

Annex one: Correspondence from Victoria University of Wellington recommending a name change

The Chancellor's letter is attached separately as a PDF document.

Below is a copy of an email from the Vice-Chancellor.

From: Grant Guilford [<mailto:grant.guilford@vuw.ac.nz>]
Sent: Monday, 24 September 2018 4:22 PM
To: Hon Chris Hipkins <Chris.Hipkins@parliament.govt.nz>
Subject: Name Simplification

Dear Chris

I am writing to let you know the Victoria University of Wellington Council has confirmed its earlier draft decision to recommend to the Minister of Education that the University's name be changed to University of Wellington, and to adopt a new Māori name, Te Herenga Waka.

The Council has also agreed to ensure that the use and heritage of the word Victoria is maintained in a meaningful way in the life of the University.

We received a wide range of submissions on the proposal, all of which were considered by Council as part of its decision-making process. They decided this change is an essential component of a broader project to boost the University's international reputation, which will help us ensure our long-term success.

If you'd like extra background on this decision, I am of course more than happy to discuss it with you in person. You may also be interested in reviewing the recommendation paper that formed the basis of the Council's discussion and decision, which we have posted on our [website](#).

Please do feel free to contact me if you need any more information at this stage.

All the best



Grant Guilford.

27 September 2018

Hon. Chris Hipkins
Minister of Education
Freepost Parliament
Private Bag 18 888
Parliament Buildings
WELLINGTON 6160

Via email: c.hipkins@ministers.govt.nz

Dear Minister

Recommendation to change the name of the University

As Chancellor of Victoria University of Wellington, I am pleased to formally recommend to you that the legal name of our University be changed to 'University of Wellington'.

At a meeting of the University Council on Monday 24 September held in public, the Council approved resolutions to:

- Recommend that the legal name of the University be changed to 'University of Wellington'; and
- If the legal name is changed, to change the University's Māori name to 'Te Herenga Waka' and ensure that the use and heritage of the word 'Victoria' is maintained in a meaningful way in the life of the University.

The resolutions were supported by Council by 9 votes to 2, with that support including the two elected staff and two elected student members of Council.

Our vision is to be a world-leading capital city university and one of the great global-civic universities. We have an aspirational and bold strategic plan which outlines how we will achieve this. After considerable debate and analysis, the Council is convinced that changing our name to 'University of Wellington' is one important strategic step on this journey, as we build a stronger connection with our capital and region, and increase our international reputation.

THE CHANCELLOR

Neil Paviour-Smith

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The impact of the new name

Adopting a distinctive, simple name which is descriptive of our place in the world is fundamental to ensuring we can deliver our ambitious goals and the highest standards of excellence.

The name University of Wellington is unique. It aligns with our identity as New Zealand's capital city university, and explicitly links the University with our city and region.

Great cities have great universities that share their name. This common bond results in the achievements of one building the reputation of the other. We are determined that all of the communities of which we are a part will benefit from our world-class research and teaching programmes. In turn, a vibrant and successful Wellington, offering an enhanced student experience, is critical to the University's future.

Our plans to build an even greater global standing on the platform of a unique name will help ensure our financial sustainability and long-term viability. The current financial pressures and disruptions affecting the tertiary sector mean we cannot be assured of this on domestic tuition fees and Government funding alone. We must have a distinctive name that stands on its own in the more than 100 countries from which we recruit our staff and students, and in which our graduates work.

We believe our current name is holding us back from achieving our vision and goals. It is not distinctive—the word 'Victoria' is shared by a number of other universities around the world and our world-class achievements and research is often attributed to others. This undermines our international reputation and our ability to be ranked with other high-quality universities. The global environment is highly competitive and New Zealand universities have been slipping in the key rankings. While we have a variety of strategies to arrest this for us, the name change is a critical component.

Alongside a change to our legal name is the change to our Māori name to give more meaning than a simple translation. The name, 'Te Herenga Waka', is also the name of our marae, the first marae established at a New Zealand university, a place of great pride and which has been at the heart of our community for more than three decades.

Te Herenga Waka means the 'mooring place of canoes' — a place where people from around the country and beyond can hitch their canoes and find shelter. Once people have finished at the University they can unhitch their canoe and sail off to their own horizons, while still maintaining a deep connection to Te Herenga Waka.

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The Council recognises fully that there are risks with the name change. However, in voting overwhelmingly in favour of making this recommendation to you, we consider the risk to be considerably less than the risk of making no change. Doing nothing, or choosing not to address the issues and barriers relating to the name of the University, is not acceptable to the Council, given our role and duties.

The Council has confidence in the senior leadership of the University, which is demonstratively supportive of this recommendation, to effectively implement the name change alongside our other strategic initiatives. We are confident we can build an even greater University for the future and that this will be aided by our proud history.

The process undertaken to reach this decision

The Council and University management began to seriously consider issues with the University's name alongside other key strategic priorities during a strategic planning day in early 2017. This was revisited in detail in a similar planning review earlier this year, following which management were asked to proceed with engaging the University stakeholder community to further inform our strategic thinking.

This recommendation now comes at the conclusion of a robust 6-month process of engagement with the wider University community. This process included 17 forums for staff, students and the public, the release of a draft decision paper and supporting documentation, and two periods of consultation in which our community had the opportunity to provide feedback.

A small portion of our overall stakeholder community provided feedback, and attendance levels at the 17 forums was low. However, from the submissions we received, the Council believes there is demonstrable support for the name change from within our community, most notably among staff and our key strategic partners. To elaborate:

- *Staff:* Our staff are critical to the achievement of our vision. From the low number of submissions we received, there were mixed views on the change, with staff supportive of the change concurring with the importance of a name change to the University's strategy, to build a unique global identity and remove name confusion with other Victoria universities around the world. Staff opposing the change were concerned about the cost of the change and expressed disagreement with the arguments in support of change. Overall a majority of staff submissions were supportive.

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- *Students:* There was a low number of submissions from students. Less than 1% submitted, with most of these being against the change. Based on points made by the elected student members of Council during our deliberations and comments made by the Victoria University of Wellington Students Association (VUWSA) President¹, we believe the low response rate reflects a broad lack of interest in the change relative to other concerns for students. The largest area of concern from student submissions was around the cost of the change relative to other priorities students wish to see more investment into (e.g. mental health and counselling services). The Council sought and received assurances that these important factors are no less a priority for the University and that a name change will not deter from the continuing work to improve support for students and their wellbeing. In addition, we are confident the investment in the name change will help provide more financial stability which will improve the wider long-term environment for students.
- *Strategic partners:* Our key strategic stakeholders showed a very high level of support for the change. This group includes, for example, the regional mayoral forum and Wellington City Council chief executive, the WREDA chief executive and board, members of our advisory boards, chief executives of key government departments we work with, chief executives of local Crown Research Institutes and independent research institutes, prior Vice-Chancellors of our university, members of the University's Foundation and other Wellington based CEOs of large organisations. This group is critical to achieving our strategic objectives and building a stronger relationship with the city and region. We are encouraged by the support shown from this group for this strategic change and their desire to increase their level of engagement with the University around our strategic goals.
- *Alumni:* The vast majority of the alumni we contacted (97%) did not provide a submission. Of those that did, over 200 submissions were in support, and over 1,100 opposed. A variety of concerns were expressed by alumni, with a strong sense of the value they see in the Victoria name due to our prestigious history and disagreement with the arguments in support of change.

¹ <https://www.radionz.co.nz/national/programmes/morningreport/audio/2018663959/victoria-university-students-ambivalent-on-name-change-union>

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We carefully considered all of these submissions and reasons for opposition to change. Many responses rightly reflect that we are a well-regarded and reputable University. However, Council believes this will not be lost and believe the stated risks of transition can be mitigated, as has been done with the many other University name changes around the world. In the context of the global and domestic environment we operate in, we believe there is a bigger risk of not proceeding with strategic initiatives to grow the international reputation of our University.

- *Māori:* There was strong support from key Māori stakeholder groups for the University, both in terms of the Māori name and the legal name. This is based on the views of the University's Deputy Vice-Chancellor (Māori), the University's Māori academic forum, Toihuarewa, feedback received from our Taihonoa partners, and Ngāi Tauria—the Māori students' association. Te Aka Matua, the Council's Māori advisory committee, comprising both internal and external members, was also consulted on the name change and kept informed throughout.
- *Unidentified:* Less than 10% of submissions came from submitters who did not fall into the groups above and were therefore classed as "unidentified". This group shared similar concerns to the change as those of alumni.
- *Other:* Two of the most influential ranking agencies, QS and THE, have expressed support for the change. QS stated to us that University of Wellington comes across as "bold, simple and authoritative and blissfully unambiguous". THE stated that they believe the name will have a beneficial impact on our reputation, and particularly if coupled with a well-planned brand campaign. We received no opposition from other New Zealand universities who were consulted in relation to the name change.
- *Petition:* A petition against the change containing over 6,000 signatures was provided to the University prior to the close of our consultation period. The petition appears to contain a range of stakeholders (some having submitted separately) as well as members of the public. The petition was presented to us to demonstrate the strength of opposition to the name change. However, the Council considered that this needs to be seen in context. Even if all the petition signatories were staff, students or alumni, it would still represent a small proportion of the total University community.

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- Those submitters that made comments on the Māori name were predominantly supportive of the change. This included people who were supportive and people who were opposed to the legal name change.

The Council acknowledged the strength of feeling from opponents to the name change and considered all the matters raised in detail. Like so many aspects of the University's operations, this is an issue that was always going to attract opposition from amongst our very diverse University community. However, the strategic imperative and the support received across other key stakeholder groups were compelling factors for Council to support the resolutions.

This is not a decision the Council made lightly. All of the feedback was conscientiously considered—every member of Council read and reflected on all submissions (almost 1,500 pages). To facilitate consideration of the feedback as a Council, we held a workshop during which members of Council could engage with the feedback and ask questions of University management. That workshop ran for over three hours, the majority of which was with University management excluded, and there was robust discussion around the table. In Monday's Council meeting, which was held in public, we permitted 5 non-Council members to address the Council and put forward their views. Professor Geoff McLay from the Faculty of Law and two students, Vivian Tan and Han Chng spoke in opposition to the resolutions.

Sir Maarten Wevers and Emeritus Professor Nigel Roberts spoke in support of the resolutions. Members of Council carefully deliberated for almost three hours before making a final decision. Each Council member spoke in detail as to why they supported or opposed the resolutions.

Further detail on the rationale for the change, the consultation process and responses to themes highlighted in the feedback can be found in the attached paper presented to Council by the Vice-Chancellor.

Our commitment to the future of our University

We have rigorously considered the applicable statutory objectives and our role, functions and duties as members of Council. We are confident that this recommendation is consistent with these and the role our institution plays in the wider tertiary education sector.

There has been passion on both sides of the debate and we are fully aware of the significance many people place on our name and on the word 'Victoria' in particular.

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However, as members of the governing board of this autonomous institution, we strongly consider this change to be in the best interests of our University. As part of a range of strategic initiatives that the Council is committed to seeing implemented, it will help to ensure that our University attains the highest standards of excellence, to help achieve our ambitious goals for the University and help maintain the University's long-term viability. This is not simply a cosmetic change or an isolated project.

The Council has carefully considered the implications of change and has confidence in the University's ability to manage these. Implementation plans will not only minimise any potential impact on current and future qualifications but also honour the heritage of an institution with a proud 120-year history. The name change will not affect someone's degree, won't change the quality of teaching they receive or the experience they have at this University, just as it does not change the quality of our research or extinguish our proud history or reputation.

By removing Victoria from our name, our core role and functions will remain. We are still firmly committed to advancing knowledge, disseminating and maintaining that knowledge through high quality research, contributing to the sustainable economic and social development of our society, and fostering a skilled and knowledgeable New Zealand. Tradition and history are important, but we operate in a sector where disruption is rampant and we must keep pace.

I am a proud alumnus of this University and since graduating have only lived and worked in our great city. I am excited about the future of our University and what the name change will enable. For the above reasons, on behalf of the University Council, I formally recommend to you that the legal name of our University be changed to 'University of Wellington'.

Yours sincerely



Neil Paviour-Smith
Chancellor

Copy to:

Hon Tracey Martin

Secretary for Education, Iona Holsted

Tertiary Education Commission Chief Executive Tim Fowler

THE CHANCELLOR

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160 Object

The object of the provisions of this Act relating to institutions is to give them as much independence and freedom to make academic, operational, and management decisions as is consistent with the nature of the services they provide, the efficient use of national resources, the national interest, and the demands of accountability.

161 Academic freedom

(1) It is declared to be the intention of Parliament in enacting the provisions of this Act relating to institutions that academic freedom and the autonomy of institutions are to be preserved and enhanced.

(2) For the purposes of this section, academic freedom, in relation to an institution, means—

- (a) the freedom of academic staff and students, within the law, to question and test received wisdom, to put forward new ideas and to state controversial or unpopular opinions:
- (b) the freedom of academic staff and students to engage in research:
- (c) the freedom of the institution and its staff to regulate the subject matter of courses taught at the institution:
- (d) the freedom of the institution and its staff to teach and assess students in the manner they consider best promotes learning:
- (e) the freedom of the institution through its chief executive to appoint its own staff.

(3) In exercising their academic freedom and autonomy, institutions shall act in a manner that is consistent with—

- (a) the need for the maintenance by institutions of the highest ethical standards and the need to permit public scrutiny to ensure the maintenance of those standards; and
- (b) the need for accountability by institutions and the proper use by institutions of resources allocated to them.

(4) In the performance of their functions the Councils and chief executives of institutions, Ministers, and authorities and agencies of the Crown shall act in all respects so as to give effect to the intention of Parliament as expressed in this section.

Section 162 of the Education Act 1989 allows the Minister of Education to approve a tertiary education institution (TEI) name change on the recommendation of that TEI's council.

The Minister of Education will have regard to each of the following four criteria in assessing a recommendation from a tertiary education institution to change its name, and will attribute weight to each criterion in reaching an overall decision.

1. The purpose and potential benefits of the recommended name change are clearly set out

There are reasonable grounds and good reasons to change the name of a TEI. This will include how a recommended name would help the TEI advance its mission and statutory characteristics.

2. The potential implications of a recommended name change have been considered

This will include the potential implications for the community the TEI serves, including the staff, graduates and students of the institution. It will include how a name change relates to the interests of the tertiary education system and New Zealand. It should also include how the TEI council would manage these implications.

3. Relevant and affected parties have been consulted and their feedback has been considered

The council has provided relevant stakeholders, such as the staff, students and graduates of the TEI with sufficient opportunity to provide their views on the recommended name change. Consultation should be undertaken in a fair and transparent manner, and over a reasonable period of time for stakeholders to submit their views. The council should also demonstrate how it has considered the perspectives raised through consultation before making the final decision to recommend a name change.

4. The council can demonstrate that there is support for a name change

The Council should provide evidence that there is demonstrable support for a name change from the relevant affected parties consulted with as per criterion 3.

Attached separately as PDF document

Proactively Released

Dear all

I am writing to advise that the University's Council has today made a unanimous **draft** decision to recommend the simplification of the University's legal name to University of Wellington. Council has also made a **draft** decision to adopt Te Herenga Waka as our new Māori name and to maintain the use and heritage of the word 'Victoria' in a meaningful way by the ongoing use of the word in the life of the University.

I want to express my deep appreciation to those of you who have provided a submission and to convey that both I and the Council recognise that there are a range of views about the proposal.

Council has released the decision paper and the research and analysis that underpinned this draft decision, which is one part of a wider programme of work to build our international reputation. I invite you to review that information.

However, what the paper does not convey is the strength of feelings we share about the future.

One of these is pride. Pride in our City. Pride in this University. It is time for this wonderful University to firmly tie its fortunes to the capital city and declare once and for all that we are the University of Wellington. That we are *of* this great city, not just *in* this city. That we share a common destiny and that we all aspire for Wellington to be one of the world's great student cities.

We are also ambitious. We are an excellent University but we are restless to do even better. To become one of the world's great global-civic universities. To deepen the intellectual and creative influence of our University and of Wellington in the Asia-Pacific region and beyond.

Council members making this draft decision shared a strong sense of respect and empathy. Respect for the different views expressed on this issue. Respect for our Victoria heritage and a determination to protect this legacy. Empathy for the inevitable sense of loss that many will feel as they come to terms with the draft decision made today. Respect for the ambitious future we all aspire to.

Kind regards



Grant Guilford

Draft decision of the University Council regarding the name of the University

Executive summary

The University Council has made a draft decision:

1. to make a recommendation to the Minister of Education under section 162(5) of the Education Act 1989 that the legal name of the University be changed from Victoria University of Wellington to University of Wellington;
2. subject to the Minister's approval of a change in name to University of Wellington, to change the University's Māori name from Te Whare Wānanga o Te Ūpoko O Te Ika a Māui to Te Herenga Waka; and
3. subject to the Minister's approval of a change in name to University of Wellington, to maintain the use and heritage of the word Victoria in a meaningful way by the ongoing use of the word Victoria in the life of the University.

The draft decision follows a project that has examined whether a simplification of the University's legal name to University of Wellington would better align with the University's global–civic vision, mission and strategic positioning as New Zealand's globally ranked capital city university, and help differentiate the University internationally.

This document outlines the background to the re-consideration of the University's name, the objectives of the project, the relevant legislative framework, the process used, the research, analysis and engagement undertaken, the observations made, the advice and feedback received, the financial considerations, the implementation plan, the key risks and mitigations, the conclusions reached and the draft decision.

Next steps

Council will consider further and final feedback on its draft decision, which was made following an earlier opportunity to provide feedback and consideration of that feedback by the Council.

Your feedback is important as it will enable the Council to make a more informed final decision on this important matter.

You can provide feedback by writing your comments in a letter or an email. Feedback closes at 5pm on Monday 13 August 2018.

Submissions made by mail or email should be addressed to:

Mail: The Chancellor
Victoria University of Wellington
PO Box 600
Wellington 6140

Email: feedback@vuw.ac.nz

Council will again consider all responses provided before making a final decision. This is expected to be made on 27 August 2018.

Key insights

The draft decision to simplify the University's legal name has come following a substantial process of research, analysis, third-party advice, wide engagement and consideration of feedback provided. That work has highlighted the following insights, considered against the name-change criteria for tertiary education institutions recently announced by the Ministry of Education.

1. The purpose and potential benefits of the recommended name change are clear, there are compelling reasons for change and the proposed name will help the University advance its strategic plan, mission and statutory characteristics.

- The name University of Wellington aligns implicitly with the University's global-civic vision, mission and strategic positioning as New Zealand's globally ranked capital city university—unlike the current name and its commonly used abbreviations such as Vic, Victoria and Victoria University;
- A change of name to University of Wellington more visibly identifies the University's commitment to Wellington, tightly linking our futures;
- The name University of Wellington highlights more clearly than the current name and its abbreviations the institution's pre-eminence in Wellington relative to the other universities here;
- The University's international prominence and name recognition are not in keeping with our high academic quality, resulting in part from confusion with our Victoria University namesakes;
- Attribution of our research and other achievements to other universities sharing the word 'Victoria' is a regular occurrence, undermining our international prominence, reputation and rankings;
- There is widespread confusion over the University's current name, with web searches for the University using up to 15 related name variants and our staff regularly using up to eight name variants to describe their institutional affiliation;
- This confusion and uncertainty, along with translation difficulties in some countries, reduce the cost-effectiveness of marketing investment and undermine the University's ability to develop a strong global brand;
- Simplifying the University's name to University of Wellington largely eliminates these problems by dramatically reducing the number of possible name variants (from ten to two)¹ and by removing the non-specific name Victoria that creates the confusion with our namesakes;
- The commonly used abbreviation Victoria University is particularly problematic for the University when used offshore as it is often linked to Victoria universities in Canada, Australia or elsewhere;
- The ranking agencies QS and THE believe the name simplification will be beneficial for the University's international reputation;

¹ When including the word university but excluding one-word abbreviations or acronyms.

- New Zealand universities are reliant on their international reputation to give effect to their statutory characteristics;
- The benefits of enhanced global prominence include improved rankings, better-quality international partnerships, increased international student numbers, growth of overseas research funding and philanthropy, and better retention and recruitment of world-leading staff.

2. The potential implications and risks of a name change are understood and will be managed.

- Prospective international students as a group did not show a preference for the University's current name on the basis of name only (i.e., with no contextual information), preferring the name University of Wellington, New Zealand;
- The extensive brand research conducted by the University of Manchester in dropping Victoria from its name, and the direct feedback from its staff as to their experience and the implications of its name change, provide support for the benefits of a simplified name;
- The potential financial and non-financial upsides of the investment far outweigh the estimated costs;
- Costs will be managed prudently with the level of expenditure to be kept within assessed benefits;
- Signage and other changes will be rolled out as part of business as usual, over time, wherever possible;
- External review of the name simplification project (by brand and communications company Assignment) revealed the project to be sound from a brand perspective;
- Alumni and graduates will be able to request replacement certificates and transcripts under the new name if that is their preference;
- University clubs and societies have been kept informed of the proposed change but will be free to make their own decisions regarding their name;
- While looking to the future in making this change, the University is cognisant of the heritage of the word Victoria and the pride many people feel in their association with this name. A prominent scholar of Victorian-era literature will lead work on how we can honour this heritage;
- Risks have been clearly identified and are assessed as being manageable with effective mitigations available.

3. Feedback from potentially affected parties has been sought, has been used to guide recommendations and approach. There is support for the proposed name change

- The University has taken a proactive approach to communication and engagement on the potential name change—both internally and externally, and within New Zealand and internationally, over the past six months;
- Feedback has been sought, using a fair and transparent process, from a wide range of affected parties, and all of the feedback was considered prior to the draft decision being made;
- Feedback has been made available in full to Council Members;
- Face-to-face and written feedback from staff, student executive groups, Foundation Trustees, other universities, Māori, civic leaders, other stakeholders, and alumni working in universities offshore has been generally

positive; however, written feedback from other alumni, students and members of the public has been predominantly negative;

- Feedback revealed strong interest in changing the Māori name of the University and was instrumental in the draft decision to continue to use the word Victoria in the life of the University;
- Feedback also shaped a number of the implementation processes (such as the approach to ensure all current graduates have the graduation documentation they require, and the requirement for a flexible arrangement of the legal and Māori names in the redesigned University logo);
- Individuals familiar with the complexities and impact of a university's international research and teaching reputation (for example, alumni working at other international universities, academic staff, participants in the tertiary sector) are most likely to understand and accept the rationale and support the name change.

The above points are considered in more detail later in this paper.

1.0 Background

Victoria University of Wellington's strategic plan² outlines an ambitious vision to be a world-leading capital city university and one of the great global–civic universities. Victoria University of Wellington's character as a capital city university was first suggested in 1886 by the University's founder, Robert Stout, during his advocacy for the establishment of Wellington University College. Today, Victoria University of Wellington views this mandate of civic engagement in a global context and is determined to ensure that its local communities benefit from the University's internationally respected academic excellence. The strategic positioning of the University as New Zealand's globally ranked capital city university differentiates it from other universities. This special character resonates strongly with our staff and stakeholders in Wellington, reflecting our history and embodying three pillars as outlined in our strategic plan.

