

---

---

## Massey Business School Advisory Board

### Terms of Reference

---

---

#### **Name**

Massey Business School at Massey University, referred to as “the School”, has established a board of external advisors. The name of the advisory board is the *Massey Business School Advisory Board*, referred to as “the Board”.

#### **Purpose**

The purpose of the Board is to act as an independent advisory body to the Pro Vice-Chancellor of the School, providing strategic advice to support the School in fulfilment of its mission.

#### **Mission**

To create a guiding partnership between the School and the New Zealand business community that will provide input, direction, opportunities and support for the School.

#### **Objectives**

- Providing advice to the Pro Vice-Chancellor regarding the mission, goals and strategy setting of the School.
- Providing advice and assistance to the Pro Vice-Chancellor to strengthen the relationships between the School, its faculty and students and the professional, governmental and New Zealand business communities.
- Providing advice on the development of the qualifications and research portfolios of the School.
- Providing advice on key faculty appointments to the School.
- Identifying opportunities through which faculty and students can engage with the business community and government through internships, mentoring, practical learning, research consulting projects and events.
- Providing a mechanism for promoting the capabilities and reputation of the School amongst the professional, government, business and student communities nationally and internationally.
- Identifying sources of external funding and sponsorship that will support the School in its development of its mission.

## **Membership**

Membership of the Board is expected to number between 15 and 20 external members.

Membership is determined by the Pro Vice-Chancellor and Chair, based on recommendations of the Nominating Committee, which shall comprise of the Chair, Pro Vice-Chancellor and the Massey Business School External Relations Account Manager, and at least one other Board member agreed to by the Chair and Pro Vice-Chancellor. In addition to making recommendations upon resignation by a Board member, the Nominating Committee conducts a review of board composition annually.

All efforts will be made to maintain diversity across major sectors of the New Zealand economy, with special emphasis on industries and professions represented in the School's teaching and research specialties, at the same time representing cultural and gender interests if and where appropriate. The geographic spread of members should reflect the School's national reach.

## **Internal Members**

Given that the goal of the Board is to provide an external sounding board, the Pro Vice-Chancellor is the only internal member; other key staff are invited to meetings as appropriate.

## **Honorary Members**

After two consecutive terms of service, the Nominating Committee may recommend the title of Honorary Member to individuals for exceptional service. Honorary members are not expected to attend meetings but are kept informed of the board's activities, are invited to participate in School functions, meetings and initiatives and remain a part of the School family.

## **Terms**

The term of membership is three years, which is renewable twice.

The term for the chairs is two years. This may be extended by two further years at the request of the Nominating Committee

## **Committees**

Ad-hoc committees may be formed from time to time as recommended by the board. Such ad-hoc committees are expected to work on specific strategic tasks with fixed time frames and deliverables. Standing committees may be created by the board if the nature of the tasks are longer term or permanent. Faculty may be invited to join or contribute to ad-hoc or standing committees.

## **Amendments**

The board may propose amendments to the Terms of Reference. Amendments will be made by the Pro Vice-Chancellor. The Terms of Reference, along with standard practices (see Appendix) will be reviewed annually at the first meeting of the year.

## **Appendix: Standard Board Practices**

The following are practices that reflect the collective wishes of the Board to maintain its effectiveness.

1. Meetings
  - a. Board meeting agendas will be negotiated by the Chair and the Pro Vice-Chancellor.
  - b. Meeting agendas will typically include two major discussion topics on which the School requires advice or feedback from the Board. These may be embryonic, initiatives under consideration, or a programme being reviewed by a Centre or School. Topics are typically not presentations simply for information to the Board.
  - c. Agendas will also typically include an opportunity for engagement with students and/or staff; student presentations are encouraged, with videos of such presentations used for appropriate promotion purposes.
  - d. All major discussion topics should have a briefing paper sent in advance.
  - e. There will typically be four meetings per year, one per quarter. Timing may be adjusted to mesh with the University's planning cycle.
  - f. Board meetings will typically be face-to-face, with members physically present. However, upon the request of Board members, meetings may be scheduled such that members can participate via Skype or similar means.
  - g. Meeting papers will be sent to Board members at least 10 days in advance of meetings.
  - h. Meeting papers will include maps/directions to the venue as well as a number to contact for flight/traffic delays or other last minute difficulties.
2. New members will be asked to complete a form to solicit and update information on qualifications, interests/expertise, availability, contact details, etc. This will be used to promote the Board and to inform the PVC, Nominating Committee and School staff on the resources available.
3. An Intranet site will be created for the board as a source of relevant information about the School and the Board's business.
4. The PVC and Chair will continuously seek to maximise the value to the School of the Board's expertise and connections.
  - a. The Board will have one standing committee, the Resource and Fundraising Committee.
  - b. Additionally, at least two Board members will serve on the School's Business Engagement Committee.
  - c. Other ad hoc committees comprising of, or including Board will be formed as appropriate for appointments and reviews.