



## COUNCIL PAPER

TO	Members of Council
FROM	Professor Grant Guilford, Vice-Chancellor
AUTHOR	Simon Healy, Director Strategic Projects
DATE	22 May 2018
SUBJECT	<b>Process regarding a re-consideration of the University's name</b>
REF TO STRAT PLAN	All
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### Executive Summary

This paper provides the Council with an overview of the process for investigating a simplification of the University's name and for implementing a change to the name should such a recommendation be made by management and approved by Council.

### Recommendation

It is recommended that the Council ratify the proposed process.

### Background

Research and analysis of Victoria's international reputation has shown good evidence that the current name of 'Victoria University of Wellington' is causing confusion internationally. We are one of a number of Victoria Universities worldwide and the name Victoria is generally not associated with our location, causing confusion for international audiences. Consequently, our very high quality of research and teaching is not as well recognised offshore as it should be.

This research and analysis has also shown shifting to a simplified name, such as the 'University of Wellington', will reduce this confusion and improve international reputation.

- The name 'University of Wellington' aligns with New Zealand's capital city. Civic universities (including global-civic universities) are first and foremost

about their city and are prepared to tie their fortunes to those of their city. Wellington is our city – not Victoria;

- The University’s low international brand awareness is also not in keeping with its very high academic standards. Research and analysis suggests at least some of this international reputation vacuum is due to the lack of clarity and distinctiveness associated with our name; and
- Adoption of a name that centres on “Wellington’ rather than on ‘Victoria’ improves the likelihood that other Wellington-based organisations will feel comfortable working with us under a collective banner.

The potential change in name for Victoria University of Wellington, or Name Simplification project, is one part of a wider programme of work occurring to improve the international reputation of the university. This programme of work is investigating and implementing a series of initiatives targeted to increase the international prominence of the university and increase international name recognition. As well as the Name Simplification project, this programme includes

[REDACTED]

### **The process for changing name**

The process for formally changing the name is relatively simple. Under section 162(5) of the Education Act 1989, the Council must make a recommendation to the Minister who, in turn may change the name by publishing a notice in the Gazette.

[REDACTED]

[REDACTED]

[REDACTED]

## Current work underway to inform a potential name change decision

We are currently planning for a decision on the potential name change for the University to be made at the Council meeting on [REDACTED]. To help inform this decision we are conducting six areas of work, with summaries (at least) from each of these areas to be provided as part of the decision paper in [REDACTED]

- **International research on the name Victoria University of Wellington and potential alternative names.** This work is largely complete and summaries of this research was provided to the Council previously.
- **Stakeholder discussions and feedback on the potential name change.** This includes discussions with Staff, Students, Alumni, stakeholders and other members of the public. Further details of this process is contained in Appendix 1.
- **Change to 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 a new name is being considered. The proposed Māori name would change to 'Te Herenga Waka', the name of the University's marae, which represents the very essence of all things Māori at Victoria rather than just a literal translation.
- **Design and brand work.** We are in the final stages of a competitive process to appoint a design company to review our name and brand material to support a potential name change. [REDACTED] is our preferred company. A summary of the brief for this work can be found in Appendix 2.
- **Securing Trademarks and** [REDACTED]

[REDACTED]



### **Planning of further work required if the name were to change**

While no work on implementation of a name change will occur before any decision, planning of required activities is being undertaken to ensure any decision to change could effectively and efficiently be executed. Appendix 4 shows a visualisation of the different areas of planned work for any name change. The two key dates for the planned work are a change decision by Council on [REDACTED], and launch of the new name on [REDACTED]. These plans are still work in progress and refined plans will accompany the decision papers on [REDACTED]. It should also be noted that all work in the appended plan beyond [REDACTED] assumes a decision to change name is made on [REDACTED]. Should this not be the case this work plan would either stop or need reworking if a decision was made later.

### **Next steps**

Stakeholder feedback and the above analysis and planning will be compiled for a decision paper on potential name change at the [REDACTED] Council meeting. Any prior major updates on this process and significant areas of feedback will be provided as an update to Council in the [REDACTED] Vice-Chancellor's report.