First, the University focuses deliberately on New Zealand, its principal community of interest. Aotearoa New Zealand is an egalitarian society with deep roots in the Pacific and Europe, a unique bicultural heritage and an Asia–Pacific future. Second, the University steadfastly works to enhance its international reputation. Building a strong international reputation, in addition to its strong domestic reputation, is critical if the University is to have a sustainable future. This university, like all others in New Zealand, is now heavily dependent on international staff and students. Our staff also have a strongly held ambition to be ranked with the world's best universities. Third, consistent with our mission and the civic–university tradition, Victoria University of Wellington engages closely with the capital city. This affords its staff and students privileged access to political, public sector, legal, diplomatic, cultural, media and non-governmental organisations, as well as to the nation's archived heritage. This civic engagement provides the opportunity to enrich national culture and to lead thinking on major societal, economic and environmental issues.

When carefully considering these three pillars for their future fit, it became apparent to the leadership of the University that the name Victoria University of Wellington (and, in particular, its commonly used abbreviations such as Vic, Victoria and Victoria University) do not align well with the University's position as New Zealand's globally ranked capital city university. Civic universities (including global–civic universities) are first and foremost about their city and are prepared to tie their fortunes to their city's future success. Wellington is our city—not Victoria.

Lastly, during efforts to enhance the University's international reputation, evidence began to accumulate from a variety of sources that the University's international reputation was not in keeping with its very high academic quality. This observation was of concern because of the ever-increasing importance of the University maintaining international competitiveness with the world's great universities. Preliminary research and analysis suggested this need to further enhance the international reputation of the University was partly due to the complexity of the University's name and its lack of distinctiveness from other universities named Victoria.

Accordingly, a formal project (hereafter referred to as the 'name simplification project' or the 'project') was established to examine whether the simplification of the

² <https://www.victoria.ac.nz/documents/policy/strategies/strategic-plan.pdf>

University's legal name to University of Wellington would not only align better with the University's vision and positioning, but also help differentiate the University internationally.³

1.1 Objectives of the project

As discussed above, an important objective of the project was to consider whether name simplification would achieve better alignment between the names of the University and Wellington city as per the University's global-civic vision, its mission, and its strategic positioning as New Zealand's globally ranked capital city university.

Another key objective of the project (and the wider international reputation programme within which it sits) was to consider whether name simplification would help differentiate the University internationally with the goal of increasing international name recognition and memorability, and enhancing international prominence.

The follow-on benefits of enhanced global prominence are numerous and include improved rankings, better-quality international partnerships, increased international student numbers, growth of overseas research funding and philanthropy, and better retention and recruitment of world-leading staff.

1.2 Legislative framework for changing the legal name of a university

The power to change a university's legal name is vested in the Minister of Education under section 162(5) of the Education Act 1989. This states:

“the Minister may, on the recommendation of the council of the institution concerned, change the name of an institution by notice published in the Gazette.”

Victoria University of Wellington is an ‘institution’ for the purposes of the Education Act 1989 and therefore this power can be exercised in relation to the University notwithstanding section 3(1) of the Victoria University of Wellington Act 1961 which states:

“For the advancement of knowledge and the dissemination and maintenance thereof by teaching and research there shall be a University to be called the Victoria University of Wellington.”

The Victoria University of Wellington Act 1961 (and a small number of other pieces of legislation that refer directly to Victoria University of Wellington) will need to be amended following the Minister's decision. This could be done by inclusion of the relevant amendments in a future Statutes Amendment Bill or Education Act Amendment Bill.

The Education Act does not set out any limits on the Minister's power in section 162(5) nor any mandatory considerations for exercising it. The Minister therefore has wide discretion.

³ It is important to note that the name simplification project to reconsider the University's name is just one part of a wider programme of work on improving the international reputation of the University. This programme is investigating and implementing a series of initiatives to increase the international prominence and name recognition of the University.

However, the Ministry of Education has identified four criteria that the Minister will have regard to in assessing a recommendation. These are:

1. The purpose and potential benefits of the recommended name change are clearly set out

There are reasonable grounds and good reasons to change the name of a tertiary education institution (TEI). This will include how a recommended name would help the TEI advance its mission and statutory characteristics.

2. The potential implications of a recommended name change have been considered

This will include the potential implications for the community the TEI serves, including the staff, graduates, and students of the institution. It will include how a name change relates to the interests of the tertiary education system and New Zealand. It should also include how the TEI council would manage these implications.

3. Relevant and affected parties have been consulted and their feedback has been considered

The council has provided relevant stakeholders such as the staff, students and graduates of the TEI with sufficient opportunity to provide their views on the recommended name change. Consultation should be undertaken in a fair and transparent manner, and over a reasonable period of time, for stakeholders to submit their views. The council should also demonstrate how it has considered the perspectives raised through consultation before making the final decision to recommend a name change.

4. The council can demonstrate that there is support for a name change

The council should provide evidence that there is demonstrable support for a name change from the relevant affected parties consulted as per criterion 3.

If the council confirms its draft decision and makes a recommendation to the Minister, the council must reflect the above criteria, act fairly, reasonably, and in accordance with the law (including sections 161 and section 181 of the Education Act). Those sections are:

161 Academic freedom

(1) *It is declared to be the intention of Parliament in enacting the provisions of this Act relating to institutions that academic freedom and the autonomy of institutions are to be preserved and enhanced.*

181 Duties of councils

It is the duty of the council of an institution, in the performance of its functions and the exercise of its powers,—

(a) *to strive to ensure that the institution attains the highest standards of excellence in education, training, and research:*

- (b) *to acknowledge the principles of the Treaty of Waitangi:*
- (c) *to encourage the greatest possible participation by the communities served by the institution so as to maximise the educational potential of all members of those communities with particular emphasis on those groups in those communities that are under-represented among the students of the institution:*
- (d) *to ensure that the institution does not discriminate unfairly against any person:*
- (e) *to ensure that the institution operates in a financially responsible manner that ensures the efficient use of resources and maintains the institution's long-term viability:*
- (f) *to ensure that proper standards of integrity, conduct, and concern for—*
 - (i) *the public interest; and*
 - (ii) *the well-being of students attending the institution—*
are maintained.

1.3 Process

The process conducted to date to examine whether the name simplification is in the best interests of the University—and whether the proposal meets the name change criteria for tertiary education institutions recently announced by the Ministry of Education—is outlined in detail in section 2.0 and summarised below.

In summary, this process has included market research and analysis, stakeholder engagement, third-party engagement on specific topic areas (for example, external brand advice), consideration of feedback, planning for implementation, and preparing this draft decision.

If the Council confirms its draft decision, the next steps in the process would be to send a letter of recommendation to the Minister of Education under section 162(5) of the Education Act and to initiate the implementation work detailed in section 5 of this paper.

2.0 Research, analysis and engagement

To help evaluate the pros and cons of simplification of the University's name, seven areas of work have been conducted:

- **International research on the name Victoria University of Wellington and potential alternative names:** This work was conducted through internal analysis, third-party research with international students and agents, discussions with senior staff, ranking agencies, university brand experts, and institutions that had been through a similar name change. This work focused on the ideal attributes of a university name and the performance of the current name in international markets, and informed the choice of the proposed simplified name—University of Wellington—for wider stakeholder discussions. See section 2.1 for a summary of the observations from this work.

- **Library analysis, Google Trends and Google Analytics:** This work utilised modern data-analytical approaches to examine the consistency of use of the current name within the University and in the media, and the performance of the current name and its common variants in web searches around the world. See section 2.2 for a summary of this work.
- **Consideration of a change to our Māori name:** As consultation began on the possible change of the University's legal name, suggestions were soon received that consideration should be given to a change of our Māori name. Although the current Māori name, Te Whare Wānanga o Te Ūpoko o te Ika a Māui, is a translation of University of Wellington, it was decided to consider a new Māori name for the University as part of the name simplification project. See section 2.3 for a summary of this work that led to the recommendation of Te Herenga Waka.
- **External review by Assignment:** Following a competitive process, an external agency, Assignment, was engaged to provide an external review of the proposed name simplification project. Assignment's engagement with the University was from May to July 2018. Its first task was to peer review the University's approach based on its previous experiences of brand refreshes. See section 2.4 for a summary of this work.
- **Discussions and feedback on University of Wellington and possible Māori names:** This included discussions with staff, students, alumni, stakeholders and other members of the public. Feedback was provided through face to face, email and letter submissions, and social media comments on the University's Facebook, Twitter and LinkedIn pages. Detailed analysis and consideration was undertaken of all feedback received. See section 2.5 for further discussion of this process.
- **Securing trademarks and domain names:** Trademark applications for the words University of Wellington have been filed and relevant domain names secured in order to protect the potential new names.
- **Engagement with the Minister of Education and officials at the Ministry of Education:** The Minister of Education was advised that we were investigating a potential name change by a letter dated 28 February 2018. Since that time, brief discussions have been held with staff at the Ministry of Education to inform them of the process and provide information to answer questions. Staff at the Tertiary Education Commission have also been kept informed about the proposal as part of this process.

This process has spanned from 15 February 2017 to today, with research, analysis and discussions occurring up to July 2018, and wider engagement, consideration of feedback and third-party design work taking place from May 2018 to July 2018.

2.1 Observations from international research

A summary of the international research and discussions conducted on the University's name is contained in Appendix A. Key observations from this work are:

- The University's international prominence and name recognition is not in keeping with our high academic quality.
- A number of Victoria Universities exist worldwide and our name is often confused with these organisations. Similarly, our work is regularly incorrectly

reported and credited to these organisations. Of particular note are Victoria University (in Victoria, Australia; <https://www.vu.edu.au>) and the University of Victoria (in Victoria, the capital city of British Columbia, Canada; <https://www.uvic.ca>).

- Internationally, the name Victoria is not usually or intuitively associated with our location in Wellington.
- Even when our full name of Victoria University of Wellington is used, some people—especially Australians—still assume we are related to the Australian Victoria University (i.e., a subsidiary thereof). This is an understandable assumption given it is named Victoria University and we are named Victoria University of Wellington.
- The many different variants of the University's name are used inconsistently and often lack significance when used outside New Zealand, compromising recall. For example, the meanings of Vic, Victoria and VUW aren't obvious to offshore audiences, and Vic is more strongly associated with the University of Victoria (in Canada), which refers to itself as UVic.
- The length of the full name of Victoria University of Wellington also creates translation difficulties in some countries. For instance, in China, our largest international market, the translation of our full name requires an unwieldy nine characters. Consequently, the three characters for Wellington often get dropped to make the name shorter as Victoria University—losing the linkage to Wellington. Colloquially, this is often reduced further to just two characters. If the proposal to simplify the name to University of Wellington is adopted, in the full form our name would have five characters, similar to the names of other universities.
- The issues listed in the bullet points above compromise the international distinctiveness, clarity and 'memorability' of the name of the University, making it more difficult for the University to consistently link its achievements to its current name and build a strong international reputation.
- This research and analysis suggest that the simplified name, University of Wellington, will reduce confusion, increase the attribution of its achievements to this university and, over time, improve its international reputation.
- Colmar Brunton research on more than 2,800 international students and in-depth discussions with international agents show:
 - In itself, name plays a modest role in international students' study choice, explaining about 11 percent of each choice. The impact of an institution's name is most important early in the decision-making process. Notably, at this early stage, the recruitment pipeline is at its widest and the choice between the universities vast.
 - Much larger gains in preference result from rises in the international prestige of a university or of particular subject areas taught by a university. Collectively, institutional and subject-area prestige account for approximately 75 percent of each choice. These data suggest that a name change would be beneficial if it helps the University improve prestige, for example, by helping lift academic-reputation survey scores

- and rankings. Conversely, it would be detrimental if it causes the University to lose ground in the rankings.
- The name University of Wellington, New Zealand and University of New Zealand, Wellington were the most preferred names of those surveyed, with these preferred significantly more frequently than Victoria University of Wellington.
 - There was no preference as a group shown for Victoria University of Wellington by the international students surveyed on the basis of name alone (i.e. with no contextual information).
 - Victoria University of Wellington, New Zealand was not tested as a name. This was considered to be too unwieldy as a future brand name and to remain susceptible to abbreviation to Victoria University with the resultant offshore confusion with namesakes.
 - In our key international markets, University of Wellington, New Zealand scored better than University of New Zealand, Wellington.
- Both the QS and THE rankings agencies advised that the name change would be positive for the University—see Appendix A. This assessment was based on the advice of the marketing professionals working for the agencies, which considered both the University’s current name and their experience of similar name changes made by other universities.
 - They saw name ‘recognition’, ‘differentiation’ and ‘memorability’ as essential if a university aspires to global brand prominence. They argued that the only way to gain prominence with a name that wasn’t easily recognised, differentiated and memorable was to keep paying for marketing campaigns to remind people of the existence of the brand—an approach they doubted had any merit in a modestly resourced tertiary system such as New Zealand.
 - QS and THE also suggested the University extend its international outreach as part of a wider reputation-building programme.
 - Discussions with the University of Manchester (formerly Victoria University of Manchester) regarding its name change and the extensive research it conducted on this highlighted:
 - Two words (i.e., two nouns) are better than three in a university’s name;
 - One of the words has to be ‘university’;
 - The second word should be the city, provided the city has reasonable international name recognition and cachet;
 - Capitalising the word ‘The’ is valuable to emphasise that your university is the principle university of your city; and
 - Including the establishment date of older universities adds prestige.
 - Advice from international agents and the University of Manchester revealed that the addition of a third word to a university’s name tends to diminish the university’s pre-eminence in a city. The third word implies the university is but one of many universities in the city rather than the main university.

2.2 Observations from Library analysis, Google Trends and Google Analytics

Library analysis

The University's Library undertook a retrospective analysis of the consistency with which staff used the University's correct name in their research outputs. This analysis revealed staff regularly used up to eight variants of the University's name, compromising capture by databases of our research outputs. This inconsistency has been raised as problematic by the Library on regular occasions, but staff continue to both inadvertently and deliberately use particular name variants of the University's full name, and inconsistency remains widespread. Notably, simplifying the University's name from three words (nouns) to two words largely eliminates this problem by dramatically reducing the number of possible name variants.

The Library also undertook an evaluation of the frequency with which the University's name was used correctly in the media. It quickly became apparent that a high percentage of media articles attribute our work poorly, incorrectly or not at all to the University.

The first group of examples below are from a media scan from the first week of July 2018:

- <https://www.prachachat.net/education/news-183324>—this article written in Thai has us listed as Victoria University
- <https://eco.pt/2018/07/08/como-evitar-que-a-crise-da-empresa-vizinha-se-torna-sua/>—this article in Portuguese has us as a “Victoria professor, University of Wellington”
- <https://www.tvnz.co.nz/one-news/new-zealand/meet-man-interprets-pm-s-speeches-into-sign-language-v1>—refers to us as Victoria University
- https://www.nzherald.co.nz/teaching/news/article.cfm?c_id=337&objectid=12081595—refers to the Confucius Institute at Victoria University
- <https://www.nbr.co.nz/article/developer-biological-electronic-nose-supreme-winner-research-commercialisation-awards-fr>—refers to Victoria University's engineering faculty.

These recent examples are from *Newsroom* and *The Conversation*—two media outlets with national and international reach that we have specifically targeted to grow our prominence among academics who are regular readers of these outlets.

- <https://www.newsroom.co.nz/2018/07/09/146284/govt-signs-off-23b-nzdf-plane-deal>—Centre for Strategic Studies, Victoria University
- <https://www.newsroom.co.nz/2018/06/07/114825/zero-carbon-plan-weighs-softer-targets-for-farms>—Victoria University
- <https://www.newsroom.co.nz/2018/05/23/110810/five-minutes-with-an-ice-scientist>—Victoria University, Antarctic Research Centre
- <https://theconversation.com/nordic-prisons-less-crowded-less-punitive-better-staffed-12885>—Victoria School of Wellington
- <https://theconversation.com/scotland-decides-14-the-conversation-expert-panel-24651>—Victoria University, New Zealand.

The Library staff noted that articles by media organisations (and other publications) reach “so many people and it is such a waste when we are affiliated incorrectly”. Loss of such media coverage is very detrimental to the University's wider reputation and prominence.

The Library and the Academic Office were also asked for advice on the official convention for abbreviating the current name of the University. In 2011, Victoria University of Wellington adopted the use of the abbreviation *Well* for citing qualifications in the University *Calendar* and other publications, and formalised this in 2013 in the citation style guide for the *Calendar*. This official abbreviation is thus already in keeping with the proposed simplified name of University of Wellington.

Google Trends

A Google Trends⁴ analysis was used to examine the search volumes for Victoria University of Wellington, Victoria University and University of Wellington. This analysis provides a way to estimate name/brand prominence (and recall) across the world. A summary of the key findings is provided below. More detail is in Appendix B.

- The name Victoria University of Wellington is searched infrequently worldwide in comparison with the names of the other New Zealand universities, and this is consistent with a comparatively low name/brand prominence.
- In most of the major overseas cities and regions from which we draw our international students, the University of Victoria (in Canada) and Victoria University (in Australia) are searched more frequently than Victoria University of Wellington and this is evidence of low name/brand prominence in comparison with our namesakes.
- People searching Victoria University of Wellington also searched approximately 15 related name variants of our name, the most popular of which were 'VUW', 'Victoria', 'Victoria University', 'Wellington', 'Wellington University', 'Wellington Victoria', 'University of Wellington' and 'University of Victoria' – echoing the name confusion also observed among our staff.
- Victoria University of Wellington, Victoria University (Australia) and University of Victoria (British Columbia) all share the related search terms of Victoria, Victoria University and University of Victoria—indicating a lack of consistent differentiation between these three universities in the initial search.
- When the worldwide search volume for Victoria University is broken down by cities, it confirms that the term Victoria University has different meanings in New Zealand, Australia, North America, Africa and Asia.
- The term University of Wellington is currently being searched worldwide at about 25–33 percent of the frequency of Victoria University of Wellington, but this varies by region from 0 percent to 56 percent—an indication of the need to promote the new name if a change is approved.
- Comparison of 'related search terms' suggests that most people worldwide who search for University of Wellington are looking for our university, whereas most people who search for Victoria University are not—supporting the view that the term University of Wellington is distinctive.

⁴ Google Trends is a web application that allows comparisons of how often particular search terms are entered relative to other search terms in the various regions and cities of the world. The tool also allows an assessment of the related topics and queries searched by those searching the term of interest.

- The search volume for Wellington City is not as high as more prominent global cities, suggesting it may not provide as large a lift to brand as the more prominent global cities do for their universities.

Google Analytics

Additional investigation of name/brand strength was undertaken with Google Analytics. A summary of the key findings is below.⁵

This analysis revealed that the click through rate (CTR) for Victoria University was very low (2.08 percent) among overseas searches (i.e., excluding data from New Zealand). Looking at this from another perspective, 98 percent of the times overseas people entered the term Victoria University they did not click through to our website—presumably because they were looking for websites other than ours.

In contrast, the CTR for University of Wellington and Wellington University were comparatively high at 35.58 percent and 27.32 percent, respectively. Therefore, worldwide, the names University of Wellington and Wellington University are performing better (i.e., with more specificity for our website) than the name Victoria University. Performance of the first two names will further improve if the domain, brand and site content change to match the new name.

2.3 Change to our Māori name

As mentioned in section 2.0, as consultation began on the possible change of the University's legal name suggestions were soon received that we should also change the University's Māori name.

The proposed change of Māori name was not suggested for the same reasons as those underpinning the proposal to change the University's legal name, that is, the rationale for the proposed change to our Māori name was not to improve the clarity, distinctiveness and recall of the University's name in international markets. Nor was the rationale to improve the name's alignment with Wellington, given that the current Māori name, Te Whare Wānanga o Te Ūpoko o te Ika a Māui, is a translation of University of Wellington. Instead, various other reasons were suggested, including a desire to say something more meaningful in te reo Māori than simply translating the legal name—for instance, saying something about the University's values or its essence. One suggestion was to retain the word Victoria as Wikipōria, and another to ensure whatever was chosen was more 'accessible' to non te reo Māori speakers than our current Māori name.

⁵ The search analytics function of Google compares the click through rate (CTR) to our current website www.victoria.ac.nz when the various name variants of Victoria University of Wellington were used as search terms in Google. The CTR is the ratio of the number of clicks that a website received compared with the number of impressions of a website that result from searching a particular search term (expressed as a percentage). A high CTR indicates that people entering a particular search term frequently click on the impression of a particular website. In other words, if a particular name variant of Victoria University of Wellington has a high CTR it suggests people who entered that name as a search term were looking for our website.

Toihuarewa (the forum of Māori academic interests at Victoria University of Wellington) met on 24 April 2018 and discussed the proposed simplification of the University's legal name and a potential change to the University's Māori name.

Toihuarewa was supportive of a change of the University's legal name to University of Wellington and acknowledged that the current Māori name translates to University of Wellington. However, Toihuarewa also observed that this process provided an opportunity to review the Māori name. The Deputy Vice-Chancellor (Māori) recommended the Māori name Te Herenga Waka, and this was received favourably by Toihuarewa to be put forward for consideration. The rationale for Te Herenga Waka is to provide a more relevant name that captures the Māori identity of the wider University community. The wharenui, Te Tumu Herenga Waka (the mooring post of canoes), provides a non-iwi, non-denominational name that offers a unique analogy to draw communities together and anchor them at the heart of the University.

Following the meeting, letters were sent to the University's Taihonoa partners. Thirty-six letters were sent and sixteen responses received, all supportive of the proposed new name. Example quotes from these letters include:

- Thank you for the letter. I will formally write to send our congratulations on this decision.
- That's great! I fully support the kaupapa of the name change and particularly Te Herenga Waka as the Māori name for the university. Wetiweti [Awesome].
- Pai ana e te tuakana. Kei te tautoko mātou ki ēnā whakaaro [This is great. We support this proposal].

The change of the Māori name to Te Herenga Waka was discussed with, and then endorsed by, Te Aka Matua. This name was also included as one of the proposed name changes discussed with staff, students, alumni, stakeholders and the public.

2.4 External review by Assignment

Assignment, a Wellington-based branding and communications company, undertook a review of the name simplification project. Assignment concluded that name simplification is the right approach for the University when considering its positioning as New Zealand's globally ranked capital city university, its vision as a global-civic university and the desire for the University to make its brand more distinctive and salient. It also found that the project had progressed well and the University's approach was satisfactory.

Assignment went on to make some specific recommendations regarding the communication of the goals of the name simplification project and to provide guidance on the implementation of the project, including sub-brands (see Appendix C).

