	2005	2006	2007
College of Business	Academic	286	323	326	302	290	282
	General	146	155	133	123	113	97
	Contract & trading	1	3	3	4	17	16
College of Creative Arts	Academic	107	125	141	146	115	105
	General	41	33	36	36	34	35
	Contract & trading	0	0	0	0	2	2
College of Education	Academic	145	154	146	125	121	113
	General	64	71	63	51	62	48
	Contract & trading	101	111	104	103	110	111
College of Humanities & Social Sciences	Academic	236	266	265	259	252	244
	General	77	65	61	62	55	62
	Contract & trading	40	60	72	67	118	115
College of Sciences	Academic	385	415	429	422	436	445
	General	280	299	302	298	253	284
	Contract & trading	110	110	125	123	206	174
Total Colleges	Total Academic	1,159	1,283	1,307	1,255	1,214	1,188
	Total General	607	623	595	568	517	527
	Total Contract & trading	251	284	304	297	453	417
Total FTE		2,016	2,190	2,206	2,120	2,184	2,132

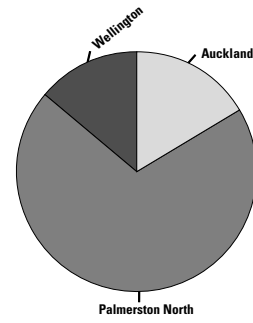
STAFFING RATIOS

	2002	2003	2004	2005	2006	2007
Funded equivalent full-time students (EFTS)	21,036	22,690	22,649	21,128	19,821	18,755
Total academic staff incl casual academic	1,159	1,283	1,307	1,255	1,214	1,188
Total general staff incl casual general	1,486	1,601	1,583	1,574	1,507	1,522

College	2005	2005	2006	2006	2007	2007
	Ratio of EFTS to Academic Staff	Ratio of General to Academic Staff	Ratio of EFTS to Academic Staff	Ratio of General to Academic Staff	Ratio of EFTS to Academic Staff	Ratio of General to Academic Staff
College of Business	25.8:1	0.41:1	24.5:1	0.39:1	23.0:1	0.35:1
College of Creative Arts	12.5:1	0.24:1	14.2:1	0.30:1	15.9:1	0.33:1
College of Education	17.3:1	0.40:1	15.8:1	0.52:1	16.3:1	0.43:1
College Of Humanities & Social Sciences	17.3:1	0.24:1	17.4:1	0.22:1	16.9:1	0.25:1
College of Sciences	11.1:1	0.70:1	10.5:1	0.58:1	9.9:1	0.64:1
University Total	16.8:1	1.25:1	16.3:1	1.24:1	15.8:1	1.28:1

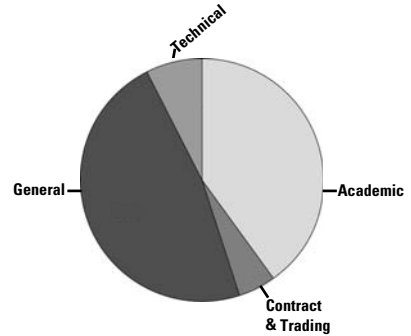
2007 Massey University Staff Head Count Summary: Campus

	Headcount	%
Auckland	518	16
Palmerston North	2,200	70
Wellington	435	14
Total	3,153	100



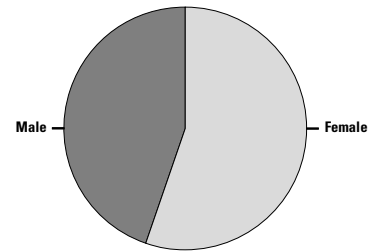
2007 Massey University Staff Head Count Summary: Employment Type

	Headcount	%
Academic	1,267	40
Contract & trading	157	5
General	1,501	48
Technical	228	7
Total	3,153	100



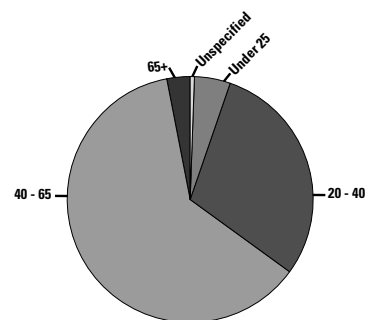
2007 Massey University Staff Head Count Summary: Gender