## Appendix 1: Stakeholder discussion and feedback

### Approach

The University is taking a proactive approach to communication and engagement internally and externally, and within New Zealand and internationally. Discussion on the topic is being targeted at multiple audiences and feedback is being actively sought from these interactions (in person, via phone or via email). The following provides brief detail on plans for each audience:

- **Council:** Provide opportunity for input and keep updated via regular Council meetings.
- **Māori:** Discussions with Te Aka Matua (incorporating Ngāi Taurira representatives), Toihuarewa, and mana whenua were held early.
- **Former Chancellors/V-Cs:** Engaged early on and provided with context and ability to feedback.
- **SLT and other senior staff:** Provided with key messages and Q&A. These staff members are feeding back areas of concern to V-C and identifying opportunities for V-C to further engage key groups.
- **High influence stakeholders:** Discussions with influential stakeholders and engagement with them to ensure context is understood. This group includes Advisory Board members, external organisations, funders, and partner institutions.
- **Staff:** Open discussion with staff in forums and other discussions to enable them to help identify ways to ensure Victoria's reputation is recognised on the international stage and provide feedback on the potential change.
- **Alumni:** Engaged as key members of the University community, ensuring they are provided with context and ability to feedback. Influential alumni have been identified and more targeted discussions had directly with them.
- **Donors and prospective donors:** As valued members of the University community, they have been provided context and given opportunity to feedback on ideas to ensure Victoria's reputation is recognised on the international stage. Direct engagement has occurred with major individual donors.
- **Students:** We have engaged with key student leaders and in wider open discussions with students on the topic (with support by student association representatives for the potential change).
- **Media:** Vice-Chancellor is the spokesperson for the potential change and direct communication with the media. Our approach is to respond quickly to questions and for the V-C to be available for interviews wherever possible.

Further detail on discussions with Students, Staff, Alumni, other key stakeholders and members of the public can be found on the following pages.

### Student discussions

Discussions with students has occurred with student representative groups (such as VUWSA), open forums, through articles and advertising in the student magazine, Salient and via social media. This discussion is planned to continue over the next month, with closing date for email feedback on 8 June 2018.

### Planned and completed activities (italicised items complete)

<b>April</b>	<ul style="list-style-type: none"> <li>• <i>Apr 17: Met with VUWSA Executive</i></li> </ul>
<b>May</b>	<ul style="list-style-type: none"> <li>• <i>May 4: Student presentation in the Hub, feedback opened</i></li> <li>• <i>May 8-11: Meetings with:</i> <ul style="list-style-type: none"> <li>○ <i>VUWSA Executive</i></li> <li>○ <i>International Student Association representatives</i></li> <li>○ <i>Student Academic Board representatives</i></li> <li>○ <i>Postgraduate Association representatives</i></li> </ul> </li> <li>• <i>May 14: Advertisement and article in Salient</i></li> <li>• <i>Throughout May: Posts on social media channels that our students engage with, use of DID screens to encourage feedback and providing material to VUWSA to promote the link to information on our website and the feedback address through their channels.</i></li> </ul>
<b>June</b>	<ul style="list-style-type: none"> <li>• <i>May-June: On-going discussions with student representatives</i></li> <li>• <i>June 8: Feedback closes</i></li> </ul>

### Initial feedback from students

General feedback from students has been mixed. The VUWSA Executive is very supportive of a potential name change and the VUWSA President has publicly spoken in support of the change. There has been some debate on social media with a number of students expressing attachment to the name Victoria and concern about the costs of the name simplification. Providing a link so people can view the Vice-Chancellor's presentation to students, and hear the reasoning behind the proposal, has been important. Initial conversations with the International Students Association and Postgraduate students Association presidents have been supportive and follow-up meetings with their executive teams is scheduled.