2.5 Overview of engagement on the potential name change

The University has taken a proactive approach to communication and engagement on the potential name change internally and externally, and within New Zealand and internationally. Engagement with wider audiences (beyond Council and Senior Leadership Team) started in confidence in February 2018 by way of a letter to the Minister of Education (as previously mentioned in section 2.0) and a forum with heads of schools and central service unit directors. These discussions were then followed with expansion to key stakeholders in April, before public forums for staff, students

and members of the public starting 1 May 2018. Media coverage started 1 May 2018 with the release of the news of potential change following staff forums. Feedback has been actively sought from these interactions (in person, via phone, email or social media). The following provides a brief overview of the audiences that have been engaged to discuss the name simplification proposal:

- **Senior Leadership Team and other senior staff:** SLT endorsed the decision to progress with the name simplification project. Heads of schools and central service unit directors were engaged early by way of a forum with the Vice-Chancellor, as were Deans and Associate Deans of all faculties. Senior staff members have also fed back comments to the Vice-Chancellor to consider and have identified opportunities for the Vice-Chancellor to further engage key groups.
- **Other tertiary providers:** The vice-chancellors of the other seven universities were contacted by email for their views. A meeting was held with the chief executive of Whitireia/Weltec to discuss the proposal and other matters of shared interest.
- **Staff:** Open discussions were held with staff in forums on all campuses and feedback was sought at the forums and by follow-up emails. A video of the Vice-Chancellor's presentation was placed on the staff intranet for staff unable to attend any of the forums. Other discussions were initiated to enable staff to identify ways to help enhance the University's reputation on the international stage and to provide feedback on the potential change.
- **Māori:** Discussions with Te Aka Matua (incorporating Ngāi Taurira representatives), Toi huarewa and other Māori groups were held early (see section 2.3) to ensure the perspective of Māori was clearly understood at the start of the process.
- **Former chancellors/vice-chancellors:** As prior leaders of the University, with a close knowledge of the University and its history, these individuals were engaged early to hear their views and their advice. They were also provided with context and the ability to provide further feedback.
- **High-influence stakeholders:** A forum and individual discussions were held with influential stakeholders to ensure the context for the proposal and the views of stakeholders were understood. This group included external organisations, funders and partner institutions.
- **Alumni:** Both domestic and international alumni were engaged. Those for whom we held email addresses and were able to be contacted were consistently informed via a regular e-newsletter. Others were engaged through media coverage, social media and word of mouth. They have been provided access to context and been given the ability to offer feedback. Personal discussions were held by the Vice-Chancellor with a number of alumni who took a particular interest in the proposal.
- **Donors:** Direct engagement has occurred with major individual donors.

- **Students:** We have engaged with the leadership of the University's principal student associations and with key student leaders, and held wider discussions with students via a forum in the Hub.
- **Media:** The Vice-Chancellor has personally been the spokesperson for the potential change in communication with the media. Questions have been responded to quickly and the Vice-Chancellor has been available for interviews whenever possible.
- **Public:** Engagement with members of the public has been conducted through a public forum, press releases, email, social media and in face-to-face discussions.

Overall, eight forums were held for staff, students, stakeholders and the public. Five staff forums were held from 1-4 May 2018, a student forum was held on 4 May 2018, the public forum was held on 23 May 2018, and the stakeholder forum held on 30 May 2018. The potential name change was also discussed at well-attended alumni events in London, Edinburgh, New York and San Francisco.

Based on the findings discussed in section 2.2 and 2.3, the preferred legal name of University of Wellington was chosen as the focal point for engagement with students, staff, alumni, other stakeholders and the public. Te Herenga Waka was chosen as the preferred Māori name. To help people understand the rationale behind the proposal, the University has provided written information and videos on its website—for students, alumni, stakeholders and the public—and on its staff intranet. The matter has also been canvassed on the University's social media channels and in other media as a result of media releases issued by the University and interviews with the Vice-Chancellor.

Feedback was invited from all groups and the wider public with replies to three email addresses⁶ and also through posts on the University's Facebook, Twitter and LinkedIn social media sites. The email addresses were provided at all forums, in press releases, displayed on the front page of the University website, and posted on electronic message boards around the University. The initial date for feedback closing was 8 June 2018, with reminders provided prior to that date as well as indications that late feedback would still be considered. Email feedback received up till 5pm on Thursday 26 July was considered.

2.6 Feedback from tertiary providers

Written feedback was received from Massey University, the University of Auckland, the University of Canterbury and Whitireia/Weltec. No objections were raised by these institutions, with the prevalent sentiment being that this matter is the 'business' of Victoria University of Wellington. Similar sentiments were expressed at a follow-up discussion at a New Zealand Vice-Chancellors' Committee meeting, with no objections raised.

2.7 Feedback from alumni, staff, students, stakeholders and the public

Digital Boardbooks file

⁶ alumni@vuw.ac.nz, vice-chancellor@vuw.ac.nz, and students@vuw.ac.nz

A full record of all email feedback received and links to public social media accounts containing comments was made available for review by Council members. This feedback was considered by Council members prior to Council making its draft decision. The Council wishes to thank all those who provided feedback.

Attendance levels at forums and the volume of written feedback

The five staff forums were well attended, with total attendance in excess of 550 staff. The student forum attracted a high level of interest from a small group of engaged members of the student population. Only six people attended the public forum at Rutherford House, in spite of widespread promotion of the event. Only two people attended the stakeholder forum, to which almost 200 people were personally invited.

Following the forums, releases and discussions, 425 email submissions were received by 26 July 2018 and 486 comments were made on the University's social media pages, 269 of these comments containing feedback on the name simplification proposal.⁷

It should be noted that overall written feedback numbers were a very small portion of stakeholder groups, given that about 45,000 alumni were contacted via e-newsletter and communication material was targeted to more than 21,000 current students and more than 3,500 staff.

Face-to-face feedback from staff, student and public forums

- Feedback at staff forums was largely positive, with a majority of the staff who spoke doing so in support of the proposal. Some staff shared experiences of name confusion with other institutions. A number raised the matter of protecting the heritage and legacy of the word Victoria if the proposal went ahead. There were also questions about costs and timing.
- Attendance at the student forum was modest, but there was a high level of engagement from those who heard the Vice-Chancellor's presentation. The questions asked were consistent with the matters raised in email feedback from students (see below).
- Meetings with international alumni groups in San Francisco, New York, Edinburgh and London demonstrated nostalgia for the name Victoria, but a pragmatic concurrence with the rationale for the change.
- Feedback was provided by 26 alumni attending Wellington focus groups during the period of consultation. These focus-group discussions were part of the inaugural alumni focus-group sessions conducted by the University's Engagement and Alumni team. Overall feedback from this group on the potential name change was mixed and the feedback themes were similar to those resulting from communication with alumni through other channels (see below).
- Several members of the small group at the public forum were neutral and attended to receive more information, while several others arrived opposed to the proposal but told media at the end that they were now more sympathetic.

⁷ Many comments on social media contain tagging of other people or replies to prior comments that are not directly related to the name change proposal.

- A common theme reported by individuals attending all of these forums was that a significant number of people who arrived with questions or a negative view on the proposal had their concerns partially or fully addressed or left with a positive view.

Outside these forums, the Vice-Chancellor and other members of the Senior Leadership Team also undertook a large programme of personal engagement with staff, students, alumni and other stakeholders. The programme included meetings and correspondence with a wide variety of individuals and groups.

These discussions revealed the proposal is supported within

- staff groups (including the Senior Leadership Team, deans and directors, heads of schools, retired senior leaders, and various schools);
- members of the Tertiary Education Union;
- Toi huarewa, Te Aka Matua and other Māori consulted;
- the executive groups of the Victoria University of Wellington Students' Association and the Postgraduate Students' Association;
- the co-presidents of the Māori Students Association (Ngāi Tauira);
- the trustees of the Victoria University of Wellington Foundation;
- civic leaders such as past and present mayors of Wellington City;
- the leadership of WREDA and the Chamber of Commerce.

However, discussions with alumni were more mixed (see below).

Email submissions

By far the largest group of email submitters was alumni, with 272 email submissions from alumni, 63 from students, 43 from staff, 38 from stakeholders and nine from other members of the public. (It should be noted that some people could be classified into more than one group, but were assigned based on how they identified themselves in their comments.) Overall, the feedback was mixed, with aggregate numbers showing more responses against the proposal than for it. However, these proportions vary by group of submitter, with alumni and student submissions more against and staff and stakeholders more for the change.

Overall summary	Total number	Number of respondents	Supportive	Against	Neutral⁸
Alumni	45,000 ⁹	272	70 (26%)	186 (68%)	16 (6%)
Staff	3,500	43	26 (60%)	12 (28%)	5 (12%)
Student	21,000	63	16 (25%)	43 (68%)	4 (6%)
Stakeholders	-	38	25 (66%)	6 (16%)	7 (18%)
Public	-	9	1 (11%)	7 (78%)	1 (11%)
Total		425	138 (32%)	254 (60%)	33 (8%)

⁸ Neutral comments include comments that provide no preference or provide comments on related areas, for example, alternate suggestions for part or all of the name and wider branding without commentary or preference shown for the current name or suggested change.

⁹ This is the total number of alumni contacted via e-newsletter.

Of note are the email responses of alumni and stakeholders who worked as academics at other universities, given their specialised knowledge of international academic markets and the greater likelihood these individuals would participate in academic reputation surveys. Twenty-one submissions were received from this group, 16 of these contained within the alumni and five within the stakeholders groups above. Fourteen of these 21 submissions (67 percent) were in support of the change and seven (33 percent) against.

As mentioned above, it should be noted that overall written feedback numbers were a very small portion of stakeholder groups. Feedback was received via email from 1–3% of staff, students and contactable alumni.

Social media comments

Social media responses were predominantly negative. The table below shows the overall summary of social media comments by site. Over 400 comments were made on the University’s social media pages. However, the table below shows an overall summary of the comments that related specifically to the proposal.

Social media site	Total feedback comments	Supportive	Against	Neutral
Facebook—University page	83	15 (18%)	55 (66%)	13 (16%)
Facebook—Alumni page	56	3 (5%)	42 (75%)	11 (20%)
LinkedIn	64	6 (9%)	42 (66%)	16 (25%)
Twitter	66	11 (17%)	30 (45%)	25 (38%)
Total	269	35 (13%)	169 (63%)	65 (24%)

Key themes from email submissions and social media comments

The email submissions and social media comments provided a wide range of views and insights. These have been reviewed and the key themes extracted. These themes appear in more than 3 percent of email submissions, and have come from both personal reflections expressed in emails and, in some cases, more detailed analysis and research. These key themes fall into 14 areas, five supportive of the change, seven against the change, and two neutral.

Supportive themes:

- The name University of Wellington removes ambiguity around where we are located.
- Support for use of the proposed Māori name and how this was captured in a concept logo.
- The use of Victoria in the name results in misidentification and/or misappropriation of work.
- Victoria is overused in the world and not distinctive.

- University of Wellington is modern and progressive.

Themes against the proposal:

- The name Victoria holds value due to its prestigious history and how it distinguishes the University from others.
- Alumni, staff and students are invested in the Victoria name and have a strong connection to the current name.
- Concerns with Wellington as an identifier and that the name University of Wellington is very generic.
- Concern with the costs of a name change, with funds better used elsewhere.
- Victoria University of Wellington is well regarded overseas; this change will have a negative impact on recognition and association with this strong position.
- Victoria is well regarded domestically.
- Renaming will have little impact, and little or no evidence of improvement has been provided to support making a change.

Other key (neutral) themes

- Multiple other name suggestions were made, including opposition to a Māori name and the suggestion that we should have only a Māori name.
- Concern with the process for engagement and consultation on the name change.

The occurrence of themes in email submissions by stakeholder groups is as follows:

Theme	Alumni	Staff	Students	Stakeholders	Public	Total
Supportive themes						
University of Wellington removes ambiguity around where we are located	29	7	4	5	0	45
Support for use of the proposed Maori name and how this was captured in the logo	19	5	9	2	0	35
The use of 'Victoria' in the name results in misidentification and/or misappropriation of work	18	7	7	1	0	33
'Victoria' is overused in the world and not distinctive	16	8	5	3	0	32
University of Wellington is modern and progressive	17	7	3	0	0	27
Favourable feedback on the presented early logo and name designs	2	1	1	0	0	4
Against themes						
The name Victoria holds value due to its prestigious history and how it distinguishes the University from others	110	7	24	5	3	149
Stakeholders are heavily invested in the Victoria name and have a strong connection to the current name	68	9	19	3	0	99
Concerns with Wellington as an identifier and that the name University of Wellington is very generic	45	8	14	2	0	69
Concern with the costs of a name change, with funds better used elsewhere	33	5	17	2	1	58
Victoria University of Wellington is well regarded overseas, this change will have a negative impact on recognition and association with this strong position	35	6	3	2	2	48
Victoria is well regarded domestically	33	5	3	1	1	43
Renaming will have little impact, and little or no evidence of improvement has been provided to support making a change	22	5	10	2	1	40
International and domestic students currently have no trouble identifying Victoria so this part of rationale for change is not valid	3	3	4	0	0	10
International students do not choose a University based on name, other factors are more important	2	2	1	0	0	5
Concerns with the implications on others, eg clubs and associations with Victoria in their name	1	0	3	0	0	4
Neutral themes						
Multiple other name suggestions	11	8	10	0	1	30
Concern with the process for engagement and consultation on the name change	13	1	1	0	1	16

3.0 Consideration of the feedback

Consideration of feedback from stakeholders has been an integral part of the process. This has included discussion with the submitters on topics raised, reflection on points raised as they were made, and further detailed consideration of the feedback by Council prior to making the draft decision.

The table below shows how the key themes¹⁰ from feedback have been considered and, where considered appropriate, how the feedback themes have influenced the draft decision or the potential implementation process:

Key theme from submissions or comments	Influence on the draft decision
Supportive themes	
University of Wellington removes ambiguity around where we are located	Agreed—reflected in the draft decision.

¹⁰ Key themes are defined as those that occurred in more than 3 percent of email submissions.

Key theme from submissions or comments	Influence on the draft decision
Support for use of the proposed Māori name and how this was captured in the logo	Agreed—a decision to widen the project to consider a new Māori name was made; reflected in the draft decision.
The use of Victoria in the name results in misidentification and/or misappropriation of work	Agreed—reflected in the draft decision.
Victoria is overused in the world and not distinctive	Agreed—reflected in the draft decision.
University of Wellington is modern and progressive	Agreed—reflected in the draft decision.
Against themes	
The name Victoria holds value due to its prestigious history and how it distinguishes the University from others	<p>Partially agreed—if the draft decision is confirmed and the Minister accepts a recommendation, an initiative will be established, led by a senior academic, to ensure that the legacy of the name is respected and honoured in a variety of ways; this may include use of the name Victoria in our awards, annual lectures, symposia, rooms, buildings and operational units.</p> <p>However, the results of our research and analysis do not support the view that the word Victoria distinguishes the University from others.</p>
Alumni, staff and students are invested in the Victoria name, have a strong connection to the current name, and some are concerned about potential impact on degree certificates	Agreed—as discussed above, if the draft decision is confirmed and the Minister accepts a recommendation, the name Victoria will continue to be used in a variety of ways. In addition, the existing reputation of the University will continue to be enhanced through a broad-based programme of work to build international reputation, ensuring the prestige of the University and its qualifications are enhanced. Alumni who graduated prior to 1 Feb 2019 will be able to request graduation certificates and transcripts be replaced under the new name.
Concerns with Wellington as an identifier and that the name University of Wellington is very generic	Disagreed—the enhanced focus on the word Wellington in the proposed simplified name is consistent with our civic university ethos and our positioning as New Zealand's globally ranked capital city university, outlined in our strategic plan. It allows us to leverage the considerable investment made by Wellington City Council in marketing Wellington internationally. There are no other universities named this way in the world and no other cities named Wellington with universities.
Concern with the costs of a name change, with funds better used elsewhere	Disagreed—the proposal is an investment in the University's future as a world-renowned university. If the draft decision is confirmed and the Minister accepts a recommendation, if the draft decision is confirmed and the Minister accepts a

Key theme from submissions or comments	Influence on the draft decision
	<p>recommendation, costs will be managed prudently with the level of expenditure to be kept within assessed benefits. For instance, when appropriate we would roll out changes as part of business as usual, over time. The University has capped external payments to design agencies at a modest sum and may chose to undertake the majority of the work required by re-prioritising the priorities of our marketing and facilities staff. Except for high profile signs, we may also decide to change our signs only as they age—using our already allocated maintenance budget. The main costs would be in altering the website. We aren't expecting major design costs because the proposal is a name simplification rather than a change per se., i.e., we are proposing to retire the word Victoria and incorporate Te Herenga Waka, not invent a new name, change colours, etc. Importantly, the financial considerations are not just about cost, but more about estimated additional expenditure versus estimated additional revenue. The latter is very considerable (measured in tens of millions of dollars) if we are able to lift our international reputation in association with the name change. We also expect the cost-effectiveness of the University's marketing to increase when the marketing messages are not undermined by the multiplicity of name variants and by way of leveraging Wellington's investment in the promotion of the city.</p>
<p>Victoria University of Wellington is well regarded overseas and this change will have a negative impact on recognition and association with this strong position</p>	<p>Partially agreed—but the research conducted, and the advice we have received, show that there is considerable scope to enhance the University's reputation offshore, particularly among individuals who have not had any direct interactions with the University. There is also a significant opportunity to better differentiate from other similarly named universities that have better name recognition in large parts of the world. Our research and advice also suggest that simplifying and clarifying our name will assist with this process of building positively on the University's international reputation.</p>
<p>Victoria is well regarded domestically</p>	<p>Agreed—the University is well known in New Zealand. The proposed name simplification is very unlikely to have a negative impact domestically on our strong local brand and may well be positive, particularly given the proposed inclusion of Te Herenga Waka. Additionally, if the draft decision is confirmed and the Minister accepts a recommendation, any changes beyond the name and logo would be kept to a minimum and we would ensure ongoing consistency in our branding and in our domestic recruitment campaign materials.</p>
<p>Renaming will have little impact, and little or no evidence of improvement has been provided to support making a change</p>	<p>Disagreed—the advice we have been given from professional agencies strongly suggests that simplifying and clarifying the name of the University will have a positive impact on the University's international prominence. This advice is supported by the market research and data analytics we have</p>

Key theme from submissions or comments	Influence on the draft decision
	undertaken and the advice we have received from other institutions that have experienced such changes.
Neutral themes	
Multiple other name suggestions were made, including occasional opposition to a Māori name, and the opposite suggestion that we should have only a Māori name	Disagreed—a number of variants of the legal name were market tested internationally, considered from a legal perspective, and then debated in numerous fora and conversations. University of Wellington, New Zealand has performed most consistently well throughout. The opposition to a Māori name was infrequent and does not reflect our culture, values, or our obligations under the Treaty. The choice of only a Māori name was considered not in keeping with the findings of the name simplification project that the University needed to have an easily understood name that stands on its own in the many countries from which we draw students and staff. It would be very costly for the University to ‘explain’ Te Herenga Waka as our sole brand offshore and there would be a very high risk of a loss of brand prominence, a drop in the rankings, and a loss of international students with the attendant financial consequences. Te Herenga Waka used alone was also considered to have less fit to the University’s legacy name and capital city positioning than a name that includes Wellington. Lastly, to provide versatility, the design solution for any revised logo will be required to demonstrate flexibility in the way the Māori and legal names are used and arranged.
Concern with the process for engagement and consultation on the name change	Disagreed—the process used to consider whether a name simplification is in the best interests of the University has been very inclusive, with multiple engagement points with stakeholders.

Many other minor themes emerged through feedback from stakeholders. These minor themes did not occur in more than 3 percent of submissions. Some of these minor themes are:

- Concern that international students do not have trouble recognising Victoria currently, so the change is not warranted:** Disagreed—our research and analysis show the name is causing confusion. This confusion results in a misattribution of our achievements, which in turn affects our research impact, prominence, rankings and other reputation measures. The lower than deserved prestige results in fewer international enrolments.
- Concern by international students that the current name is too difficult to translate:** Agreed—follow-up advice confirmed these observations by our students that the full name of the University can be difficult to translate; for example, translation in China requires an unwieldy nine characters and therefore the name is often shortened (see section 2.1); by way of another example, a PhD candidate with the relevant specialist expertise advised that the Persian translation of the name is also very complex from a syntactic point of view.

- **We should use ‘The’ before University of Wellington to truly reflect our position as New Zealand’s globally ranked capital city university:**
Disagreed—while our research suggests that using an initially capitalised ‘The’ might confer a minor advantage, it also creates pragmatic difficulties in maintaining the consistency of our name in communications, marketing materials, media articles and publication attributions; it can also signal pomposity in some markets.
- **Concern with others who use Victoria in their name, for example, clubs and societies:** Agreed—we are keeping these important stakeholders well informed of progress on this matter and will continue to do so; adoption by clubs and societies of any new names will be voluntary; Appendix C contains further detail of plans for continued engagement with these parties as part of any implementation.
- **University of Wellington aligns us with the city of Wellington and allows us to leverage off its reputation and investment in international profile:**
Agreed—reflected in the draft decision.

4.0 Financial considerations

Forecast revenue

The incremental revenues resulting from the proposed name simplification are indirect. They derive from the benefits of enhanced name clarity, distinctiveness, memorability, and international prestige. Furthermore, as previously explained, the proposed name simplification is one element of a wider programme focused on enhancing the international reputation of the University. As such, isolating its benefits from the other projects within the programme is difficult. Nevertheless, the scale of the financial benefits potentially realisable by the University if we are able to lift our international reputation in association with the name change are very significant.

Most of the incremental revenue resulting from improved institutional prestige would result from improved international student recruitment. The scale of this potential upside is measured in tens of millions of dollars. For instance, if the University were able to raise its proportion of international students towards the percentage of international students currently enrolled by one of our peer universities, or to the average of international students enrolled by the Australian Group of Eight universities, we would raise our gross revenues by up to \$12.5 million and \$59 million per annum, respectively. Enhanced international prestige also attracts additional revenue through enhanced research grants and philanthropy.

Costs incurred to date

To date, the proposed name simplification has incurred costs of \$236,151. These costs have been for research work with international students and agents, legal advice on the change and review of the change process, and work to review the proposed name and branding.

Estimated future costs of the name simplification

If the decision is made to change the University’s name, the estimated additional external costs involved (i.e., additional to those typically spent on such matters in

prior years) are outlined in the table below¹¹. Note these costs will fall across two years (2018 and 2019).

External costs (\$000)	2018	2019	TOTAL
Design and marketing agencies	10	10	20
Legal and domestic trademarks	52	-	52
IT changes	108	-	108
Certificates and transcripts	15	150	165
Other (incl. contingency)	45	56	101
Total	230	216	446

Note: Certificates and transcripts costs assume 4,500 free new certificates provided to alumni.

Delivery of the name change and associated benefits will also be supported by re-prioritisation of work within the Communications, Marketing and Engagement team, along with a modest increase in the number of staff. Budget permitting, this cost comprises \$280,000 for six fixed-term web staff for a period of six months.

As mentioned earlier, if the draft decision is confirmed and the Minister accepts a recommendation, costs will be managed prudently with the level of expenditure to be kept within assessed benefits. For instance, when appropriate we would roll out changes as part of business as usual, over time. For example, the University may choose to undertake the majority of the work required by re-prioritising the priorities of our marketing and facilities staff. Except for high profile signs, we may also decide to change our signs only as they age—using our already allocated maintenance budget.