	Headcount	%
Female	1,748	55
Male	1,405	45
Total	3,153	100



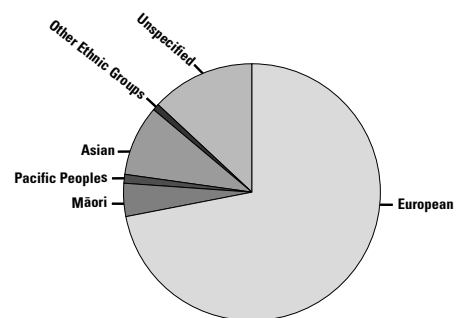
2007 Massey University Staff Head Count Summary: Age Group

	Headcount	%
Unspecified	18	1
Under 25	151	5
25-40	936	30
40-65	1,952	62
65	96	3
Total	3,153	100

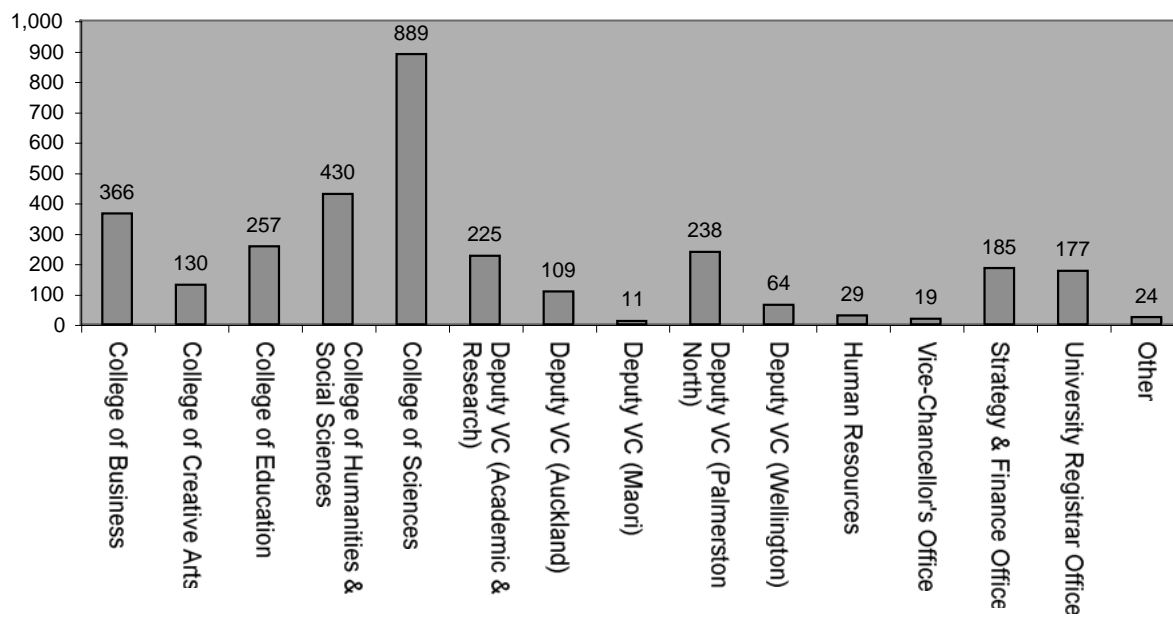


2007 Massey University Staff Headcount Summary: Ethnicity

	Headcount	%
European	2,270	72
Māori	136	4
Pacific peoples	35	1
Asian	280	9
Other ethnic groups	29	1
Unspecified	403	13
Total	3,153	100



