

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 wharenuī, 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	Neutral ⁸
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	Trademark protection has been put in place.	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.

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.

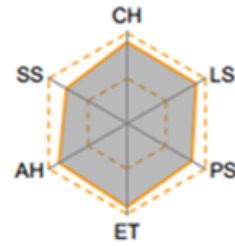
The graphics following show the University’s performance against various research metrics used in the Academic Ranking of World Universities (ARWU) rankings methodology, scored out of 100. While the University scores well for international collaboration (see section 1) and has moderate scores for research 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

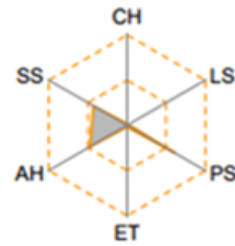
CH	Clinical, pre-clinical & health	88
LS	Life sciences	87
PS	Physical sciences	81
ET	Engineering & technology	90
AH	Arts & humanities	85
SS	Social sciences	76



(1)

Research income / academic staff

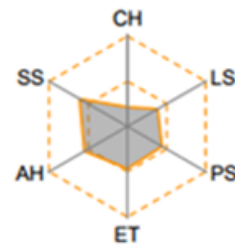
CH	Clinical, pre-clinical & health	
LS	Life sciences	
PS	Physical sciences	60
ET	Engineering & technology	
AH	Arts & humanities	46
SS	Social sciences	41



(2)

Normalized Citation Impact (country adjusted)

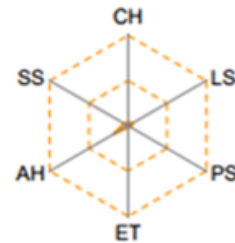
CH	Clinical, pre-clinical & health	19
LS	Life sciences	37
PS	Physical sciences	42
ET	Engineering & technology	45
AH	Arts & humanities	53
SS	Social sciences	59



(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.*”