5.0 Implementation plan for a potential name change

If the draft decision is confirmed and a recommendation accepted by the Minister, the University project management framework will be used to manage the governance and implementation of the proposed name simplification. A brief overview of the key dates and the principal implementation workstreams is provided in Appendix C.

The principal works streams covered include:

- graduation certificates and transcripts
- common seal
- university signage
- clubs and societies
- logo and design work
- protecting the Victoria legacy
- communications and engagement approach
- affiliations in research publications and other outputs

¹¹ Final capex and opex split is yet to be determined

- benefits realisation.

6.0 Key risks and mitigation plans in place

The following table identifies key risks to the success of the proposal and how these risks are intended to be mitigated.

Description of risk	Inherent risk level	Mitigation strategy (if the draft decision is confirmed and the Minister accepts a recommendation)	Residual risk level
<p>1. Stakeholder support</p> <p>If stakeholders do not support the rationale and/or approach for the simplification of the University's name, they may respond negatively, requiring additional consultation, communication and engagement effort with potential to impact the University's reputation and philanthropic support</p>	Very high	<p>Comprehensive engagement with staff, students, alumni and community.</p> <p>Continued post-decision engagement with all sub groups impacted by the name simplification.</p> <p>Continue to highlight the research and rationale that supports the benefits of the proposed name simplification and the implicit alignment with Wellington.</p> <p>Engage stakeholder groups as part of the Heritage workstream to preserve the Victoria name.</p>	Medium
<p>2. Negative publicity</p> <p>If there is negative publicity around the project, then this will require additional communication effort and may create a perception of project failure and damage to the University's reputation.</p>	High	<p>Consultation and open discussions with alumni, staff, students, stakeholders and members of the public.</p> <p>Continued reinforcement of benefits of the proposed change.</p>	Medium
<p>3. Legal challenge</p> <p>If the process to simplify the name is challenged, then this challenge will require a response, resulting in delays or preventing the name simplification from being implemented and</p>	Medium	<p>Strong legal team involvement in the planning of the process and in review of consideration of the feedback.</p>	Low

Description of risk	Inherent risk level	Mitigation strategy (if the draft decision is confirmed and the Minister accepts a recommendation)	Residual risk level
potential reputation damage			
<p>4. Ministerial approval</p> <p>If the Minister does not approve the name simplification, then the development and implementation of the outputs and changes may be delayed, resulting in a delay or cancellation of name simplification go-live with potential loss of value of work completed to that point</p>	Medium	Any recommendation to the Minister would address the recently published criteria that the Minister will have regard to in his decision.	Medium
<p>5. Resource capacity</p> <p>If the University resources do not have the available capacity to deliver the scope required for the project in addition to existing BAU and projects, then the quality of the outputs and changes implemented will be compromised and/or completed late, and/or other priorities at the University will be deprioritised</p>	High	<p>In-depth planning and analysis of workstreams.</p> <p>Overall coordination from a central programme level to ensure dependencies are well managed and workstreams are well aware of other activities happening.</p> <p>Early engagement with impacted parties.</p> <p>Sufficient implementation time provided for the project.</p> <p>Staged roll out of non-critical items—e.g., way-finding signage.</p> <p>Appropriate balance between investment in the project and re-prioritisation of current work.</p>	Medium
<p>6. Funding/costs</p> <p>If the funding required for name simplification is greater than budgeted, then additional funding may be required or</p>	High	Implementation would be governed by the already established international reputation programme governance committee, which would meet monthly to monitor project progress.	Low

Description of risk	Inherent risk level	Mitigation strategy (if the draft decision is confirmed and the Minister accepts a recommendation)	Residual risk level
delivery may be impacted		<p>In-depth planning and analysis of workstreams.</p> <p>Overall coordination from a central project level to monitor project delivery, cost and quality.</p>	
<p>7. Inconsistent affiliation</p> <p>If staff and researchers adopt new or different terms to affiliate research, due to either dislike for the change or unclear new approach, then the University will not receive the appropriate recognition for research, resulting in some of the outcomes and benefits of the project not being realised</p>	High	<p>New brand architecture and affiliation standards would be developed as part of the name change.</p> <p>Implementation of standards would be conducted via Library staff working closely with academic and research office staff.</p> <p>Feedback from SLT and wider senior leaders would be continually sought prior to the change being implemented (e.g., from SLT, deans and directors, and heads of school forums).</p> <p>Library team would engage with all academics on the change in affiliation standards.</p>	Medium
<p>8. Protecting the brand</p> <p>Protecting trademarks is important to prevent other institutions leveraging our good reputation.</p>	High	<p>Trademark protection has been put in place.</p>	Low
<p>9. Impact on alumni credentials</p> <p>If the name change causes uncertainty for employers when considering potential applicants from University of Wellington this may impact negatively on alumni and the University.</p>	Medium	<p>Letter would be sent to contactable alumni to support existing qualification.</p> <p>Those who graduated prior to 1 Feb 2019 would be able to request graduation certificates be replaced under the new name at no cost.</p> <p>An implementation group would be established to ensure that students and alumni would be</p>	Low

Description of risk	Inherent risk level	Mitigation strategy (if the draft decision is confirmed and the Minister accepts a recommendation)	Residual risk level
Students transferring to other educational Institutions will require consistent documentation to avoid any potential confusion and that protects the University's reputation.		<p>able to request, access and be provided a smooth and integrated experience.</p> <p>Web search engines would be optimised to ensure search terms for both the current and proposed name result in direct enquiries to our website.</p>	
<p>10. Confusion (clarity of brand)</p> <p>If the project creates confusion about whether the University is the same institution as previously, then international rankings and student numbers may be negatively impacted</p>	High	<p>Early engagement with ranking agencies on the proposed change.</p> <p>Processes would be established within the Library, databases and rankings agencies to manage research affiliation changes.</p> <p>Plans would be put in place to complement the name change with additional measures to help enhance international reputation, e.g., THE advertising.</p>	Low

Further risks have been captured as part of detailed implementation planning and form part of the full project risk register that will continue to be assessed and updated throughout the project. The above, and other risks outside the above set, will be managed to a tolerable level and the risk register provided for review and discussion at the monthly governance meetings for the international reputation work.

7.0 Conclusion

Since 15 February 2017, the University has been examining whether the simplification of the University's legal name to University of Wellington would better align with the University's vision, mission and strategic positioning, and help differentiate the University internationally.

A key insight from the process included the implicit alignment of the proposed new name with the University's global-civic vision and its positioning as New Zealand's globally ranked capital city university. An external brand and communication agency confirmed the importance of this alignment and noted the proposed new name represented a proof-point of the University's commitment to Wellington—a commitment not lost on city leaders such as current and past mayors, the chief executives of local councils, Chamber of Commerce and the Wellington Regional Economic Development Agency—all of whom were in strong support of the proposal.

The adoption of a simplified name that centres on Wellington, rather than on Victoria, was found to emphasise the institution's pre-eminence in Wellington.

The process also revealed that the University's international prominence and name recognition is not in keeping with its high academic quality. Evidence was uncovered

that showed the attribution of the University's achievements to other universities sharing the word Victoria is a regular occurrence undermining the University's international prominence and rankings.

Another insight was that the name Victoria University performed very poorly for the University in offshore markets. As few as 2 percent of individuals searching Victoria University offshore clicked through to our website, indicating that by far the majority are searching for the websites of other institutions. When the worldwide search volume for Victoria University was broken down by cities, it confirmed that the term Victoria University has different meanings in New Zealand, Australia, North America, Africa and Asia.

Also of concern was the observation that our staff regularly use up to eight variants of the University's name, adding to the confusion; similarly, people undertaking web searches for the University use up to 15 related name variants of the current name, testament to the uncertainty about our true name.

Prospective international students were found to have no demonstrable preference for the University's current name—preferring instead the name University of Wellington, New Zealand. International students also pointed to the translation difficulties experienced with the current name in important markets such as China.

The marketing professionals consulted locally and at the most influential university ranking agencies (QS and THE in London) all concur that the proposed name simplification will be beneficial for the University's reputation and brand. These professionals—as well as a number of academic marketing experts who provided feedback—saw name 'recognition', 'differentiation' and 'memorability' as essential if a university aspires to global brand prominence. They argued that without such differentiation large sums of money have to be spent on regular marketing campaigns to keep reminding people of the existence of a university—an approach they felt was unsuited to a public university.

The extensive brand research conducted by the University of Manchester in dropping Victoria from its name, and the direct feedback from its staff, provide support for the benefits of a simplified name.

Feedback from staff, student executive groups, other universities, key stakeholders and alumni working in universities offshore has been generally positive. However, written feedback from other alumni, students and members of the public has been predominantly negative. Negative views were particularly frequent among those with little knowledge of the rationale for the decision, and views often softened or reversed once the rationale was explained. Continued use of the word Victoria in the life of the University was endorsed by many. Strong support was expressed for changing the Māori name of the University to Te Herenga Waka.

The potential financial and non-financial benefits of the investment were found to far outweigh the estimated costs and the key risks that were identified were considered to be manageable.

As such, at the conclusion of the process, the Council decided to make the following draft decision:

1. to make a recommendation to the Minister of Education under section 162(5) of the Education Act 1989 that the legal name of the University be changed from Victoria University of Wellington to University of Wellington;

2. subject to the Minister's approval of a change in name to University of Wellington, to change the University's Māori name from Te Whare Wānanga o Te Ūpoko O Te Ika a Māui to Te Herenga Waka; and
3. subject to the Minister's approval of a change in name to University of Wellington, to maintain the use and heritage of the word Victoria in a meaningful way by the ongoing use of the word Victoria in the life of the University.

Proactively Released

Appendix A – International research and analysis

Summary of research and analysis on Victoria’s international reputation and potential name options

Improving the University’s international reputation has been a key part of the University’s strategic plan, established in 2014. This can be seen through the University’s global–civic vision and primary and enabling strategies:

- **PS2:** Enhance research quality, quantity and impact;
- **PS6:** Deepen Victoria University’s intellectual influence in the Asia–Pacific region;
- **ES1:** Double the community of world-class scholars choosing Victoria;
- **ES2:** Attain the scale, quality and academic profile of leading public universities.

The focus on international reputation comes from market, competitor and strategic analysis showing our international prominence and name recognition is not in line with our high academic quality. This can be seen through multiple lenses such as rankings and reputation surveys. Anecdotal feedback also provides clear examples of where this is having a negative impact on the University, students, staff and alumni, including very frequent lack of University name recognition in conversations with academics, officials, international funding agencies, prospective international students and their parents.

Research, rankings and reputation data

The University does have real strength in research capabilities as demonstrated by our number one ranking in research quality for the Performance-Based Research Fund (PBRF). The University outperforms the New Zealand market by papers published and citation impact in a number of research areas, including computer science, mathematics, psychology and chemistry. However, overall, the University has a low field-weighted citation impact score for New Zealand universities.

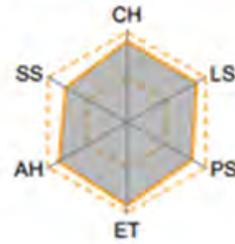
The graphics following show the University’s performance against various research metrics used in the Academic Ranking of World Universities (ARWU) rankings methodology, scored out of 100. While the University scores well for international collaboration (see section 1) and has moderate scores for research income (2) in several areas, these measures do not contribute significantly to international rankings—and other New Zealand universities also score strongly here.

Areas in which the University produces a large volume of publications with moderate-to-good citation impact (3), such as social sciences, nonetheless score extremely poorly for international research reputation (4), despite our high number of international research partners and co-authors. Research reputation is a significant factor in our international rankings, so this directly affects the University’s profile and ability to attract students, partnerships, and funding.

SUBJECT SPECIFIC DATA - RESEARCH & CITATION IMPACT

Papers - international co-author / papers

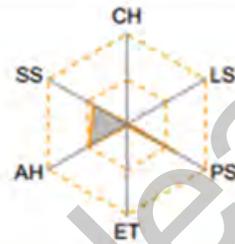
CH	Clinical, pre-clinical & health	88
LS	Life sciences	87
PS	Physical sciences	81
ET	Engineering & technology	90
AH	Arts & humanities	85
SS	Social sciences	76



(1)

Research income / academic staff

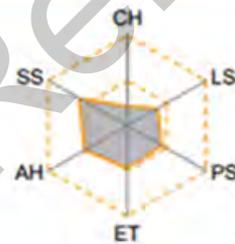
CH	Clinical, pre-clinical & health	
LS	Life sciences	
PS	Physical sciences	60
ET	Engineering & technology	
AH	Arts & humanities	46
SS	Social sciences	41



(2)

Normalized Citation Impact (country adjusted)

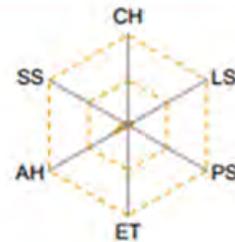
CH	Clinical, pre-clinical & health	19
LS	Life sciences	37
PS	Physical sciences	42
ET	Engineering & technology	45
AH	Arts & humanities	53
SS	Social sciences	59



(3)

Research reputation

CH	Clinical, pre-clinical & health	2
LS	Life sciences	5
PS	Physical sciences	2
ET	Engineering & technology	0
AH	Arts & humanities	17
SS	Social sciences	3



(4)

Where tables and graphs display blanks, either the university has not supplied data or a score was removed due to being highly anomalous.

Source: Clarivate Global Institutional Profiles

Similar trends to the above can also be seen in analysis of THE reputation survey data, but less so in QS surveys: the key difference for QS being the survey participants are nominated by the University, so they know of its high reputation. Clarivate (used in ARWU rankings) and THE both use a general survey that is not nominated by the University, and it is these surveys that show a much lower research reputation. Here, recognition of our academic excellence is not prominent for those who have not directly interacted with the University.

The role of name in international reputation

University reputations are derived from external perceptions of high-quality research, teaching and engagement. These perceptions are based on proxies for quality (for example, PBRF rankings) and a sense of 'prominence'. To improve both of these, there are multiple initiatives and improvements that are being targeted within the University.

Change of name by itself is not something that would lift academic quality and prominence for an institution. However, in our case, analysis and anecdotal evidence does show it is detracting from prominence of the University. Name confusion with other lower quality universities and confusion around our geographic location have been cited by university marketing experts, ranking agencies, and through the experiences of our staff as lowering the impact and awareness of their work. Furthermore, our work is regularly attributed to others, forgoing valuable media and promotional opportunities.

Tertiary institutions that use Victoria in their name

Outside this university, there are seven other tertiary education organisations that use the name Victoria prominently in their branding. These are:

- Victoria University—Melbourne, Australia
- University of Victoria—Victoria, Canada
- Victoria University (in the University of Toronto)—Toronto, Canada
- Victoria University of Bangladesh—Dhaka, Bangladesh
- Victoria University Kampala—Uganda
- Victoria International College—Kuala Lumpur, Malaysia
- Victoria School of Management, Neuchatel, Switzerland

Of the above, the most prominent cases of name confusion are with the first two organisations, Victoria University in Melbourne, Australia and University of Victoria in Victoria, Canada, both of which are ranked significantly lower than ourselves in the QS rankings but higher in the Times Higher Rankings.

Note: Victoria University in Melbourne, Australia was historically named Footscray Institute of Technology, but changed its name in 1990 after being granted university status by the Victoria State Parliament and undergoing amalgamations with other Melbourne tertiary institutions.

Colmar Brunton research on international student perceptions

Colmar Brunton was commissioned to help the University better understand the impact on international students' perceptions and preferences of a potential change of name. Two in-depth sets of research were undertaken by Colmar Brunton on behalf of the University, in November 2017 and February 2018. The first set of research involved 1,427 international students and in-depth interviews with seven international agents, and the second piece involved 1,404 international students.

The findings of this work showed that a university's name plays a role early in the decision-making process of international students when they are first trying to decide in which part of the world they wish to study. At this initial phase of their search (notably when the student 'catchment' is the largest), students use the university's name not only as a geographic label, but also as a proxy for its reputation.

International agents feel name does play a role in students' decisions but what it means to them depends on where they are in their search



Stage 1

WHAT PART OF THE WORLD SHOULD I STUDY IN?

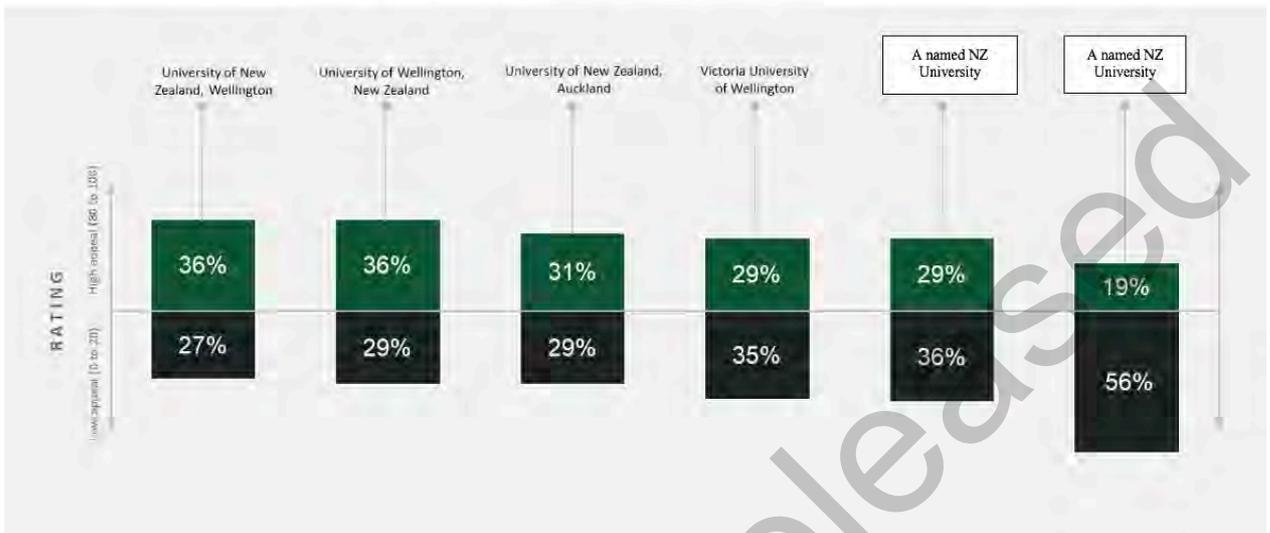
International agents feel that students at this initial stage of their search use a university's name as a proxy for its reputation. For example if students see a city in a university's name they tend to assume it is that city's premier university even before they have looked at its ranking or other universities in that city.

"[The name is] important when the student is at the first point of research when they're just looking around. If they see University of Melbourne they think that must be Melbourne's university even though there are other unis in Melbourne. That usually changes once they get into their research and work with their study agents."

International agent - Europe

A second piece of international research specifically on preferred name showed that on name alone there was a preference among international students for University of New Zealand, Wellington or University of Wellington, New Zealand. This was significantly higher (7 percent more high appeal) than Victoria University of Wellington. Further analysis showed Chinese, Vietnamese and Indian students had a preference for University of Wellington, New Zealand.

The appeal of 'University of New Zealand, Wellington' and 'University of Wellington, New Zealand' is similar at an overall level

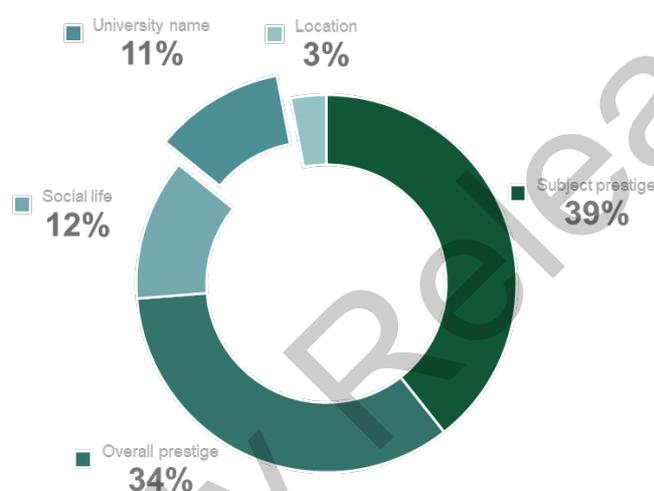


The preference for 'University of Wellington, New Zealand' comes mainly from the preferences of Chinese, Vietnamese (and Indian) students



The graphic below is of note as it puts the modest gains in preference achieved by a name change (in of itself) alongside the much larger gains in preference resulting from rises in prestige. An alternative interpretation of these data is that a name change would be of most benefit if it helps the University improve prestige, for example, by helping lift rankings. Conversely, it would be detrimental if it causes the University to lose ground in the rankings.

Consistent with students' other survey responses, overall and subject prestige are the most important factors in the choice of a university, together they explain nearly three-quarters of each choice. Name explains 11% of each choice



Source: QS and THE. Choice of the following segments will depend on the number of respondents. Figures do not necessarily add to 100% due to rounding and that how many you could be interested in the following.

Advice from the QS and THE ranking agencies

In November 2017, the Vice-Chancellor visited QS and THE in London to discuss the advisability of simplifying the University's name.

The marketing professionals at both organisations were confident name simplification was a good idea. They based their conclusions on their experience of similar changes made by other universities, as well as on first principles—especially that name 'recognition', 'differentiation' and 'memorability' were essential if a university aspires to global brand prominence. They argued that the only way to gain prominence with a name that wasn't easily recognised, differentiated and memorable was to keep paying for marketing campaigns to remind people of the existence of the brand.

They didn't see this as a cost-effective or appropriate strategy for a modestly resourced university system such as ours. Both groups advised that the key risks of re-naming related to the potential for a transient loss of research citations and reputation votes (i.e., votes for academic excellence). The THE staff arranged for an additional consultation with the leader of the staff who manages the data for the THE

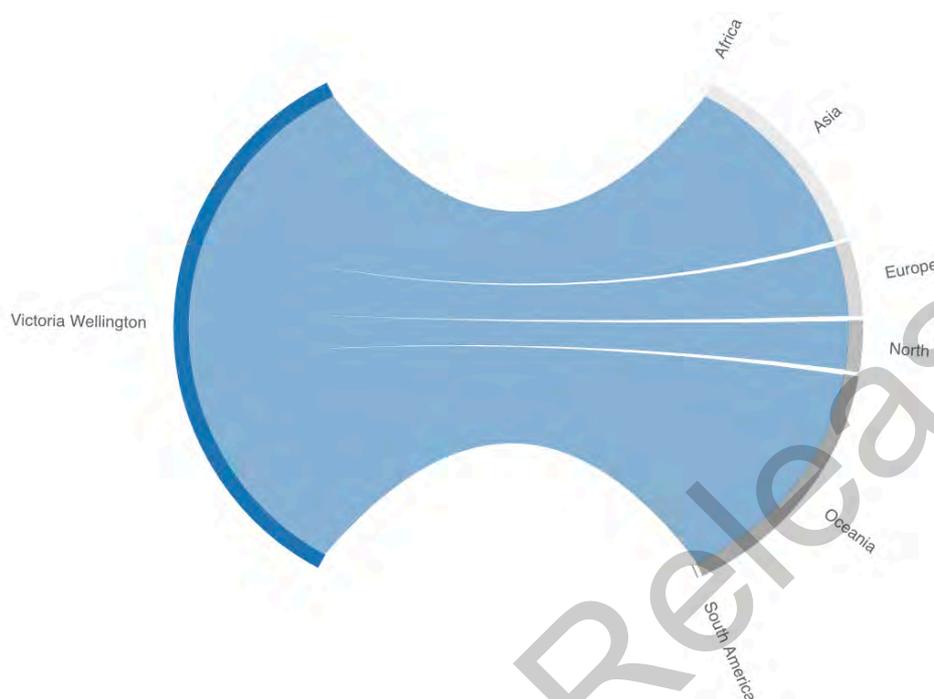
rankings. Her advice was that the risk of a loss of citations is relatively easily managed, as the relevant database—in their case Scopus—has well-honed digital processes to ensure citations from both the old and new name can be collected together.