2007 Massey University Staff Head Count Summary: College, Regions and Division



RESEARCH AND OTHER CONTRACT FUNDING

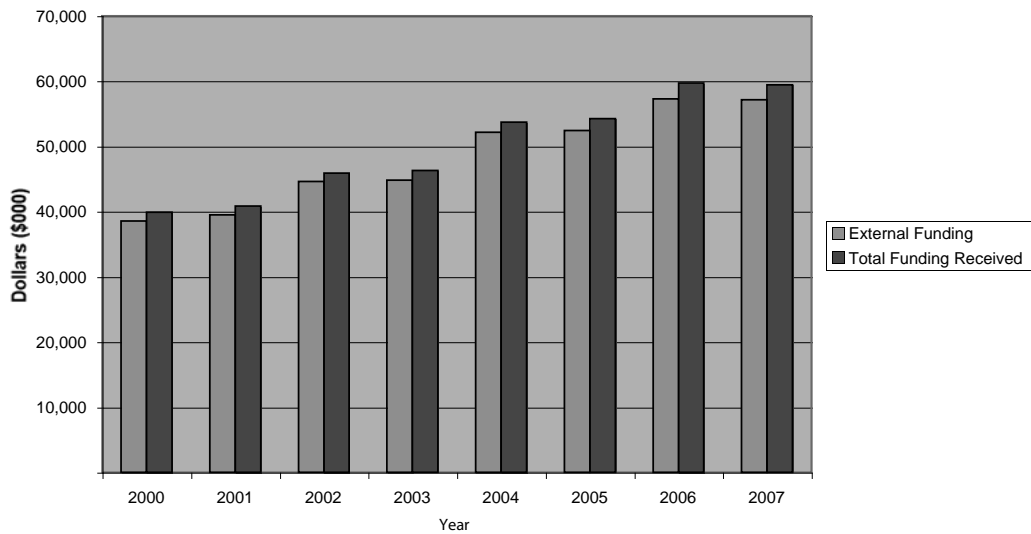
Research and Contract Funding

College	2007 Total (\$000)	Research Grants / Projects (\$000)	Research Centres (\$000)	Consultancies (\$000)	Commercial -isation Projects (\$000)	Teaching Contracts (\$000)	Internal Research Allocation (\$000)	
College of Business	1,617	1,178		307			132	
College of Creative Arts	544	231		254			59	
College of Education	9,656	1,372		1,330		6,886	68	
College of Humanities and Social Sciences	14,281	5,807	5,796	2,309		1	367	
College of Sciences	30,863	20,352	7,367	1,461	102		1,581	
Other	2,435	1,280		940	536	-345	26	
Total Funding Received	2007	59,396	30,220	13,163	6,600	638	6,542	2,233
Total Funding Received	2006	59,689	28,307	13,246	5,370	447	9,930	2,389
Total Funding Received	2005	54,268	23,959	14,659	4,925	411	8,432	1,882
Total Funding Received	2004	53,725	23,402	14,028	5,542	507	8,636	1,610

Total External and Internal Funding

	2000 (\$000)	2001 (\$000)	2002 (\$000)	2003 (\$000)	2004 (\$000)	2005 (\$000)	2006 (\$000)	2007 (\$000)
External Funding	38,519	39,455	44,588	44,782	52,115	52,386	57,300	57,164
Internal Funding	1,377	1,394	1,277	1,523	1,610	1,882	2,389	2,233
Total Funding Received	39,896	40,849	45,865	46,305	53,725	54,268	59,689	59,396