### Staff discussions

Discussions with staff started in late February, engaging with senior leaders on the research findings on our International reputation. These discussions widened to all staff in early May with staff forums and direct feedback from these forums continues to be encouraged and received from staff. Discussions with staff are continuing at all levels in the University and Senior Leadership Team members are gathering feedback from teams.

### Planned and completed activities (italicised items complete)

**Feb-Apr**

- *Discussions with SLT, Deans, CSU Directors, Heads of School, Academic Board and Foundation Board*

**May**

- *May 1-4: Staff forums*
- *May 7: VicNews article published*
- *May 8: SLT Deans & Directors meeting*
- *May 14: VicNews article and link to V-C presentation of staff forums published, with email address provided for feedback.*
- May 23: Heads of School and CSU Directors forum
- May-June: On-going discussions with staff

**Jun -July**

- May-July: VC visits to numerous schools, CSU's and Victoria owned institutes
- Feedback will continue to be received by VC and SLT through June and early July

### Initial feedback from staff

Discussions with SLT, Deans, Heads of School and CSU Directors revealed a strong consensus in support of name simplification and a timely decision. They also feel it is important to find ways to honour our heritage and [REDACTED] a leading scholar of Victorian literature is willing to lead a working group on this should it be required. Toiwarewa has been supportive of the name simplification and strongly support inclusion of Te Herenga Waka as part of the University's name. Other staff feedback has been largely positive but certainly not unanimous with a number of staff providing their own experiences of confusion around Victoria's name.

### Alumni discussions

Discussions with key Alumni started shortly prior to the Staff forums in early May. The Trustees of the Victoria University of Wellington Foundation have been consulted. For the majority of Alumni, the proposal was first notified via either media coverage or the Alumni newsletter circulated to 50,000 Alumni email addresses on 9 May 2018. International Alumni events have also been recently used to discuss the potential change, with the topic being discussed in events in San Francisco, New York, Edinburgh and London.

### Planned and completed activities (*italicised items complete*)

**April**

- *Late April: Influential Alumni informed and topic discussed at San Francisco and New York Alumni events*

**May**

- *May 9: Alumni e-newsletter circulated to 50,000 Alumni inviting feedback.*
- *May 9: Feedback opened*
- *Early May: Topic discussed at Edinburgh and London Alumni events*
- *Early May: Further discussions held with influential Alumni*
- *Throughout May: Alumni focus groups*

**June**

- June 8: Feedback closes

### Initial feedback from alumni

Feedback from Alumni has been mixed. The Trustees of the Victoria University of Wellington Foundation are strongly supportive of the name simplification. Alumni groups consulted in alumni events offshore in London, New York, Edinburgh, and San Francisco have been nostalgic about the name but supportive of a change given the accumulated evidence. Feedback from alumni via email has been variable with some saying 'just do it' and some keen to retain the name and its heritage. Not surprisingly, alumni living and working in Australia are particularly interested in dropping the word Victoria because it regularly links them to Victoria University in Melbourne – a university that they do not wish to be associated with.



### Discussions with other key stakeholders (donors, local government, etc)

Key influential stakeholders outside of the Staff, Student and Alumni groups have also been kept well informed on the potential name change. The first engagement with the Minister on the topic was through a letter in late February on this and other key strategic topics for the University. Since then discussions have been held with key influential stakeholders and key donors and will continue through this process.

### Planned and completed activities (italicised items complete)

#### Feb-April

- *Feb 28: Letter to the Minister of Education*
- *March – April: Communication with Mayor, WCC CEO, WREDA, TEC, MoE, Education NZ, the Chamber of Commerce, Former Chancellors & VC's, key individuals, US/UK friends of the University and Regional Alumni Ambassadors*

#### May

- *Throughout May:*
  - *Informing and discussions with VC's from other Universities*
  - *Further engagement with key stakeholders*
  - *Informing other organisations with Victoria in their name*
- 30 May: Wellington Stakeholder briefing