Similarly, she advised it was a simple matter to ensure that votes for academic excellence recorded for both the old and the new name can be similarly collected through their reputation survey. She was able to quote a recent successful precedent, the newly federated Paris Science and Letters.

THE marketing staff subsequently undertook a preliminary desktop analysis and made the following observations.

- Victoria University of Wellington's voter base is significantly more senior than Victoria University's voter base, with 54 percent of our votes coming from those over the age of 46 years versus 27 percent of theirs. THE believed this provides evidence a 'rebranding' is 'very timely'.
- Victoria University of Wellington's votes (see figure below) predominantly come from Oceania (New Zealand specifically), compared with similarly ranked Australian universities that have a much better spread of votes from around the world.
- On the basis of these observations, THE suggests a rebrand won't particularly harm international votes, but it also suggests we need to do more international outreach to attract more 'high-value' votes from key regions such as Europe, Asia and North America.
- A significant majority of Victoria University of Wellington Google searches come from within New Zealand, consistent with THE reputation (vote) data.
- The Google search term for 'The University of Wellington' produces results exclusive to the current Victoria University of Wellington website, which they conclude means the search engine 'indexation' is already good and minimal traffic would be lost if the name changes.
- Claiming a capital city name is likely to be advantageous, but we need to be aware that Google search term awareness of Wellington lags behind Auckland.

Figure: Source of THE votes for Victoria University of Wellington



On 17 July 2018, QS advised that “the proposed new brand for the university (University of Wellington) comes across as bold, simple and authoritative and blissfully unambiguous”.

The University of Manchester experience

In October 2017, the Vice-Chancellor had a discussion with the University of Manchester about their decision to drop Victoria from their previous name, Victoria University of Manchester. They had based that conclusion on three years of careful market research by an external agency into university names and logos. The relevant conclusions from this research are listed below. These findings provide valuable insights into the preferred naming of Victoria University of Wellington.

- Two words (i.e., two nouns) are better than three, as:
 - two words markedly reduce potential brand confusion as there are only two variants possible, whereas three words allow for six possible combinations
 - the third word often diminishes the university’s status by implying it is not the main university in its city
- One of the words has to be ‘university’.
 - the word ‘university’ has far more student recruitment power than the word ‘college’
- The second word should be your city, provided the city has reasonable international name recognition and cachet.
 - The University of Manchester is one of the original civic universities and saw the alignment of its name to its city as an endorsement of its civic role.

- Capitalising the word 'The' is valuable to emphasise that your university is the principal university in your city.
- Including the establishment date of older universities adds prestige.

The management team at the University of Manchester believe the decision to simplify the name of their institution has been successful.

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Appendix B – Google Trends analysis

Victoria University of Wellington

1. Victoria University of Wellington is searched infrequently worldwide compared with the other New Zealand universities (Figure GT1), consistent with a comparatively low name/brand prominence.
2. Victoria University of Wellington is searched worldwide markedly less frequently than the University of Victoria (in British Columbia) and approximately as frequently as Victoria University (in Australia) (Figure GT2).
3. In most of the major overseas cities and regions from which we draw our international students, the University of Victoria (in British Columbia) and Victoria University (in Australia) are searched more frequently than Victoria University of Wellington: evidence of low name/brand prominence in comparison to our namesakes.
4. In Australia, a common employment destination for our graduates, searches for Victoria University of Wellington are less than 10 percent of those for Victoria University in Melbourne.
5. Users searching Victoria University of Wellington also searched approximately 15 related name variants of our name, the most popular of which were VUW, Victoria, Victoria University, Wellington, Wellington University, Wellington Victoria, University of Wellington and University of Victoria—echoing the confusing use of our name by our staff.
6. Victoria University of Wellington, Victoria University (Australia) and University of Victoria (British Columbia) all share the related search terms of Victoria, Victoria University and University of Victoria—indicating a lack of consistent differentiation between these three universities in the initial search.

Victoria University

1. The regional graphic (Figure GT3) showing the distribution of search volume between Victoria University (in Australia), University of Victoria (in Canada) and Victoria University of Wellington.
2. When the search volume for the term ‘Victoria University is broken down to the level of cities, it confirms that much of the worldwide search for Victoria University is not targeted on Victoria University of Wellington (other than in New Zealand). For example, Victoria University is a very popular search term in Calgary, Victoria, and Vancouver in Canada (most likely searching for the University of Victoria in British Columbia), in Toronto (most likely searching for Victoria University, Toronto), in Melbourne and Sydney (most likely searching for Victoria University in Melbourne), in Houston (most likely searching for the University of Houston–Victoria), in Kampala (most likely searching for Victoria University Uganda) and in Dhaka (most likely searching for Victoria University of Bangladesh), as well as in Lower Hutt and Wellington (most likely searching for Victoria University of Wellington). This analysis concurs with the observations of our staff that the term Victoria University has different meanings in different regions of the world.
3. Further support for the view that only a small proportion of the global search volume for the term Victoria University relates to Victoria University of Wellington is provided by an analysis of the top ‘related queries’. This analysis

reveals that the 25 most common related search queries made by users who had also searched for 'Victoria University' included only two terms relating to our university (Victoria University Wellington and Victoria University of Wellington).

4. However, within New Zealand, Victoria University remains a prevalent search term for those searching for our university.

University of Wellington

1. Users searching University of Wellington also searched for a number of related name variants of our name, the most popular of which were Victoria University, Victoria University of Wellington, Victoria Wellington, Victoria, Victoria University Wellington and University of Victoria. A comparison of these related search terms with those of Victoria University (see above) supports the view that most people who search for University of Wellington are looking for our university, whereas most people who search for Victoria University are not.
2. The term Wellington attracts about the same number of searches worldwide as Christchurch and Canberra, about half the searches of Auckland and Adelaide, about one eighth of the searches of Melbourne and Sydney, and one tenth of the searches of New Zealand—underlining that leveraging the prominence of Wellington city will be helpful, but may not provide as large a lift to brand as the more prominent global cities do for their universities unless the term Wellington is coupled with the words New Zealand (as also noted in the Colmar Brunton research).

Figure GT1

Legend: Victoria University of Wellington search volumes compared to those of University of Auckland, University of Otago, University of Canterbury and Massey University; 2004–present; worldwide ([report in Google Trends](#))

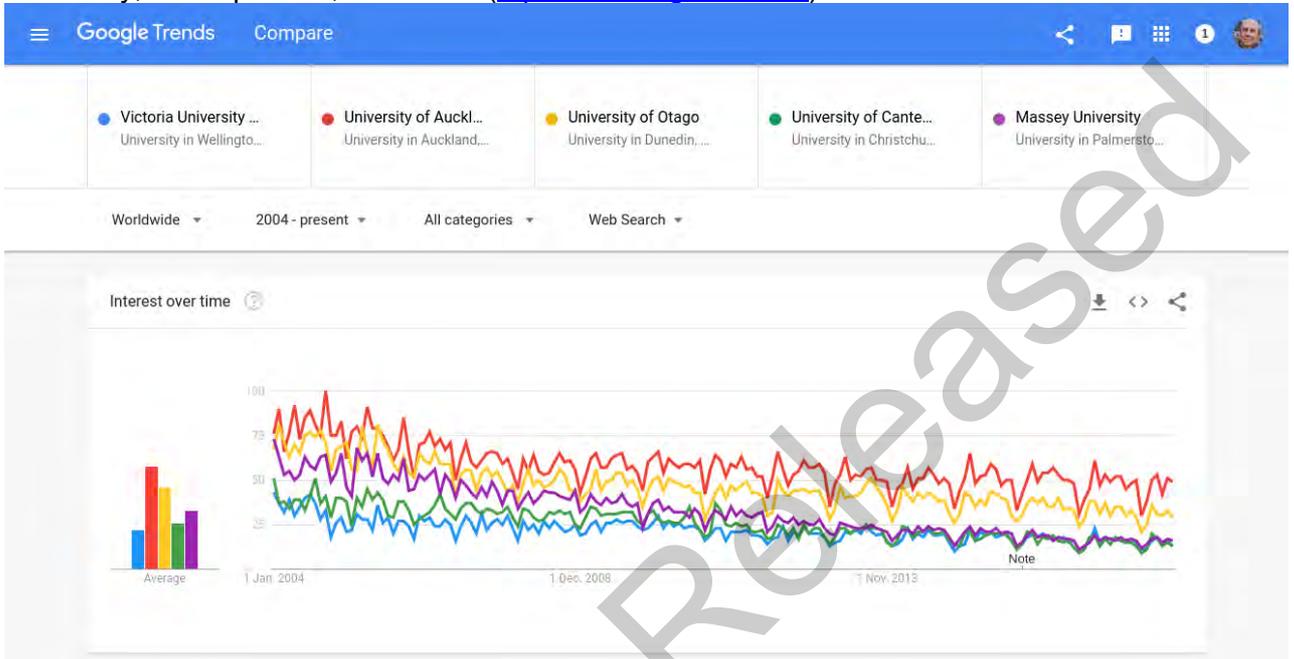


Figure GT2

Legend: Victoria University of Wellington search volumes compared to those of Victoria University, Australia and University of Victoria, British Columbia; 2004 – present; worldwide ([report in Google Trends](#))

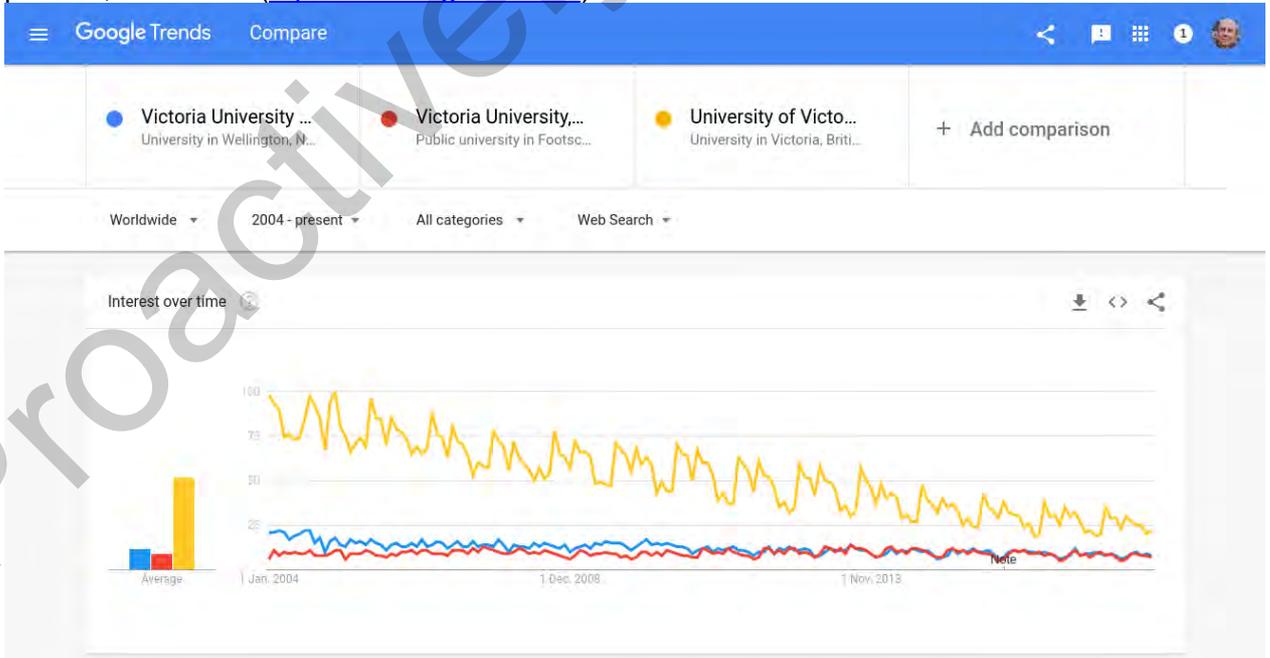
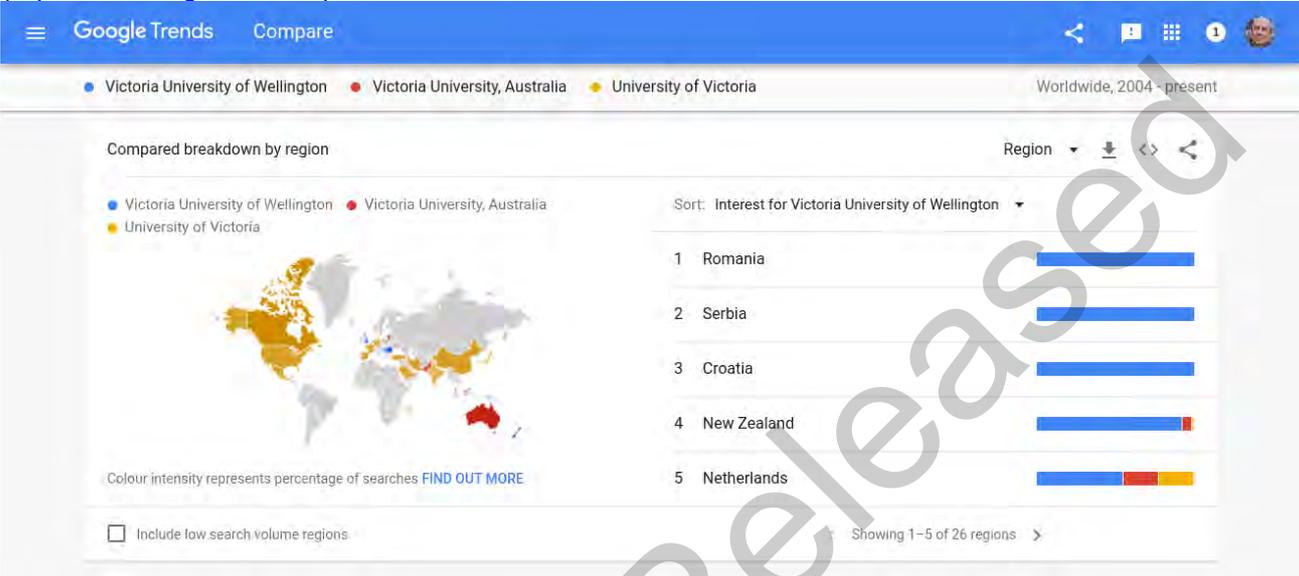


Figure GT3

Legend: The regional distribution of search volume between University of Victoria, Victoria University and Victoria University of Wellington; 2004–present; worldwide (report in Google Trends)



Appendix C – Proposed Implementation

If the draft decision is confirmed and the Minister accepts a recommendation, the University project management framework will be used to manage the governance and implementation of the proposed name simplification.

There are a number of work streams that would be coordinated through central project management. A brief overview of some of these workstreams is provided below.

Graduation certificates and transcripts

An approach would be developed to ensure all current and future graduates and alumni have the graduation documentation they require should the electronic records maintained by the University be insufficient for a particular employer or other purpose.

If a decision is made to proceed, all students who graduate after 1 February 2019 would be issued certificates under the new name. Prior to any name change taking effect, all contactable alumni would receive a formal letter from the University outlining the name change. This letter would also serve as a formal document that can be used by graduates alongside existing documentation to verify their status as graduates of University of Wellington.

There would be no official need for graduates to replace their qualification certificates. However, if alumni have a personal preference to do so, they could make a request to the University. A new certificate would be produced and posted to a New Zealand address at no charge but those overseas would be required to pay courier fees for delivery. Courier would be used in those cases to ensure documents are not lost in transit and delivery can be traced.

All alumni requesting a replacement certificate may also need to be provided a replacement transcript for consistency (this would be charged at existing rates). In order to further reduce any doubt about the authenticity of the documents, explanatory text regarding the name change would be included on these documents.

Common seal

Following recent amendments to the Education Act 1989, the University is no longer required to have a common seal. However, it may have one if Council adopts one by statute.

A new seal design would need to be developed.

University signage

A staged approach would be undertaken to roll out new signage. Prominent signs such as the top of Rutherford House and student accommodation in the city would be changed first, with second and third tier signage rolled out later.

Clubs and societies

There are more than 140 clubs and societies on campus, a number of which have 'Victoria' as part of their name. The University has written to all clubs and societies, advising them of the name simplification proposal and emphasising that whether or not a club or society decides to change its name in response to any name change by the University is up to members of that group. The University has no intention of imposing a name change on clubs or societies, many of which may wish to keep Victoria in their name to preserve the heritage of the original name. If the draft decision is confirmed, it would be communicated to clubs and societies, along with information about likely timeframes for the name change, the offer of advice should

they need it, and an offer to connect them to the wider, University-wide heritage project being established.

Logo and design work

Assignment Group is working with the University to review the established University brand architecture, including faculty, school, institute and centre descriptions, and names associated with Victoria such as Victoria Business School and Victoria University Press. Their preliminary view is that a 'unified yet flexible' approach will fit best that ensures individual units tie to the University's positioning while fulfilling their individual roles.

Based on these principles, two key brand architecture recommendations have been made to date:

- All entities should link to the University's positioning as New Zealand's globally ranked capital city university.
- Consistency is the most powerful approach.

The design of possible new flexible logo options will need to take into account such things as:

- evolution from the current brand to provide flexibility to account for foreseeable future needs, such as a transportable device
- the preservation and visual relationships of key elements such as Māori and legal names, establishment date, and country
- responsiveness of the design for use in digital channels.

Protecting the Victoria legacy

A leading scholar of Victorian literature would lead a stream of work on how we can honour the heritage of the name Victoria. Planning and implementation of this work will be started if the draft decision is finalised. As mentioned above, a variety of ways have been envisaged to protect the Victoria legacy. This could include use of the name Victoria in our awards, annual lectures, symposia, rooms, buildings and operational units. The halls of residence are an example of a unit that could be re-named to include the word Victoria.

Communications and engagement approach

Overall, the University would take a proactive approach to communication and engagement internally and externally, ensuring key audiences, including staff, students, alumni, donors, stakeholders and media, are provided with relevant and timely information. We would seek to involve our audiences in the process wherever practicable and appropriate and enable a dialogue that acknowledges that there are both practical and emotional aspects of the change.

Communications and engagement would work closely with staff, student leaders, key stakeholders and appropriate alumni to give them the information they need to support implementation of the change. This would include providing opportunities to participate in the programme of work around protecting the heritage of the name Victoria.

Affiliations in research outputs

A change to the name would require the Library to work with publishers and related agencies to ensure that our research publications are correctly attributed back to the University. This includes for research centres, institutions and other sub-brands. The

Library would work with relevant areas of the University to develop the templates. The Library would also contact all publishers and related agencies to ensure that the University's name on research tools is updated.

Benefits realisation

As discussed in section 1.1 on project objectives, an important benefit expected from the proposed name simplification is to achieve implicit alignment between the name of the University and Wellington city as per the University's global-civic vision and its strategic positioning as New Zealand's globally ranked capital university. This very tangible commitment to a closer alignment is expected to further enhance the mutually beneficial engagement between the University, the city and region of Wellington, and the local teaching and research organisations.

To help ensure 'benefits realisation' of this closer alignment, we would monitor proximate measures of progress during implementation.

The proposed name simplification forms part of a wider international reputation programme at the University. The aim of this programme (which includes the name simplification project) is to help differentiate the University internationally with the goal of increasing international name recognition and memorability, and enhancing international prominence.

The programme team and the wider University would be aiming to realise the downstream benefits of this increased prominence and name recognition by way of improved rankings, better quality international partnerships, increased international student numbers and growth of overseas research funding and philanthropy. In addition, success would result in the ability to attract even more highly competitive fields of applicants for positions across the University.

Attached separately as PDF document

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COUNCIL PAPER

TO	Members of Council
FROM	Professor Grant Guilford, Vice-Chancellor
DATE	24 September 2018
SUBJECT	Simplification of the University's Legal Name to the University of Wellington
REF TO STRAT PLAN	
DOCUMENT #	VUWC 18/131

Executive summary

On 27 July 2018, the University Council made a unanimous draft decision:

1. to make a recommendation to the Minister of Education under section 162(5) of the Education Act 1989 that the legal name of the University be changed from the Victoria University of Wellington to University of Wellington;
2. subject to the Minister's approval of a change in name to University of Wellington, to change the University's Māori name from Te Whare Wānanga o te Ūpoko o te Ika a Māui to Te Herenga Waka; and
3. subject to the Minister's approval of a change in name to University of Wellington, to maintain the use and heritage of the word 'Victoria' in a meaningful way by the ongoing use of the word Victoria in the life of the University.

Following the release of the draft decision, the Council sought further and final feedback on the draft decision. Feedback was open until 5:00pm on Monday 27 August. Late feedback was still accepted for management analysis until 10:00am on Tuesday 28 August. All feedback, including feedback after this date, was provided to Council.

This paper sets out:

- the background to, and summary of reasons for, my recommendations,
- the statutory context and considerations for your decision;
- a summary of the consultation process followed and the legal requirements for consultation; and
- a summary of the consultation feedback and University management's consideration of that feedback.

Background

In 2014, the University community developed a shared vision for the long-term success of this University. It set us on an unreservedly ambitious path, in keeping with the confidence and aspirations of the University's Council, staff, students, alumni and communities. In developing our Strategic Plan, together we defined our vision to be a world-leading capital city university and one of the great global-civic universities.

As a community, we also defined strategies to help us achieve our aims. These included choosing areas of academic emphasis befitting a capital city university, giving close attention to the quality of research, teaching and student experience, and focusing on inclusivity, our engagement with our communities and our intellectual influence in the Asia-Pacific region and beyond.

Together we rallied behind the concept of civic engagement, which provides the opportunity to enrich cultural and intellectual life in New Zealand and to lead thinking on major societal and environmental issues. It positions the University to play an important role in the facilitation of innovation, entrepreneurship and sustainable economic and social development.

Consistent with that civic university tradition, the University must be closely linked with New Zealand's capital city. Rather than being a university in a capital city, we need to be a capital city university—one that lives and breathes its capital city location. Our staff and students rely on the privilege of access to the nation's archived heritage, its cultural taonga and our strong and unique links with government departments and agencies, political leaders, business, iwi, the judiciary, research institutions, cultural and environmental organisations and the diplomatic community.