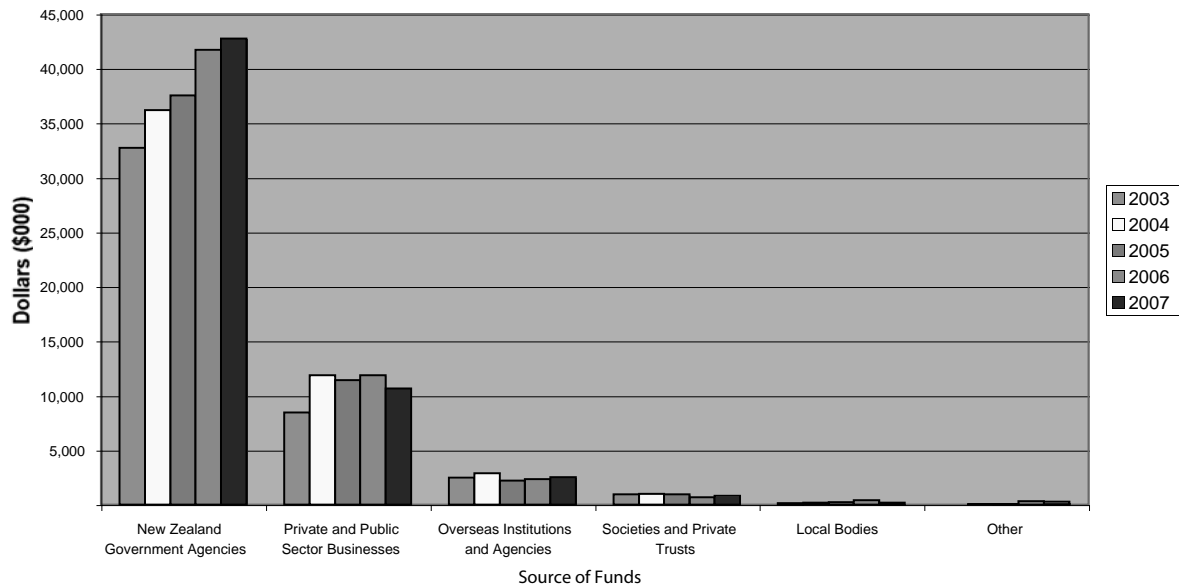
Total External and Internal Funding



External Contract Funding – Source of Funds

	2003	2004	2005	2006	2007
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
New Zealand Government agencies	32,728	36,175	37,517	41,734	42,733
Private and public sector businesses	8,458	11,870	11,420	11,853	10,659
Overseas institutions and agencies	2,493	2,886	2,199	2,316	2,529
Societies and private trusts	954	985	950	689	798
Local bodies	147	162	233	394	170
Other	2	37	67	314	276
Total External Funding Received	44,782	52,115	52,386	57,300	57,164

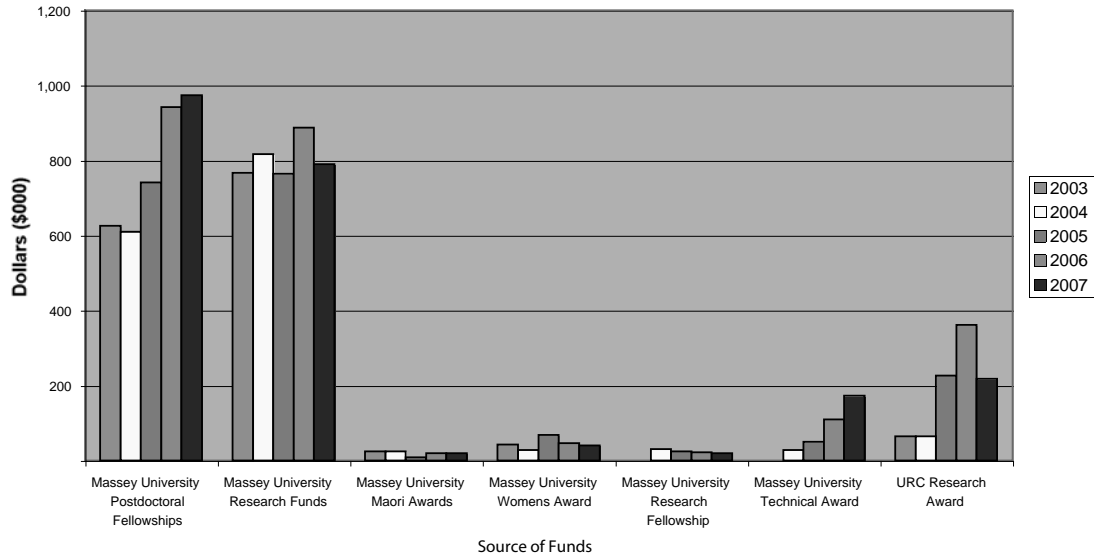
External Contract Funding – Source of Funds



Internal Contract Funding – Source of Funds

	2003	2004	2005	2006	2007
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
Massey University Postdoctoral Fellowship	625	610	741	942	974
Massey University Research Fund	767	816	764	888	790
Massey University Māori Award	24	24	8	20	20
Massey University Womens Award	43	27	68	46	40
Massey University Research Fellowship	-	30	24	22	19
Massey University Technical Award	-	28	50	110	173
URC Research Award	65	65	226	361	217
Total Internal Research Allocation	1,523	1,600	1,882	2,389	2,233

Internal Contract Funding



External Research Income Qualifying for Performance-Based Research Funding (PBRF)

	2002	2003	2004	2005	2006	2007
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
External Research Income Qualifying for PBRF	24,148	31,255	33,598	36,393	38,040	41,428

External Research Income Qualifying for Performance-Based Research Funding (PBRF)