#### June

- June 7-8: Universities NZ Away Days for VCs
- June 12: Quarterly meeting with [REDACTED]
- June 13: Benefactors Circle
- June 15: Regular meeting with experience Wellington
- June 28: NZ-China Board meeting
- Late June: University Stakeholder Briefing(s)

#### July

- July 5: Speech to secondary school principals

### Initial feedback from key stakeholders

The current and two former Mayors are strongly supportive noting the importance of close alignment between the City and the University. Other civic leaders have also been supportive including the [REDACTED]

[REDACTED] Feedback from the Vice-Chancellors of other New Zealand universities received to date is that they have no objections to the proposed name simplification. [REDACTED]

[REDACTED] The prior VCs and Chancellors that have been contactable have also been supportive.

### Public discussions

Public discussions to date has been through media and social media channels. Media coverage started 1 May 2018 with the release of the news of potential change following Staff forums. A public meeting on the potential name change will be held on 23 May 2018 in Wellington. Four OIA requests have been received to date regarding the potential name change process.

### Planned and completed activities (italicised items complete)

<b>May</b>	<ul style="list-style-type: none"> <li>• <i>May 1: Initial media coverage</i></li> <li>• <i>Throughout May: Discussions with media and engagement with public through social media</i></li> <li>• <i>May 9: Information published on Victoria University Website and feedback invited</i></li> <li>• <i>May 11: Media release of upcoming public meeting</i></li> <li>• <i>May 23: Public meeting to be held in Wellington</i></li> </ul>
<b>Jun - Jul</b>	<ul style="list-style-type: none"> <li>• June 8: Feedback closes</li> <li>• Throughout June and July: Continued media and social media discussions as required</li> </ul>

### Initial public feedback

Media coverage to date on the topic has been well balanced with good coverage of the reasons for change. Commentary in relation to these stories and on social media has tended to be more negative, but volumes of comments and posts have fallen significantly since the initial media releases. Media are continuing to engage on the topic from time to time.

Four OIA requests have also been received to date in relation to the potential name change. These requests have been primarily for documents (including emails) and financial information on the potential change.

## **Appendix 2: Design Brief for potential agency**

In our brief to potential design agencies to support us on the Name Simplification work we asked that three pieces of interconnected work be undertaken.

The first was for an agency to share their reflections on our approach to this piece of work, based on their experience with brands that have both a national and international presence. This piece of work is designed to test our thinking.

The second piece of work is to review Victoria University of Wellington's established brand architecture that includes Faculty descriptions and a number of sub brands that will be considered in any rebranding of the University. There are externally facing examples such as Victoria Business School and Viclink as well as brands that are used mainly internally of which Victoria Info Ihonui and Victoria Recreation are examples. We are seeking advice on the best approach for our sub brands.