In order to continue on the path toward realising the University's shared and unique vision, we began considering whether changing the University's name could be an important first step in a wider programme to further enhance our global reputation. Differentiation and improved international reputation are both critically important to enhancing our international competitiveness. This, in turn, ensures that we provide high quality learning and research outcomes, and secure the University's long-term viability.

The proposed name also places us as the prominent University in Wellington, and it has the recognition, differentiation and memorability required for our future.

We sought appropriate professional advice and, in May of this year, began discussing a potential name change with our staff, students, alumni and stakeholders – a process that included a robust period of formal consultation and ultimately culminated in this paper to Council.

The name change is not the solution in itself rather it is the enabler of other activities to be undertaken by the University to grow engagement with Wellington, build international reputation and achieve the ambitious goals in our strategic plan.

This process has left me in no doubt that realising our ambitions in an increasingly competitive and financially challenging sector requires the University to have a name

that is both aligned with Wellington and more distinctive internationally: University of Wellington.

Recommendations

I recommend to Council:

1. That, under section 162(5) of the Education Act 1989, the Council recommend to the Minister of Education that the legal name of the University be changed from the 'Victoria University of Wellington' to 'University of Wellington'.
2. That the Chancellor be authorised to make this recommendation on behalf of the Council.
3. That provided Council's recommendation is approved by the Minister of Education:
 - a) the University's Māori name be changed from Te Whare Wānanga o te Ūpoko o te Ika a Māui to Te Herenga Waka, with effect from the effective date of the *Gazette* notice published by the Minister under section 162(5) of the Education Act 1989;
 - b) the use and heritage of the word 'Victoria' be maintained in a meaningful way by the ongoing use of the word Victoria in the life of the University; and
 - c) the Vice-Chancellor be authorised to do all things necessary or desirable to implement the change to the University's name.

Summary of reasons for my recommendations

Adopting a distinctive, simple name which is descriptive of our identity and place in the world is fundamental to ensuring we can attain the highest standards of excellence and deliver our ambitious goals, as set out in our Strategic Plan.

The name University of Wellington is unique, aligns with our identity as New Zealand's capital city university, and explicitly links the University with our city and region.

Great cities have great universities that share their name. This common bond results in the achievements of the one building the reputation of the other. We are determined that all of the communities of which we are a part will benefit from our world-class research and teaching programmes. In turn, a vibrant and successful Wellington offering an enhanced student experience is critical to the University's future.

The name University of Wellington also more accurately captures our role as New Zealand's globally ranked capital city university than our current name and, in particular, its pervasively used abbreviations of 'Vic', 'Victoria' and 'Victoria University'. It creates a sense of partnership with Wellington—a critical component of our global-civic University aspiration. It also highlights our pre-eminence in Wellington relative to

other universities, which operate branches in our city, and prevents any misapprehension that we are a subsidiary of Victoria University (in Melbourne).

Our financial sustainability and long-term viability—let alone our ambition to be one of the great global-civic universities—cannot be assured on domestic tuition fees and Government funding alone.

We must build an even greater global reputation. One that strengthens our international competitiveness and that thereby reduces the likelihood that the current financial pressures and disruptions affecting the tertiary sector will set us on a path to mediocrity. To strengthen our global reputation, we must have a distinctive name that stands on its own in the more than 100 countries from which we recruit our staff and students, and in which our graduates work.

I consider that this proposal is financially responsible and an efficient use of resources. The initial financial investments are outweighed by the long-term economic benefits of the University gaining a clear and distinctive international identity and reputation.

It will enable activities to secure our economic future from high-quality partnerships, attract international students, increase overseas research funding and philanthropy and recruit world-leading staff. These outcomes will support the University in fostering high quality learning and research outcomes for our students and staff and attaining even higher standards of excellence into the future.

Based on the evidence before me, I am in no doubt that the simplicity, clarity and descriptive nature of the name University of Wellington will enable us to achieve these outcomes. It is a crucial foundation to a bigger and bolder programme of work to enhance and leverage our international reputation and competitiveness and ensure our prestige accurately reflects the calibre and achievements of our staff, students and graduates.

The above is why I recommend the change of the University's name to University of Wellington.

I also recommend the adoption of the Māori name Te Herenga Waka. Our intention is to provide a more meaningful name in te reo Māori than just a simple translation of the legal name. The wharenuī, To Tumu Herenga Waka (the mooring post of canoes) provides a non-iwi, non-denominational name that offers a unique analogy to draw communities together and anchor them at the heart of the University.

I do not underestimate the challenges involved in undertaking this change. I also acknowledge there are many for whom the current name holds deep significance. It is also true, however, that as Vice-Chancellor my first responsibility must be to the future of this great institution and it is with that in mind that I make these recommendations.

As with any change there are risks involved. However, I am confident the risks can be effectively managed and that we will deliver the benefits this change offers to the University while protecting and enhancing the interests of our students and graduates. The depth of this debate has made us better prepared for what lies ahead and we sincerely wish that all of our community, whether supportive or against this change, continue to feel part of their university.

Council can have confidence that management understands what is required to implement not only this change, but also to develop a broader programme focused on improving engagement with our region and enhancing our international reputation. The change of name is a fundamental first step, and will be followed by implementation of a range of other initiatives to enhance civic engagement increase international reputation, and ensure we are the best University that we can be.

In making the above recommendations I also note that, subsequent to the changes, the University as a legal entity will continue without pause, its role in society will be unchanged and the institution's proud legacy will not be rewritten. We will be launching a programme of work to ensure that our history and legacy is honoured and protected appropriately.

Further detail on the above can be found in the Draft Decision paper and in the supporting material released alongside that paper.

Finally, I would like to thank every person who has provided feedback and to acknowledge the detailed work that many have undertaken to fully participate in the process. This feedback has highlighted the depth of commitment and sense of loyalty and pride that we all feel in this University.

Professor Grant Guilford
Vice-Chancellor

Statutory context and considerations

Statutory process for changing the University's name

The power to change a university's legal name is vested in the Minister of Education under section 162(5) of the Education Act 1989. This states:

The Minister may, on the recommendation of the council of the institution concerned, change the name of an institution by notice published in the *Gazette*.

Victoria University of Wellington is an 'institution' for the purposes of the Education Act 1989. Section 162(5) allows the University's name to be changed notwithstanding section 3(1) of the Victoria University of Wellington Act 1961 which states:

For the advancement of knowledge and the dissemination and maintenance thereof by teaching and research there shall be a University to be called the Victoria University of Wellington.

The section 162(5) process has been used on 14 previous occasions in relation to other tertiary education institutions in New Zealand, most recently in 2016.

Statutory framework for the Council's decision

In considering this recommendation, the Council must act reasonably, in the best interests of the University, and in accordance with section 181 of the Education Act 1989 which sets out the duties of councils:

It is the duty of the council of an institution, in the performance of its functions and the exercise of its powers,—

- (a) to strive to ensure that the institution attains the highest standards of excellence in education, training, and research:
- (b) to acknowledge the principles of the Treaty of Waitangi:
- (c) to encourage the greatest possible participation by the communities served by the institution so as to maximise the educational potential of all members of those communities with particular emphasis on those groups in those communities that are under-represented among the students of the institution:
- (d) to ensure that the institution does not discriminate unfairly against any person:
- (e) to ensure that the institution operates in a financially responsible manner that ensures the efficient use of resources and maintains the institution's long-term viability:
- (f) to ensure that proper standards of integrity, conduct, and concern for—
 - (i) the public interest; and
 - (ii) the well-being of students attending the institution—
 are maintained.

Also relevant to Council's decision is section 159AAA of the Education Act 1989, which sets out the overarching objects of Act regarding tertiary education. The Council must be guided by these objects in reaching its decision.

The object of this Part, Parts 13A to 18, and Part 19 (which relate to tertiary education), and of the provisions of Parts 18A and 20 to 24 that relate to tertiary education, is to foster and develop a tertiary education system that—

- (a) fosters, in ways that are consistent with the efficient use of national resources, high quality learning and research outcomes, equity of access, and innovation; and
- (b) contributes to the development of cultural and intellectual life in New Zealand; and
- (c) responds to the needs of learners, stakeholders, and the nation, in order to foster a skilled and knowledgeable population over time; and
- (d) contributes to the sustainable economic and social development of the nation; and
- (e) strengthens New Zealand's knowledge base and enhances the contribution of New Zealand's research capabilities to national economic development, innovation, international competitiveness, and the attainment of social and environmental goals; and
- (f) provides for a diversity of teaching and research that fosters, throughout the system, the achievement of international standards of learning and, as relevant, scholarship.

Ministerial considerations

Section 162(5), which enables the Minister to change the University's name by *Gazette* does not contain any express mandatory considerations that the Minister must consider in exercising the power under this section. Like the Council, the Minister must be guided by section 159AAA. The Minister must also consider the wider scheme of the Education Act 1989 and section 160 in particular, which states that the object of the provisions of the Education Act 1989 relating to institutions:

“is to give [institutions] as much independence and freedom to make academic, operational, and management decisions as is consistent with the nature of the services they provide, the efficient use of national resources, the national interest, and the demands of accountability”.

Section 161(4) is also relevant as it requires the Minister (and the Council) to give effect to the intention of Parliament expressed in section 161(1) that “academic freedom and the autonomy of institutions are to be preserved and enhanced”.

In July 2018, the Ministry of Education published a set of criteria that the Minister intends to have regard to in assessing a recommendation.¹ The Minister is entitled to develop these criteria to guide the assessment of Council's recommendation.

¹ Tertiary Education Institution Name Change Criteria – available at <https://www.education.govt.nz/further-education/policies-and-strategies/tertiary-education-institution-name-change-criteria/>

However, in doing so, he may not improperly fetter the exercise of his discretionary power under section 162(5) or give weight to criteria inconsistent with the statutory purpose and objectives.

Further legislative steps

If the recommended name change proceeds, the Victoria University of Wellington Act 1961 and a small number of other pieces of legislation that refer directly to 'Victoria University of Wellington' will need to be amended following the Minister's decision.

This could be done by inclusion of the relevant amendments in a future Statutes Amendment Bill or Education Act Amendment Bill or, potentially, through an Order in Council from the Governor-General on recommendation of the Minister under section 301A of the Education Act 1989. We would discuss these options with officials from the Ministry of Education.

Summary of process undertaken

While not required by the Education Act 1989 to consult, the University has chosen to undertake a consultation process prior to these recommendations.

An outline of all consultation steps undertaken by the University since February 2018, including both the initial feedback period (1 May – 8 June) and the formal consultation period following the draft decision (27 July – 27 August), is set out in Appendix A.

Below is a brief summary of the consultation process since Council made its draft decision.

- **Staff:** The draft decision was notified to staff via an all staff email on 27 July and on the University website. Staff forums were held on 17, 20, 21 and 22 August during which the Vice-Chancellor explained the rationale behind the draft decision, engaged in discussions and encouraged staff to provide feedback. In addition to the forums, feedback was encouraged via emails, meetings and internal newsletters.
- **Students:** The draft decision was notified to students via 39 posts on various social media channels aimed at students, the University website and on digital display boards on all campuses. All students who provided feedback through the earlier process were directly emailed. Student forums were held on 6 August and 16 August. As with the staff forums, the Vice-Chancellor explained the rationale behind the draft decision, engaged in discussions and encouraged students to provide feedback. In addition to the forums, various other student-specific channels were used to encourage feedback and the Vice-Chancellor met and spoke with a number of student representatives and leaders. The draft decision was also communicated to students by VUWSA.
- **Alumni:** The draft decision was notified to alumni via the alumni enews (an electronic newsletter sent to more than 50,000 alumni) on 27 July, 11 posts on alumni specific social media channels, a press release on 27 July, and advertisements in the Dominion Post newspaper on 4, 6, 11, 18, 22 and 25 August, all of which included details on how to give feedback. In addition, all alumni who provided feedback through the earlier process were directly emailed. Public forums were held on 6, 7 and 8 August. During these forums,

all of which were more than two hours long, the Vice-Chancellor explained the rationale behind the draft decision, engaged in discussions and encouraged people to provide feedback.

- **Stakeholders:** The University identifies key stakeholders as decision-makers and advisors with whom we interact regularly. Included in this group are individuals such as mayors and local body councillors, members of parliament, trustees of the Victoria University of Wellington Foundation, members of the University's advisory boards, prior Chancellors and Vice-Chancellors, and leaders of the public and commercial organisations with which we have day-to-day interactions in the conduct of our mission. Stakeholders were invited to attend a briefing on the draft decision on 22 August, which was cancelled due to only receiving one RSVP. The Vice-Chancellor personally phoned a number of stakeholders to discuss the draft decision and seek their feedback. The Vice-Chancellor was also invited to give a presentation to Wellington Club members and their guests on 20 August and attended the Wellington Mayoral Forum.

Overall, ten forums (including a presentation at the Wellington Club) were held. The four staff forums were reasonably well attended, with total attendance being approximately 180 staff. In total, the two student forums attracted approximately 80 students and the three public forums approximately 100 people.

Legal requirements for a consultation process

An effective consultation process requires that:

- prior notice of the issue and proposed decision is given to those who may have an interest in the decision;
- reasonable information is provided to those being consulted, including the reasons for the proposed decision and the material relied upon by the decision maker;
- those consulted are given a fair opportunity to provide feedback; and
- proper consideration is given to the feedback received before a decision is made.

Consultation does not require negotiation or reaching a consensus. Nor does it require a detailed argument with, or response to, every piece of feedback provided. Rather, it requires a decision to be made after giving proper consideration to the feedback received.

To enable the Council to do this, all feedback was provided to Council on 31 August and Members of Council held a workshop on 17 September 2018. The purpose of the workshop, which ran for over three hours, was to assist members of Council to engage with the feedback, consider the points made, and ask any questions of relevant senior staff. University management, including the Vice-Chancellor, left the discussion after 75 minutes to enable Council members to discuss without management present.

Criticisms of the consultation process

A number of submitters in the formal consultation raised concerns with the consultation process. These included:

- Consultation wasn't genuine because the decision was predetermined (or was a 'fait accompli').
- The University should have conducted a poll, survey or referendum.
- The University should have attempted to reach a consensus view.
- The mechanisms used by the University to notify, and seek the views of, those consulted were ineffective.
- The Vice-Chancellor did not have a genuinely open mind on this matter.
- The Vice-Chancellor was an inappropriate person to receive feedback given that he did not have a genuinely open mind on the matter and is also the employer of all University staff.
- The consultation period was too short.
- Relevant supporting data and information was not provided.
- The University should have initially consulted on whether or not the name should change.

In addition, a number of people proposed alternative consultation processes (including making references to processes run by, or mechanisms used by, other sectors or organisations—including Select Committees, the Law Commission and the use of White/Green Papers).

We have considered these issues and are satisfied that the process adopted was robust. In particular, we note that:

- In making its draft decision, the Council formed and expressed a preliminary view on a proposed name change. Such a preliminary decision does not, in and of itself, create predetermination. What is required is that the Council, as the decision-maker, consider the matters outlined in this paper, the feedback provided, and the other information it has considered as part of the process with an open mind.
- The Council is entitled to determine the form of consultation process and is not required to undertake a poll, survey or referendum.
- The University used a wide range of mechanisms to notify the proposed name change and seek feedback, as detailed. There is no requirement for notifications to be in any particular form; the University's mechanisms included direct emails, meetings, e-newsletters, social media posts and advertising.
- We consider that sufficient information was provided to enable people to be adequately informed. A draft decision paper was released on 27 July and placed on the University's website along with a range of supporting information. Following that, further explanatory material was disseminated through three public forums, two student forums, four staff forums and advertisements in the Dominion Post.
- Sufficient time was provided and people were given a fair opportunity to comment on the draft decision. The consultation period was extended from an initial period of just over two weeks to just over four weeks.
- There was a particular concern expressed in submissions that the Vice-Chancellor cannot participate in this decision with an open mind. As the Council is aware, it was considered appropriate that the Vice-Chancellor explain the reasons behind the draft decision, respond to criticism of the draft

decision and the process, and encourage submissions on the draft decision. Having done so, the Vice-Chancellor acknowledges that he may no longer be able to bring a genuinely open mind to the matter and will not participate in Council's discussion of, or vote on, this matter (other than responding to questions asked by members of Council). Given this, the Vice-Chancellor also did not participate in the Council workshop on 17 September beyond answering initial questions from members of Council before Council moved to a Council-only discussion (which the Vice-Chancellor and other members of University management did not attend).

- It is correct that the Vice-Chancellor is the employer of all staff. However, the Council requested that email feedback on the draft decision be sent to feedback@vuw.ac.nz rather than to the Vice-Chancellor and written feedback be addressed to the Chancellor. This reflects that it was Council's draft decision and it was the Council, not the Vice-Chancellor, seeking feedback.
- Some feedback was received from submitters expressing support for the consultation process undertaken.

The University has been advised throughout this process by law firms Simpson Grierson and Chapman Tripp.

Consultation feedback

At the conclusion of the formal consultation process, the University received 2,053 email, phone, verbal or written submissions. Of these, 1,379 were from alumni, 219 from staff, 185 from students, 86 from stakeholders and 184 from people who we could not assign to a particular group.

Feedback provided to the Council

A full record of all email, phone and written feedback received via consultation channels and links to the University's public social media accounts containing comments was made available for review by Council members on 31 August 2018. Late submissions were provided on 14 September 2018.

Email, phone and written submissions

In analysing the feedback, people were assigned to a group based on how they identified themselves. Where a person could be classified into more than one group (i.e. they identified as an alumni and a staff member), that person was classified into the group that they identified as their primary group. Where a person could not be identified, they have been classified as 'public/unidentified'.

Some submissions were signed by more than one person. For processing purposes these submissions have been counted once and assigned to the person who sent the feedback. However, Council members were provided copies of these submission in full which included the details of those who co-signed.

The University has also received a change.org petition titled 'Keep Victoria in Victoria University of Wellington's name' containing 6,128 signatures. This petition was attached to the submission of an alumnus and has been provided to Council.

The table below summarises the volume of feedback received by the University from 27 July 2018 to 10:00am 28 August 2018. Late submissions are not included in the below, but were provided separately to Council.

Overall summary	Total number	Number of respondents	Supportive	Against	Neutral
Staff	3,300	219	117 (53%)	96 (44%)	6 (3%)
Student	22,000	185	15 (8%)	170 (92%)	0 (0%)
Stakeholders	N/A	86	69 (80%)	9 (10%)	8 (9%)
Alumni	50,000 ²	1,379	229 (17%)	1,121 (81%)	29 (2%)
Unidentified	N/A	184	28 (15%)	152 (83%)	4 (2%)
Change.org petition	N/A	6,128	N/A	6,128	N/A

We note that the submissions come from only a small minority of the total potential pool of staff, students and alumni.

Social media comments

In addition to feedback received through the formal process, there was also wide public discussion of the draft decision, including on social media. Social media responses on the University's social media pages were predominantly opposed to the proposal—over 430 comments were made.

Other external poll results provided in submissions

Submissions received from the Tertiary Education Union (TEU), Victoria University of Wellington Students' Association (VUWSA), and the Victoria University of Wellington Law Students' Society (VUWLSS) contained results from polls run by those organisations. Below are those results.

Name change	Total	Supportive	Against	Neutral
VUWLSS	575	55	520	N/A
VUWSA	777	48	722	7
TEU	418	133	208	77

Māori name change	Total	Supportive	Against	Neutral
TEU	418	258	60	100

² This is the approximate number contacted via e-newsletter.

Consultation process	Total	Sufficient	Insufficient	Neutral
VUWSA	777	45	714	18
TEU	418	120	247	51

Note there are people who have taken part in these polls and petitions who have also provided formal submissions. Polls and petitions run by persons external to the University and which were not provided to the University have not been included.

Consideration of consultation feedback

Prior to making our recommendations, we have reviewed and considered all submissions in detail.

We acknowledge there are arguments made against the recommendation, and there is a strength of feeling in opposition to this proposal. However, having considered the submissions, we remain of the view that the University's future and strategic vision is best secured by simplifying our name to 'University of Wellington'.

To enable members of Council to consider these matters for themselves, we have set out these themes and provided our analysis below.

Key themes from feedback

In identifying themes, we applied a low minimum threshold—the themes outlined below appear in at least two per cent of the written submissions (including the comments accompanying the change.org petition).

Feedback on the consultation process itself has been addressed above.

Themes considered in the draft decision paper

The following themes discussed in the draft decision paper were also prominent in feedback during the second formal round of consultation. We have re-considered the themes and each of the submissions in light of the draft decision and remain comfortable with the overall assessment in the draft decision document.

These themes are as follows:

- **The name Victoria holds value due to its prestigious history and how it distinguishes the University from others**

The feedback included concerns that the proposal would sacrifice the prestige and point of difference associated with the University due to the lost inclusion of 'Victoria' in its name. This feedback was the most common amongst those opposed to the proposal, particularly among alumni.³

Victoria University of Wellington has a proud history and those associated with the University understand its role, value and distinctive strengths. We note that the University's role in society will be unchanged and we are confident the institution's legacy will remain with a changed name.

Regarding the comments about Victoria distinguishing the University from others, we agree that Victoria (like Wellington) has distinguishing characteristics in the New

³ A table analysing the themes is provided at the end of this section.

Zealand market. However, in the global market we note a number of other universities also use Victoria prominently in their name and our analysis shows that the name 'Victoria' has not distinguished the University from others globally.

If the name change is approved, the University will establish an initiative to ensure that the legacy of the name is respected and honoured. As previously outlined, we intend the initiative to be led by a senior academic and may include the use of 'Victoria' in our awards, annual lectures, symposia, rooms and buildings.

- **Victoria University of Wellington is well regarded overseas; this change will have a negative impact on recognition and association with this strong position**

A number of submitters stated that the University has a strong reputation overseas and that a change in name will negatively impact on this. This view was particularly strong among alumni.

We acknowledge that any name change will need to be carefully managed to minimise the risk of negative impact during transition.

Professional advice from University ranking agencies indicates this is a relatively low risk. Marketing professionals at QS and THE were confident that simplifying the University's name was a good idea based on their experience of similar changes made by other universities.

Our research and advice also suggest that simplifying and clarifying our name will assist with the process of building positively on the University's international standing.

- **The use of Victoria in the name results in misidentification and/or misappropriation of work; and 'Victoria' is overused in the world and not distinctive**

A number of submitters agreed with our assessment that 'Victoria' was overused and insufficiently distinctive and that there was a risk of misidentification or misappropriation of academic work. These two themes featured strongly in the submissions made by staff who supported the proposal.

A number of submitters also provided their own examples or evidence of problems faced with the current name. These highlighted concerns with the use of the name offshore and confusion created from the prominence of Victoria in our name.

- **Alumni, staff and students are invested in the Victoria name and have a strong connection to the current name**

A number of staff, and many alumni and students, expressed their personal connections to the existing name.

We acknowledge that the current name holds significance for a number of people. In many, but not all, instances this significance appeared to relate to a concern regarding the University's history and prestige being linked to its name.