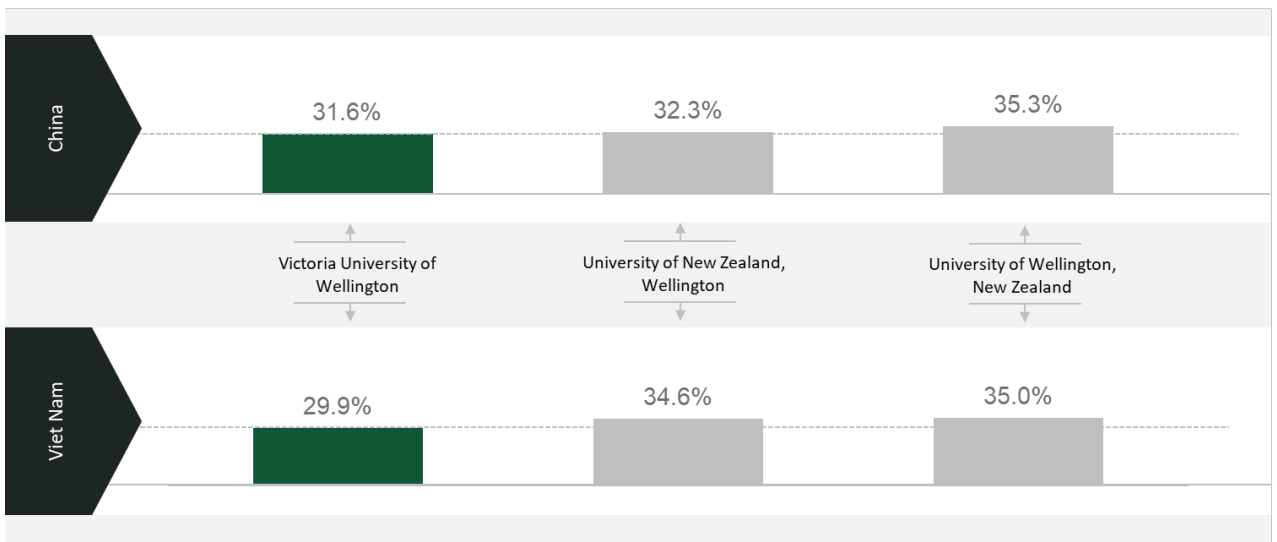
International agent - Europe

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

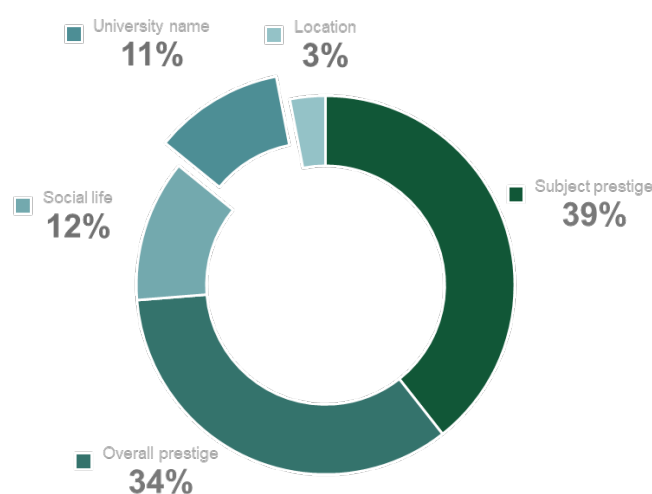


The preference for 'University of Wellington, New Zealand' comes mainly from the preferences of Chinese, Vietnamese (and Indian) students



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.com. Check out the following page for a full set of findings: <https://www.qs.com/press-releases/2017/09/14/qs-world-university-rankings-2017>

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

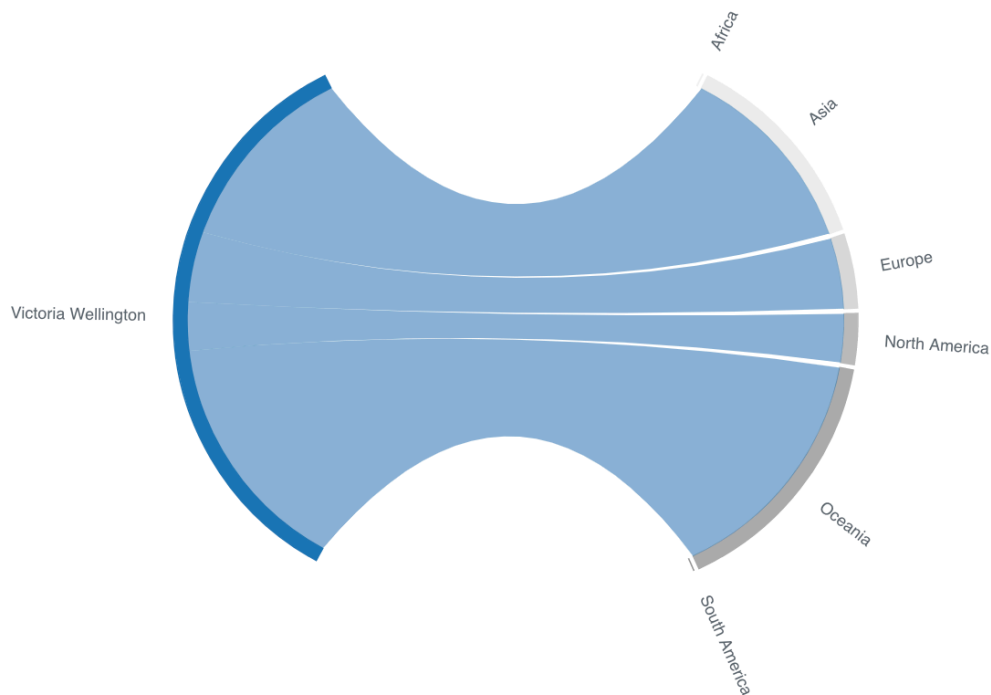
rankings. Her advice was that the risk of a loss of citations is relatively easily managed, as the relevant database—in their case Scopus—has well-honed digital processes to ensure citations from both the old and new name can be collected together.

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.

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](#))