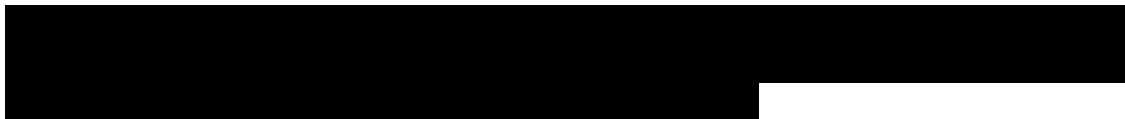
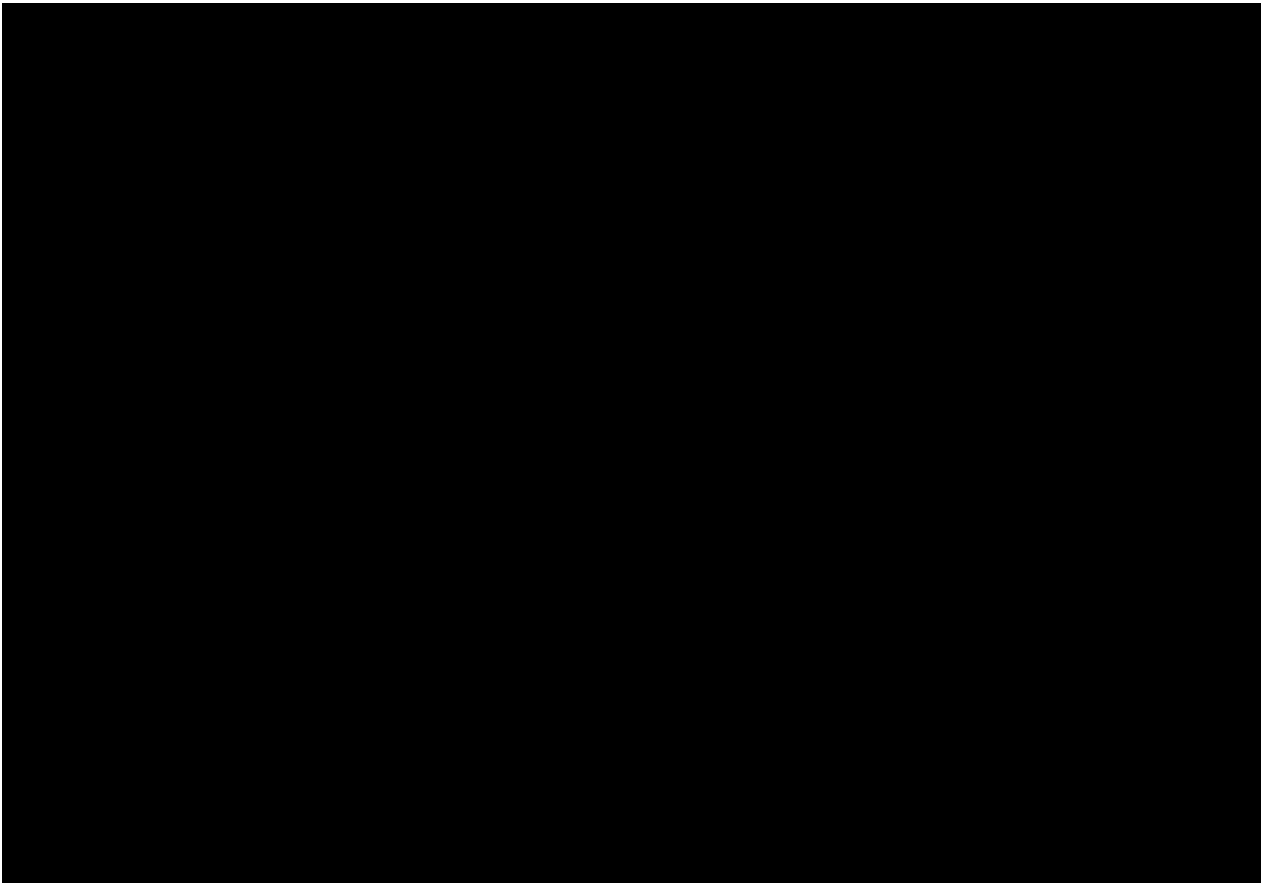
The third piece of work is design, based primarily on the University's current branding. There has been some preliminary design work on the University logo for internal consultation and a view has been formed about the key elements to be included. A design brief will be provided to the successful agency. Following this, we envisage the agency will also prepare concise brand guidelines for the use of the new brand.

Note; the briefing to Agencies was sent under a signed non-disclosure agreement

**Appendix 3: Trademarks and [REDACTED]**

**New Zealand trademarks**

In order to avoid being held to ransom by opportunists, we have filed, or intend to file, the following trademarks in New Zealand. If we do not decide to progress the name simplification we can drop these applications.



**Overseas Trademarks**



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<sup>1</sup> The current crest is already registered in classes 16, 41, and 42. Therefore, if we retain it, we would only need to file in additional classes 9, 25, 35, 36, 39 and 43.

Costs increase based on the number of marks, the number of classes and the number of countries. We are therefore carefully considering whether to register overseas, what marks to register (if any), which classes (if any) and which countries (if any).

[Redacted]

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**Appendix 4: Summary plans for implementation of the potential name simplification process (best printed on A3)**