On a practical level, it should be noted that previous graduates would continue to be graduates of Victoria University of Wellington and would not be required to replace their official certificate, unless they wish to.

- **The proposed name is modern and progressive**

There was a view among some submitters that the name change created the impression of a modern and progressive university and/or aligns better to the future direction of the University.

This theme was mentioned by a number of the staff who supported the proposal and a number of stakeholders.

- **Concerns with Wellington as an identifier and that the name University of Wellington is very generic**

A number of submitters expressed concern that the proposal would not have the intended effect of enhancing our identity and reputation. Many commented that there are a number of other 'Wellingtons' in the world, or other universities in Wellington, which the University could be confused with. This feedback was largely provided by alumni of the University.

We do not consider that this is supported by our research and analysis.

There are no other universities with this name in the world, and no other cities named Wellington with universities. Of all the places named 'Wellington' in the world, Wellington, New Zealand is the largest and the only capital city.

The enhanced focus on the word Wellington in the proposed simplified name is consistent with our civic university ethos and our positioning as New Zealand's globally ranked capital city university. These commitments are outlined in our strategic plan. The change allows us to leverage the considerable investment made by Wellington City Council and others in marketing the word 'Wellington' on an international scale.

We are also by far the largest university in Wellington. Other universities only operate branches in Wellington.

Some submitters also commented that Wellington itself has low recognition, so linking our name to the city is not a good thing. We do not agree that Wellington's reputation will hold the University back. As New Zealand's capital city university our fortunes are tied and we believe that the University and the city can continue to grow the reputation of each other.

A smaller number of submitters also noted that distance from the city name could be good, in case the city has reputational issues itself. We do not agree and believe together our joint identities can achieve more than our individual efforts can.

- **The proposed name provides a stronger link to our geographical location**

A number of submitters considered that the suggested name offered greater connection to Wellington and our geographic location. These submitters emphasised the importance of this clear tie to Wellington.

Conversely many other submissions urged the University to use the current name of the University in full to achieve the same effect. This is discussed later in this section under the theme heading 'Alternative measures should be considered instead of a name change'.

Related to this theme a number of stakeholders who support the proposal are leaders within the Wellington community and represent organisations tasked with ensuring the vibrancy and prosperity of the region. This list includes, but isn't limited to, the region's Mayors and the Wellington Regional Economic Development Agency.

It should also be noted that a number of prominent Wellingtonians also oppose the proposal and this group includes some city councillors.

- **Potential impact on the University's domestic brand as Victoria is well regarded in New Zealand**

A number of submitters highlighted the University's strong domestic brand and commented this could be impacted negatively by a name change. We acknowledge this concern and consider that it would be mitigated by the careful and considered implementation of any change.

We would ensure ongoing consistency in our domestic positioning and recruitment campaign materials. Any changes beyond the name and logo would be kept to a minimum. We know from regular student surveys that the top four motivators for students choosing to study here are; that it offers the best option for the programme the student wants to study; that it is close to where family is; the lifestyle of living in Wellington, and University reputation.

We believe the name simplification proposal would not impact negatively on these motivations. Also, domestic students have relatively rich sources of information about the University which includes parents, careers advisors, peers, alumni and knowledge and awareness gathered over time through factors such as University visits and discussions with supervisors. These sources, together with strong University communications, will provide sufficient context, making a simplified name a minor consideration for prospective domestic students.

We also consider that a name change is unlikely to undermine our domestic reputation more generally.

We are intending the change to be positive, to more closely link our University with our city, its vibrancy and excellent international reputation. We consider this should be further enhanced by the proposed inclusion of Te Herenga Waka.

- **Renaming will have little impact, and any change in prospects of the University cannot be attributed to a name change**

A number of submissions consider that the renaming will have little impact and any change in prospects of the University could not be attributed to a name change. Here, many submitted that people would still refer to the University as 'Victoria' or 'Vic' even after a name change.

Professional advice suggests that simplifying and clarifying the name of the University will have a positive impact on the University's international prominence. This advice is supported by the research and analysis we have undertaken and the discussions with other institutions that have experienced such changes.

As described in the draft decision, the name simplification project is a foundational step in a wider programme of work the University is undertaking to further improve international reputation and enhance the University's financial sustainability.

- **Concern with the costs of a name change, with funds better used elsewhere**

The second most common theme among those submitters opposed to the proposal related to the cost of the change. The responses often cited other areas they viewed this money being better spent on.

In our view, the financial investment in the name simplification is prudent and appropriate. We consider that the proposal is an investment in the University's future as a world-renowned university. Further financial expenditure on international reputation would be more effective and directed in areas to result in additional revenue.

If the name change is approved, the costs will be managed prudently with the level of expenditure to be kept within assessed benefits.

The expenditure in this area also does not detract from our commitment to providing excellent teaching, research and student support services across the University.

- **Feedback regarding the proposed Māori name**

Some of the supporting submissions referred approvingly to the proposed Māori name, Te Herenga Waka. This idea also received support from some submitters who were otherwise opposed to the proposal to change the University's legal name.

A small number of submitters did not like the new Māori name, many preferring the existing Māori name instead.

Opposition to having a Māori name was infrequent and its inclusion is important to reflect our culture, values and our obligations under the Treaty of Waitangi.

- **Alternative name suggestions**

A number of submitters provided alternate potential names for the University including Victoria University New Zealand, University of Aotearoa, University of Poneke and many others.

We remain of the view that University of Wellington is the most appropriate name.

New themes from submissions on the Draft Decision paper

There were six themes that arose in the submissions that did not appear in the earlier round of feedback or the draft decision paper. These are outlined below.

- **The arguments and reasons presented in the draft decision paper are not compelling.**

Many submitters analysed the draft decision document or provided submissions with references made to other public critiques of the draft decision materials. These critiques ranged from short summary statements regarding the submitters' reviews of the material to detailed consideration of multiple parts of the document. As well as the concerns discussed in the section above, these also included concerns with:

- Inadequate evidence of name confusion;

- Inadequate evidence of change in international student numbers/reputation;
- Concern with the naming principles presented, for example the value of a distinctive name, two nouns are better than three;
- Concern with the use of Google tools for analysis;
- Concern with the Colmar Brunton analysis, both in the analysis approach and conclusions from the research;
- Concern benefits are overstated;
- Concern costs are understated;
- Concern with references to the University of Manchester;
- Concern with the lack of cost benefit analysis or discounted cash flow analysis shown in the presentation; and
- Other potential options to improve international reputation without changing the name (e.g. changing emphasis of Wellington in the current branding).

We have thought carefully about these concerns and after review of this material we continue to be comfortable with the research, analysis and professional advice we have received. In particular, management is satisfied that the evidence about the shortcomings of our current name is inescapable and that the benefits of improved name clarity, distinctiveness and memorability are compelling. The word Victoria is not unique in the tertiary sector. To gain cut through in an international context we rely on our name being used in full, something which is uncommon and far from controllable. By removing one word from our current name we are left with a brand that is unique, clear and distinct. It also reduces the number of variants which can be used when attributing our research and success.

Concern costs of the name change are understated

As part of planning for any potential implementation of the name change, we have conducted a detailed assessment of key cost areas for the change. These estimated costs have been detailed in the draft decision document where funding would be required for external costs above levels that can be re-prioritised in existing budgets. For some items, such as signage, we have engaged in detailed costings with third party providers and are confident that the costs to the University of these changes will be able to be managed by reprioritising existing maintenance budgets. These costs are not in the order of magnitude expressed by many from examples at United States universities, and reflect our commitment to effective and efficient development of signage at our campuses.

We have also compared the overall costs of our planned name change with publicly available information from other universities that have planned and/or implemented such a change. Our figures for the name change cost are in line with those who have provided costs for the name change alone, these predominately being examples from the United Kingdom.

It should be noted that the name change is part of a wider programme of work planned to increase the University's international reputation. The costs provided for the name change are exclusive of any wider programme costs.

Concern benefits of the name change are overstated

We recognise that many of the financial benefits of a name change will be indirect. These will come from a closer connection to our city and our vision, and through the benefits of enhanced international name clarity, distinctiveness and memorability.

The name change will also provide a critical component in the development of the University's international reputation, and enable the effective delivery of other components of work within our international reputation programme. This programme is expected to deliver significant benefits to the University. If quantified in international student revenues alone, which is to significantly downplay the wider benefits international students and reputation will bring, these would be measured in the tens of millions of dollars annually to the University. The name change will not achieve this on its own, rather it is a key enabler for other initiatives to effectively grow the University's international reputation.

Given the nature of these benefits we have also not sought to subjectively quantify them in a discounted cash flow analysis. Rather we have provided discussion of benefits, costs and risks through relevant sections of the draft decision document.

Complaint regarding research

Concerns were raised with the Colmar Brunton research. A complaint was lodged with the Research Association of New Zealand (RANZ) alleging that the way the research had been designed, conducted and reported breached RANZ Code of Practice.

RANZ found this complaint to be without merit in a final decision issued mid-September 2018. A statement on RANZ's website states:

On 31 July, a complaint was lodged against Colmar Brunton alleging they breached the Code of Practice in a number of ways. After review of all the information provided by the Complainant and Colmar Brunton, including consultation with subject matter experts in Statistics, the Professional Standards Group found the complaint to be without merit. Colmar Brunton was found to have complied with the Code of Practice and to have conducted the research in line with industry standards in all respects that were brought to our attention.

The full text of RANZ's final decision, together with a letter of objection from the complainant, has been provided to members of Council.

- ***Alternative measures should be considered instead of a name change***

A number of submitters suggested alternate measures that could be used to increase the international reputation of the University. There were two key areas:

1. Activities outside of naming and branding to increase international reputation, for example targeted research funding, conferences, targeted outreach and increased international marketing; and
2. Changes that could be made to the current branding without changing the name, for example greater emphasis of Wellington in the logo, or introducing New Zealand to the logo.

We agree with the first point above; there are other activities we can undertake as a University to improve our international reputation.

As described in the draft decision, the name simplification project is just one part of a wider programme of work the University is undertaking to improve its international reputation. This programme of work is investigating and implementing a series of

initiatives targeted to further increase the international prominence of the University and increase international name recognition. This programme includes work on bilateral relationships, improving our research publication credentials, international promotion and other multiple streams to help distinguish ourselves internationally and improve international perceptions of the University by potential staff, students, funders, donors, alumni and other stakeholders.

We believe the name change is an essential first step, by providing name recognition, differentiation and memorability to help us deliver on the University's positioning and vision, and to make other activities in the programme more effective. Advice from ranking agencies QS and THE, and from Assignment, the Wellington-based branding and communications company, support this.

Regarding the second point above—potential changes to our branding without a name change—our research, analysis and external advice suggest that investment in promoting the current name would be ineffective given our current name's lack of clarity and memorability. The importance of including New Zealand in our brand however, has been well canvassed and would be taken on board regardless of the outcome of this process.

- **A name change would result in further confusion/loss of reputation/loss of prestige and this risk has not been correctly accounted for in the draft decision paper.**

A number of submitters have highlighted that the potential risk of loss of reputation and prestige have not been accounted for sufficiently in the draft decision document.

In the short term, any change in name would need to be carefully communicated to key groups prior to the change taking place.

University name changes are not uncommon. Both the ranking agencies and the publication databases have advised that they have well tested processes for managing institutional name changes through use of algorithms and aliases that ensure accurate collation of the outputs of a newly-named institution with the outputs produced under the current name.

Longer term, we consider that reduced confusion about our name, and the ability to reflect and promote the work of our community, will ensure our prestige accurately matches our capability.

- **Concerns around degree value and employment consequences.**

Some submitters, particularly current students, expressed concern about the impact that a name change could potentially have on the value of their degree and associated consequences for finding employment.

University name changes are not uncommon. However, the University would carefully work through these concerns to ensure that people are not disadvantaged from this change.

Prior to any name change taking effect, we are planning that all contactable alumni would receive a formal letter from the University outlining the name change. This letter would also serve as a formal document that could be used by graduates, alongside existing documentation, to verify the change of name for the University.

When employers contact the University to verify qualifications, we would also confirm a graduate's status as a graduate of Victoria University of Wellington or University of Wellington. Currently, virtually all internet searches for the University of Wellington and Victoria University of Wellington are directed to our website. We would ensure this continues, so employers could easily contact us for verification checks. There will be no change to other contact details for the University such as phone numbers and physical address.

There would be no official need for graduates to replace their qualification certificates, but some may choose to do so.

- **Concern about potential acronyms and what would replace 'Vic'.**

Many submitters expressed their personal connections to the shortened name 'Vic' (as well as 'VUW') and their concerns about any replacement acronym associated with the new name.

We acknowledge these concerns and the connections people feel to these terms.

While 'Vic' is not a term officially used by the University, any abbreviation associated with University of Wellington would need to be considered during implementation. It may need to be reflected in shortened web urls, email addresses and in other ways, to ensure it is consistent.

- **Negative impact on donations, financial support and goodwill.**

A further concern expressed in submissions was the potential impact a change would have on the University's receipt of donations, financial support and goodwill.

We do not consider that a name change would pose a long term risk to donations and financial support.

The Chair of the Victoria University of Wellington Foundation, a charitable trust set up to raise private funds for projects of strategic importance at the University, supports the name change.

Most of our donors give to the University in order to benefit society by way of our teaching and research roles. The proposed change to our name would not affect our role in society. Key University donors were spoken to throughout the process and donors received a copy of the draft decision when it was released. Very limited feedback has been received that would indicate that there might be a long term negative impact.

The wider alumni community is important to the University and support and advocacy from that community is highly valued. Graduates of Victoria University of Wellington would remain alumni of the University and the University is committed to continuing to provide the alumni community opportunities to remain connected with each other and with students and staff (via mentoring, communications, events etc).

- **Lack of support from staff, students and alumni.**

This theme was raised in a number of submissions and with particular reference to the 4th criterion in the criteria published by the Ministry of Education on 13 July 2018. That states:

4. The council can demonstrate that there is support for a name change

The Council should provide evidence that there is demonstrable support for a name change from the relevant affected parties consulted with as per criterion 3.

Management has provided members of Council with the analysis of the support (and otherwise) from the submissions, so that the Council can make its own assessment of the level of support.

Under the relevant legal framework, the Education Act 1989 does not require a Council making a recommendation to the Minister under section 162(5) to demonstrate support for a name change or require the Minister to consider levels of support in making a decision.

Rather, and as discussed above, the Education Act 1989 requires a Council to make a recommendation to the Minister in accordance with the statutory duties of the Council and the applicable statutory purpose and objectives. These statutory duties require members of Council to make this decision in the best interests of the University.

Demonstrable support

We have sought advice regarding what is meant by 'demonstrable support'. We note that is not to be equated with *majority* support.⁴

From the submissions received, we consider that there is 'demonstrable support' for the proposed change. The majority of staff submissions (53%) support the change, as does a significant majority of the stakeholder submissions (80%).

However, a strong majority of those alumni and students who made submissions do not support the proposal, for the reasons outlined above.

Occurrence of themes

To assist the Council, we have captured the following data to track the commonalities in the themes raised by the submission.

While this task has been undertaken carefully, there is an element of interpretation involved so the numbers should be seen as indicative, rather than forensic.

⁴ The only legislative reference to 'demonstrable support' in New Zealand is in clause 8(1) of Schedule 3 to the Local Government Act 2002, relating to local government reorganisation proposals. Where the Local Government Commission decides to assess a reorganisation application, the Commission must first be satisfied that "there is demonstrable community support for local government reorganisation in the district of each affected territorial authority". The Local Government Act goes on to state that 'demonstrable community support' is not to be regarded as majority support. Clause 8(3) of Schedule 3 states that the Local Government Commission "does not need to determine whether the persons who support local government reorganisation are a majority of the persons in an affected area".

Themes in the Draft Decision paper

Theme	Staff	Students	Stakeholders	Alumni	Unidentified	Total	Petition
The name 'Victoria' holds value due to its prestigious history and how it distinguishes the University from others	28	61	4	411	51	555	175
Victoria University of Wellington is well regarded overseas, this change will have a negative impact on recognition and association with this strong position	13	16	2	136	8	175	30
The use of 'Victoria' in the name results in misidentification and/or misappropriation of work	25	0	11	16	3	55	0
'Victoria' is overused in the world and not distinctive	39	5	13	56	9	122	0
Alumni, staff and students are invested in the Victoria name and have a strong connection to the current name	14	34	2	205	5	260	48
The proposed name is modern and progressive	37	6	16	48	8	115	0
Concerns with Wellington as an identifier and that the name University of Wellington is very generic	16	29	4	201	19	269	37
The proposed name provides a stronger link to our geographical location	23	4	19	38	6	90	0
Potential impact on the University's domestic brand as Victoria is well regarded in New Zealand	4	16	1	95	9	125	24
Renaming will have little impact, and any change in prospects of the University cannot be attributed to the name change	18	17	2	110	18	165	6
Concern with the costs of a name change, with funds better used elsewhere	49	84	1	286	41	461	125
Support for the proposed Māori name	21	15	5	102	6	149	1
Alternative name suggestions	18	9	2	63	17	109	3

New themes

Theme	Staff	Students	Stakeholders	Alumni	Unidentified	Total	Petition
The arguments and reasons presented in the draft decision paper are not compelling	48	62	3	410	34	557	90
A name change will result in further confusion/ loss of reputation/loss of prestige and this risk has not been correctly accounted for in the draft decision paper	19	29	4	137	15	204	10
Lack of support from staff, students and alumni	30	43	4	99	6	182	16
Concerns around degree value and employment consequences	8	19	2	139	9	177	19
Concern about potential acronyms and what would replace 'Vic'	18	17	4	81	9	129	33
Negative impact on donations, financial support and goodwill	5	0	1	40	5	51	2

Error in draft decision paper

One submission highlighted an error in Appendix A, page 36, of the draft decision paper. In this appendix the paper stated:

Note: Victoria University in Melbourne, Australia was historically named Footscray Institute of Technology, but changed its name in 1990 after being granted university status by the Victoria State Parliament and undergoing amalgamations with other Melbourne tertiary institutions.

The submitter correctly advised the change in name in 1990 was from Footscray Institute of Technology to Victoria University of Technology, not to Victoria University. The subsequent name change to Victoria University occurred in 2005.

Next steps

If the recommendations are approved by Council, the next step in the process would be to send a letter formally recommending the change to the Minister of Education. This would be done promptly after the decision is made by Council.

At the same time, we would also release a brand narrative and associated logo for public viewing. The development of this has been done in conjunction with Assignment Group as part of the review of University brand architecture discussed in the draft decision.

As outlined previously, more detailed implementation planning would also commence to develop a phased approach leading up to an official change in January 2020. This timeframe will allow the University to both communicate the change and the rationale as well as develop a plan to roll out changes in a way that utilises existing resources and prudently manages costs.

Central to the planning will be ensuring that staff have access to the information they need, and that our students, graduates and alumni have the documentation which provides assurance their qualification and status is not affected.

Appendix A – Timeline

The following is an outline of all consultation steps undertaken by the University since February 2018 and includes both the initial feedback period (1 May – 8 June) and the formal consultation period following the draft decision (27 July – 27 August).

February 2018

- Engagement started with audiences outside the University in confidence and a forum was held with senior University leaders.

May 2018

- Five forums attended by more than 550 staff presented by the Vice-Chancellor were held **1-4 May**, on all campuses. A video of the Vice-Chancellor's presentation was placed on the staff intranet for people unable to attend.
- The story was widely reported in media and the Vice-Chancellor was interviewed a number of times. Outlets that covered the story included TVNZ, Newshub, NewstalkZB, Dominion Post, the Herald and Radio NZ.
- Student forum was co-hosted with VUWSA in the Hub on **4 May**.
- Publicity on University website began, including the front page of the Current Students' Hub, Facebook, Alumni Facebook, Instagram, Twitter and LinkedIn as well as external media, with details of how people could provide feedback. A column in VicNews (internal staff newsletter) on **7 May** provided more background for staff.
- Alumni e-newsletter was sent out to 45,000 alumni on **9 May** with a column from the Vice-Chancellor about the proposal and a link to more information on the web page. The e-newsletter also contained a story from Associate Professor Dan Laufer with his perspective on the proposal. An upcoming public meeting was advertised in the e-newsletter.
- Public forum was held on **23 May** at Rutherford House – this was promoted in a media release on **11 May**. The media release was picked up by Newstalk ZB (Auckland), Salient and NZCity. The invitation was posted on Victoria University's social media channels including alumni Facebook and website.
- Stakeholder forum was held **30 May**. Personal invitations sent to over 200 stakeholders.
- Potential name change was discussed at well-attended alumni events in London, Edinburgh, New York and San Francisco.

June 2018

- Alumni e-newsletter sent on **1 June** with a story about the continuing discussion on the name change and an invitation for alumni to provide feedback to an email address. This was the most opened story in the e-newsletter.
- The official feedback period ended on **8 June** but feedback continued to be welcomed and received until 19 July. This was publicised through social media channels and on the website.
- Post uploaded on the Alumni Facebook page **11 June** thanking alumni who made a submission and advising those who were unable to do so to date that they still could make a submission to the email address.
- Vice-Chancellor continued to complete media interviews.
- Ongoing updates to material were made on the University's website.

27 July 2018 – University Council makes draft decision and begins period of formal consultation

July

- University Council reached a draft decision on Friday **27 July** and announced a further period for feedback. This was communicated through an all-staff email, alumni e-newsletter, emails to people who had made submissions and to stakeholders, a media release and social media posts on all University pages. We answered questions and provided links to more information on the website.
- Vice-Chancellor completed a number of media interviews.
- Information about the draft decision has been in a prominent position on the front page of the University's website since **27 July** (and at other times during May and June).

August, 2018

- Opinion piece from the Vice-Chancellor appeared in the Dominion Post on **3 August**.
- Advertisement placed in Dominion Post on **4 August** publicising public meetings on 6, 7 and 8 August and advising how to give feedback on the draft decision.
- Advertisement placed in Dominion Post on **6 August** publicising public meetings, how to give feedback and providing some of the thinking underpinning the Council's decision.
- Student forum held on **6 August** at Rutherford House and broadcast live via Facebook.
- Article on the draft decision appeared in Salient on **6 August**.
- Public meetings held on **6, 7 and 8 August**.
- While not arranged by the University, a student protest was held outside the Hunter Building on the University's Kelburn Campus on **7 August**. Approximately 30 people attended.
- A student perspective on the proposal published on the MyView blog, which sits alongside the University's website, on **6 August**
- A video of the Vice-Chancellor's presentation at one of the public meetings was posted on the University's website on **8 August** and the link publicised through social media channels.
- Ongoing additions were made to the University website material on the proposal.
- On **9 August**, the feedback period was extended for two weeks until Monday 27 August. This was widely publicised through the University's website, social media channels, a media release, a letter to alumni, a letter to stakeholders and a letter to everyone who had provided feedback to the official feedback channels.
- Advertisement was placed in Dominion Post advising of extension to the feedback period on **11 August**.
- A further student forum was held on **16 August** at the Kelburn campus.
- Further staff forums were held on **17, 20, 21 and 22 August**.

- Advertisements appeared in the Dominion Post on **19, 22 and 25 August** answering frequently asked questions about the draft decision and publicising how to provide feedback.
- The Vice-Chancellor has personally responded, where possible, to hundreds of emails from students, staff, alumni and stakeholders. The Vice-Chancellor and members of the Senior Leadership Team have also had numerous face-to-face meetings and conversations about the proposal.
- Formal consultation closed at 5:00pm on **27 August**. Late feedback was still accepted until 10:00am on **28 August**.

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176A Individual duties of members of councils

(1) A member of the council of an institution, when acting as a member of the council in any circumstances,—

(a) must—

(i) act with honesty and integrity; and

(ii) act in the interests of the institution as a whole; and

(iii) act in a manner that promotes the performance of the functions characteristic of an institution of the kind to which he or she belongs, and the duties of the council; and

(iv) act in good faith, and not pursue his or her own interests at the expense of the council's interests; and

(b) must exercise the care, diligence, and skill that a reasonable person would exercise in the same circumstances, taking into account—

(i) the nature of the institution; and

(ii) the nature of the action; and

(iii) the position of the member as a member of the council of an institution, and the nature of the responsibilities undertaken by him or her; and

(c) must not disclose any information to which subsection (3) applies to any person, or make use of, or act on, that information, except—

(i) in the performance of the council's functions; or

(ii) as required or permitted by law; or

(iii) if he or she has earlier been authorised to do so by the council; or

(iv) if disclosing, making use of, or acting on it will not, or will be unlikely to, prejudice the council or the institution; or

(v) in complying with requirements for members to disclose interests.

(2) The fact that a member of the council of an institution was appointed by the council in accordance with a statute providing for the appointment of a member (or 2 or more members) to represent the interests of a stated institution or of people or institutions of a stated description does not displace or limit the member's duty under subsection (1)(a)(ii) to act in the interests of the institution as a whole.

(3) This subsection applies to information that—

(a) a member of the council of an institution has in his or her capacity as a member of the council; and

(b) would not otherwise be available to him or her.

(4) Subparagraphs (i) to (iii) of paragraph (b) of subsection (1) do not limit the generality of that paragraph.

181 Duties of councils

It is the duty of the council of an institution, in the performance of its functions and the exercise of its powers,—

(a) to strive to ensure that the institution attains the highest standards of excellence in education, training, and research;

(b) to acknowledge the principles of the Treaty of Waitangi:

(c) to encourage the greatest possible participation by the communities served by the institution so as to maximise the educational potential of all members of those communities with particular emphasis on those groups in those communities that are under-represented among the students of the institution:

(d) to ensure that the institution does not discriminate unfairly against any person:

(e) to ensure that the institution operates in a financially responsible manner that ensures the efficient use of resources and maintains the institution's long-term viability:

(f) to ensure that proper standards of integrity, conduct, and concern for—

(i) the public interest; and

(ii) the well-being of students attending the institution—

are maintained.

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Annex seven: summary of the University's consultation with stakeholder groups

	Date	Staff	Students	Alumni	Council	Other interested parties	
Feb		Forum with senior University Leaders				Letter sent to Minister of Education	
May	1-4	Five forums attended by more than 550 staff (out of a total 3,500) presented by the Vice-Chancellor on all campuses. A video of the Vice-Chancellor's presentation was placed on the staff intranet for people unable to attend.	Student forum was co-hosted with VUWSA in the Hub (4th). Attended by "a small group of engaged members of the student population" out of a possible 21,000 students.				
		The story was widely reported in media and the Vice-Chancellor was interviewed a number of times. Outlets that covered the story included TVNZ, Newshub, NewstalkZB, Dominion Post, the Herald and Radio NZ. Publicity on University website began, including the front page of the Current Students' Hub, Facebook, Alumni Facebook, Instagram, Twitter and LinkedIn as well as external media, with details of how people could provide feedback.					
	7	A column in VicNews (internal staff newsletter) provided more background for staff.					
	9			Alumni e-newsletter was sent out to 45,000 alumni with a column from the Vice-Chancellor about the proposal and a link to more information on the web page. The e-newsletter also contained a story from Associate Professor Dan Laufer with his perspective on the proposal. An upcoming public meeting was advertised in the e-newsletter.			
	11	Media release promoting a public meeting on 23rd. The media release was picked up by Newstalk ZB (Auckland), Salient and NZCity. The invitation was posted on Victoria University's social media channels including alumni Facebook and website.					
	23	Public Forum held at Rutherford House. Six people attended.					
	30					Stakeholder forum was held. Personal invitations sent to over 200 stakeholders (only 2 attended).	
					Potential name change was discussed at well-attended alumni events in London, Edinburgh, New York and San Francisco		
	June	1			Alumni e-newsletter sent with a story about the continuing discussion on the name change and an invitation for alumni to provide feedback to an email address. This was the most opened story in the e-newsletter.		
		8			Initial feedback period closed (but extended by notice released on 11 June).		
11				Post uploaded on the Alumni Facebook page 11 June thanking alumni who made a submission and advising those who were unable to do so to date that they still could make a submission to the email address to 19th July.			
		Vice-Chancellor continued to complete media interviews. Ongoing updates to material were made on the University's website.					
July	19			The extended feedback period closed.			
	27				University Council reached a draft decision and announced a further period for feedback.		
		The Council decision was communicated through an all-staff email, alumni e-newsletter, emails to people who had made submissions and to stakeholders, a media release and social media posts on all University pages. We answered questions and provided links to more information on the website. Vice-Chancellor completed a number of media interviews.					
August	3	Opinion piece from the Vice-Chancellor appeared in the Dominion Post.					
	4	Advertisement placed in Dominion Post on 4 August publicising public meetings on 6, 7 and 8 August and advising how to give feedback on the draft decision.					
		Advertisement placed in Dominion Post on 6 August publicising public meetings, how to give feedback and providing some of the thinking underpinning the Council's decision. Article on the draft decision appeared in Salient.					
	6	A student perspective on the proposal published on the MyView blog, which sits alongside the University's website.					
		Student forum held at Rutherford House and broadcast live via Facebook.					
	6-8	Public meetings held.					
	7		While not arranged by the University, a student protest was held outside the Hunter Building on the University's Kelburn Campus. Approximately 30 people attended.				
	8	A video of the Vice-Chancellor's presentation at one of the public meetings was posted on the University's website and the link publicised through social media channels. Ongoing additions were made to the University website material on the proposal.					
	9	The feedback period was extended for two weeks until Monday 27 August. This was widely publicised through the University's website, social media channels, a media release, a letter to alumni, a letter to stakeholders and a letter to everyone who had provided feedback to the official feedback channels.					
	11	Advertisement was placed in Dominion Post advising of extension to the feedback period.					
	16		A further student forum was held on at the Kelburn campus.				
	17, 20, 21, 22	Further staff forums were held					
	19, 22, 25	Advertisements appeared in the Dominion Post answering frequently asked questions about the draft decision and publicising how to provide feedback.					
	27	The Vice-Chancellor has personally responded, where possible, to hundreds of emails from students, staff, alumni and stakeholders. The Vice-Chancellor and members of the Senior Leadership Team have also had numerous face-to-face meetings and conversations about the proposal.					
	31	Formal consultation closed at 5:00pm on 27 August. Late feedback was still accepted until 10:00am on 28 August.					
Sept	17				All feedback provided to the Council	Council workshop to enable Council members to engage with the feedback.	
	24					Council Meeting	

Annex eight: letter from Grant Guildford to the Ministry of Education responding to queries raised in ministerial correspondence

Attached separately as PDF document

Proactively Released

21 November 2018

Andy Jackson
Group Manager Tertiary Education
Ministry of Education
PO Box 1666
WELLINGTON 6140

Via email: s 9(2)(a)

Dear Andy

Recommendation to change the name of the University

Thank you for your letter of 7 November 2018 in which you requested further information regarding Council's recommendation to change the University's name. Please find below additional details which may assist the Ministry in preparing its advice for the Minister.

1. Wider international reputation programme

You asked for information on the wider international reputation programme of work in order to put the Council's name change recommendation in to context.

We have made our view clear that a simplified name alone will not secure the University's future. The new name is, however, a cornerstone and high-profile catalyst uniting and energising a wider programme to advance the University's international reputation and ensure that the impressive achievements of our staff, students and graduates are attributed to this university rather than similarly named institutions. This recommendation demonstrates the ambition and confidence of both the Council and Senior Leadership Team in the future of the University, Wellington, and our capital city university 'partnership'. We are excited by the tangible opportunities provided by the name change, the subsequent explicit alignment with our increasingly influential city, and the wider international programme that is made possible by the adoption of a clear and distinctive name upon which a global brand befitting this fine institution can belatedly yet deservedly be built.

In the current environment, universities must have a strong global reputation founded on excellent teaching (and wider student experience), research, and engagement. Over the 120 years of the University's existence, staff, students and alumni have demonstrated extremely high levels of achievement. However, today we still have less than satisfactory international prominence and name recognition amongst those who haven't directly interacted with the University.

This issue is illustrated by the unsatisfactory academic reputation scores we receive in the annual surveys by ranking agencies such as Times Higher Education—scores which are not in keeping with the University’s research and teaching excellence. It is further supported by digital market research which reveals the University has low search volumes in most international markets in comparison to other universities that share ‘Victoria’ in their name. Similarly, the name ‘Victoria University’ has been shown to have only a weak association offshore with Victoria University of Wellington. This low international name recognition is further illustrated by the submissions from staff members about their personal experiences of confusion over their institutional affiliation. In contrast, the University’s domestic reputation is strong and steadily getting stronger.

Initiatives and efforts to address this lack of international prominence and name recognition are ongoing across the University and the purpose of the international reputation programme is to bring these efforts together in a coordinated approach. This programme comprises a number of both new and existing projects which, combined and coordinated, are expected to lead to both increased international prominence and increased international name recognition (and the benefits thereof to the institution and its staff, students and alumni as well as to Wellington).

The following University projects contribute to the international reputation programme:

- *Name simplification:* This project provides a cornerstone to the wider programme, with a simplified name providing greater recognition, differentiation and memorability of the University to international audiences. This will help ensure consistent attribution of our achievements to the University and allow more effective delivery of many of the other activities of the programme. As such, this project has been advanced to be the initial focus area for the programme, with other projects building off this potential change.
- *Increased international branding and marketing:* If the simplified name is approved, we will initiate a prudent global branding and marketing strategy to promote international awareness of the University amongst the international academic community, prospective students and staff, and prospective research and philanthropic funders. It is noteworthy that international marketing experts have advised against an international branding and marketing campaign until the University has adopted a simple and distinctive name. They note that the confusion and lack of memorability of our current name would seriously compromise the cost-effectiveness of a branding and marketing campaign.
- *Capital city positioning and strategic plan refresh:* Placing emphasis on the word Wellington in our name aligns with our positioning as New Zealand’s globally ranked capital city university. This positioning is at the heart of both our domestic and our international differentiation and helps define the academic areas in which we will be truly world leading. As part of our 2019-2024 strategic plan refresh we are examining the areas of academic emphasis that will become investment priorities. It is these areas that will be highlighted in the international branding campaign mentioned above. They will also be the areas in which our international recruitment (staff and students) and partnerships (see below) will be focussed.

- *International engagement:* These activities include development of a select number of carefully chosen deep bilateral relationships with international universities, active participation in the recently created University Consortium of the 21st Century Maritime Silk Road, creation of an active network of capital city universities, and increased nomination of staff for international honours and awards.
- *International conferences:* In partnership with the WREDA Business Events team, increased attraction of conferences to Wellington to showcase our city and region and the University's areas of international excellence.
- *International student recruitment:* Continuing the programme of improvements to enhance our international recruitment including better management of agents, and more effective use of in-country managers as well as participation with WREDA and Education New Zealand in the Wellington International Student Growth Programme. It is noteworthy that the projects focussed on international reputation are closely linked to other internationalisation activities including development of more academic programmes of relevance to international students, expansion of the third trimester, and improvements to accommodation tailored to international students in Wellington.
- *Student experience:* The University has a wide array of activities targeted at enhancing the student experience, both inside and outside the classroom, that are relevant to both domestic and international students. These include many high-level engagements with Wellington City Council and its agencies in areas as diverse as transport, accommodation, events, work readiness, work experience, and entrepreneurship—all under the broad umbrella of 'Student City'. This work in partnership with Wellington is critical to student choice and underlines the importance (and common sense) of explicitly aligning names of the University and city.
- *Alumni networks and events:* Boosting alumni volunteer networks and supporting efforts for promotion and recognition of the University through these networks.
- *Online learning:* Further development of MOOCs and extension of our activities working with the exclusive and world leading edX platform.
- *Regional research collaboration:* If the name change is approved, there is an opportunity to develop a Wellington-centred regional research federation ('University of Wellington and Research Institutes'). This concept has recently been discussed in confidence with the Minister of Research, Science and Innovation and the Ministry of Business, Innovation and Employment and has the potential to markedly lift the region's international research productivity and *profile*.
- *Research affiliation:* Creation and rollout of new streamlined standards for affiliation of research at the University in line with the potential name simplification, improving attribution of our research to the University's name.
- *Improving publication impact:* Supporting researchers to target publications that will provide improved reputation and recognition outcomes for the University.

- *Rankings*: Targeted efforts to enhance our rankings outcomes, utilising insights from ranking analytics to target both subject and overall ranking improvements. It is noteworthy in this regard that the two most influential university ranking agencies (QS and Times Higher Education) have both confirmed that the proposed name change will be beneficial for the University's international reputation.

As new international reputation projects emerge they will also be added and coordinated with the above programme.

Benefits of the programme

Key outcomes being targeted for the programme include:

- Improved rankings;
- Growth in international research income;
- Growth in international student numbers;
- Partnerships with prominent institutions worldwide;
- Improved attractiveness of our qualifications; and
- Improved ability to attract high calibre staff.

The above benefits will lead to improved learning outcomes for both domestic and international students, improved research outcomes and financial sustainability for the University, and wider economic benefits for the Wellington region and New Zealand.

The name change is an essential first step in this programme. The name 'University of Wellington' will provide name recognition, differentiation and memorability to help us deliver on the University's positioning and vision. Without a name change, the effectiveness and impact of the other components of the international reputation programme will be diluted. This will lead to reduced benefits or significantly increased costs to deliver improved international reputation.

2. Consultation process

We are aware that some people have raised concerns about the nature and scope of the voluntary consultation process undertaken by the University. We can assure the Minister that the Council gave careful consideration to these concerns in reaching its decision. The University was advised by leading law firms Simpson Grierson and Chapman Tripp who both advised that the consultation process adopted was robust.

Steps undertaken by the University to consult on the name change proposal

The University took a proactive approach to communication and engagement on the potential name change internally and externally, and within New Zealand and internationally.

A range of mechanisms were used to ensure members of the University's community and relevant stakeholders were informed about the name change proposal, and that these mechanisms provided sufficient opportunity for interested persons to provide their views.

The full range of steps undertaken during the initial feedback period from 1 May to 8 June, and the formal consultation period between 27 July and 27 August, are set out in the recommendation paper considered by Council in relation to the name change proposal.

Briefly, they included:

- Engagement with wider audiences (beyond Council and Senior Leadership Team) started in confidence in February 2018 and included a forum with key senior academics (heads of schools) and central service unit directors. From April, discussions were held with other key internal and external stakeholders including other tertiary providers; Te Aka Matua (incorporating Ngāi Tauira representatives), Toihuarewa and other Māori groups; and former chancellors/vice-chancellors of the University.
- Between May and June, initial feedback was sought from students, alumni, staff (both academic and professional) and members of the public. Open discussions were held with staff in forums on all campuses. All staff were encouraged to provide feedback at these forums, by follow-up emails and information placed on the staff intranet. We engaged with the leadership of the University's principal student associations and with key student leaders, and held wider discussions with students via a forum in the Hub. Both domestic and international alumni were also engaged. Those for whom we held email addresses and were able to be contacted were consistently informed via a regular e-newsletter. Others were engaged through media coverage, information displayed on the front page of the University website, various social media channels such as Facebook, Twitter and LinkedIn and word of mouth.
- Public forums for staff, students and members of the public were held starting 1 May 2018. Overall, eight forums were held for staff, students, stakeholders and the public during the initial feedback period. Five staff forums were held from 1-4 May 2018, a student forum was held on 4 May 2018, the public forum was held on 23 May 2018, and the stakeholder forum held on 30 May 2018. The potential name change was also discussed at well-attended alumni events in London, Edinburgh, New York and San Francisco.

Following the release of the Council's draft decision paper on 27 July, a further consultation process was undertaken between 27 July and 27 August. As part of this process:

- The draft decision paper was placed on the University's website along with a range of supporting information.
- The draft decision was notified to staff, alumni and students directly via an all-staff email on 27 July, the alumni e-news on 27 July (an electronic newsletter sent to more than 50,000 alumni), a press release, informal meetings with staff and internal newsletters encouraging feedback to Council, and over 50 posts on the University's various social media channels aimed at students and alumni. The draft decision was also communicated to students by VUWSA.

- All students and alumni who provided feedback during the initial feedback period were directly notified by email of the draft decision and encouraged to give feedback.
- Further explanatory material about the name change proposal was disseminated through three public forums, two student forums, four staff forums. Across these ten forums, approximately 180 staff attended the four staff forums; approximately 80 students attended the two student forums, and approximately 100 people attended the three public forums.
- Notices were published in the Dominion Post on 4, 6, 11, 18, 22 and 25 August, all of which included details on how to give feedback to Council (i.e. email feedback to be sent to feedback@vuw.ac.nz and written feedback to be addressed to the Chancellor).
- The Council approved an extension to the consultation time period when requested to do so by some submitters.

The matter was also raised and discussed at meetings of the Academic Board.

Overall, the formal consultation period lasted for a total of just over four weeks. This is in addition to the initial feedback period of five weeks prior to the release of the Council's draft decision.

Effectiveness of consultation

You have asked for our comments on how effective the consultation process was in gauging the level of support for the proposed name change.

We note the purpose of consultation is not to gauge levels of support for the name change proposal, but rather to ensure that interested persons are adequately informed of the proposed decision and are given a reasonable opportunity to give feedback and have that feedback taken into account before a final decision is made.

In this context, we consider the best evidence of the adequacy of the consultation process used here is the volume of submissions received. In particular, notwithstanding the concerns raised regarding the nature and scope of the consultation, the University had received 2,053 email, phone, verbal or written submissions at the conclusion of the formal consultation process. Of these, 1,379 were from alumni, 219 from staff, 185 from students, 86 from stakeholders and 184 from people who we could not assign to a particular group.

Some submissions were made by bodies representing a wider range of individuals. For example, the Tertiary Education Union (TEU), Victoria University of Wellington Students' Association (VUWSA), and the Victoria University of Wellington Law Students' Society (VUWLSS) all made submissions which referred to results from polls run by those organisations. In addition, VUWSA put out questions to students about the proposed name change and received more than 700 responses (which were summarised in the VUWSA submission to Council).

All submissions were provided in full to Council and were conscientiously considered—every member of Council read and reflected on all submissions (almost 1,500 pages). At its meeting on 24 September 2018, the Council also permitted 5 non-Council members to address the Council and put forward their views prior to Council making its decision. Furthermore, Council made its decision in public ensuring public scrutiny of the individual Council Member’s views and their individual decisions for or against the proposal. In view of the above, we are comfortable that the consultation processes followed by the University ensured that Council was made fully aware of the reasons why submitters either supported or objected to the name change proposal. The Council then gave due consideration to these reasons in reaching its decision, as you will have seen in the recommendation paper.

3. Representative submissions

Submissions were received from individuals, groups, organisations, clubs and sets of named people and all were reported accurately and consistently. In recording submissions, the University counted the submissions it received rather than the number of submitters. Therefore, a submission made on behalf of a group was counted as one submission. This was the case regardless of whether the submission was supportive or opposed to the proposed name change.

As stated above, all submissions were provided in full to Council and were conscientiously considered by each member of Council. The recording of submissions and the summary tables provided to Council in the recommendation paper provide complementary information to show themes in the submissions.

If an organisation polled its members, those poll results were also provided to the Council for Council to consider. This was set out on pages 12 and 13 of the recommendation paper.

4. External review by Assignment

The relationship between the University and Assignment is an arms-length commercial relationship and the University has no concerns regarding the appointment of Assignment or the integrity of the advice provided.

The University undertook an RFP process to select a suitably qualified company to complete a brand architecture and design review. This process was overseen by two senior communications and marketing professionals who then recommended that Assignment be contracted to undertake the work. This recommendation was made on the basis of Assignment’s experience and expertise in this area.

In its proposal document, Assignment outlined the background of the team who would work on the project, including noting which staff were alumni of the University.

One of the partners of Assignment, Peter Biggs, was on the Board of WREDA at the same time as myself. My association with WREDA is a matter of record and noted in the Council's disclosure of interests register and I did not take part in the selection of the successful applicant to the RFP process. The Council did not consider there to be a conflict.

Further matters

It is worth noting that Council's decision to recommend a name change (and the prior discussion of the proposed change earlier in the year) has not significantly impacted on alumni engagement with the university. Overall engagement has increased this year in comparison to 2017, with more alumni donating, attending events, signing up to provide mentoring and generally staying connected to the University.

In closing, you will be aware of a petition and supporting evidence presented by Ross McComish currently before the Education Workforce Select Committee. The Committee have called for public submissions, due on 23 November 2018.

The petition and accompanying evidence purports to raise issues relating to name changes of all New Zealand universities incorporated by an empowering Act, and seeks legislation to address those issues. In doing so, it seeks to challenge law reform introduced by the then-Labour Government in 1990. The petition also raises, "as the example", matters that relate specifically to the process followed by the University in recommending the name change to the Minister.

We do not share the concerns raised by the petitioner regarding the operation of the statutory framework or the process followed by the University. We are, however, concerned that this petition may be an attempt to distract from or delay the current recommendation.

The Minister's power to change the name of the University is clearly set out in section 162(5) of the Education Act 1989. It has been exercised on 14 previous occasions in relation to a range of polytechnics. There is no uncertainty that should delay the Minister from making a decision in the present circumstances. Nor do we consider there is any immediate need for wider legislative action to address asserted deficiencies in the operation of section 162(5). To the extent the petition raises any particular questions for the Minister regarding the process followed by the University, we would be happy to discuss these with you and/or the Minister. The Select Committee is not the appropriate forum for these matters.

We intend to make a submission to the Select Committee on the petition, highlighting the points above.

We are aware through replies to questions in the House that the Minister has previously sought advice from Crown Law regarding the University's name change. We have previously provided our legal advice regarding the Ministerial criteria for section 162(5) on a limited waiver basis and, on the same terms, would be happy to share with the Minister our legal advice on points raised in the petition, if that would be of assistance.

Please let me know if you have any further questions or would like any further information.

Yours faithfully

A handwritten signature in blue ink, appearing to read 'Grant Guilford', with a large, stylized flourish at the end.

Grant Guilford
Vice-Chancellor and Chief Executive

Proactively Released