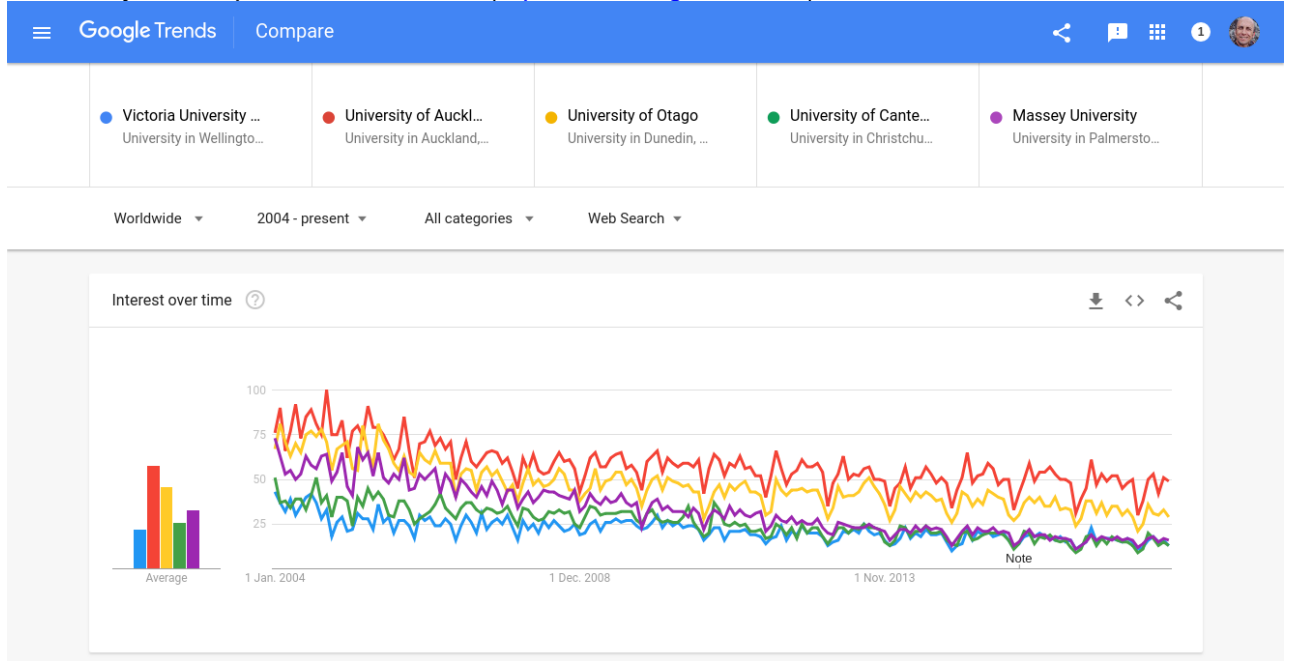


Figure GT2

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](#))

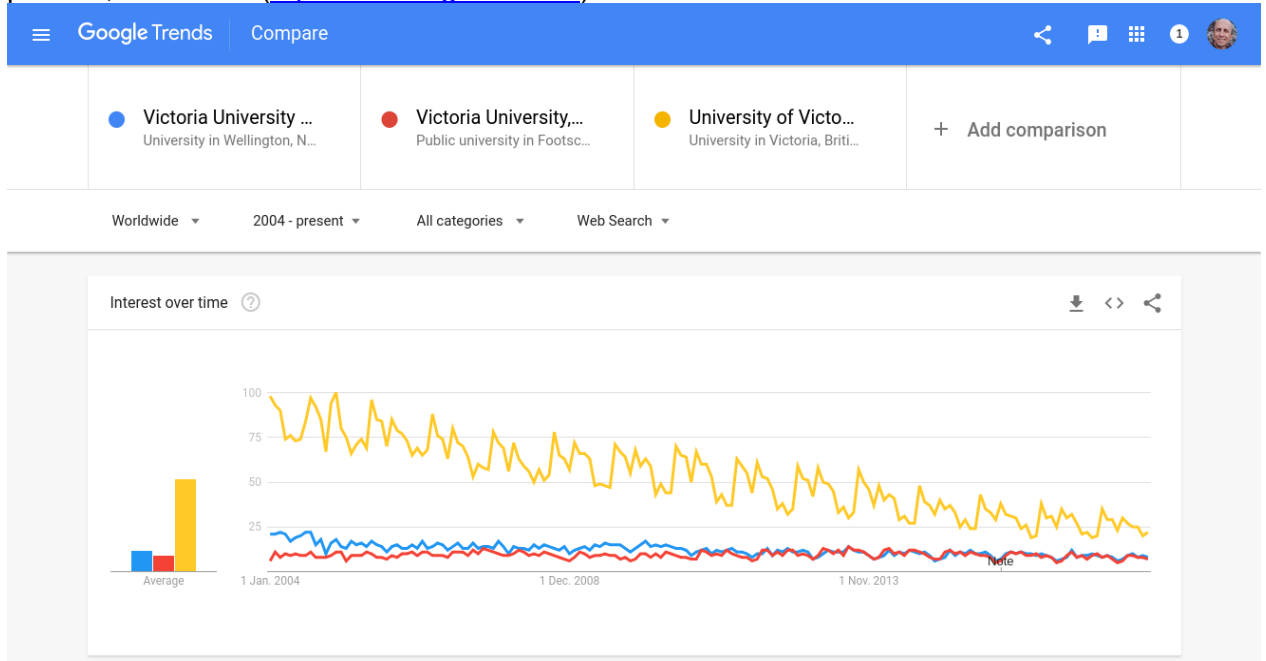
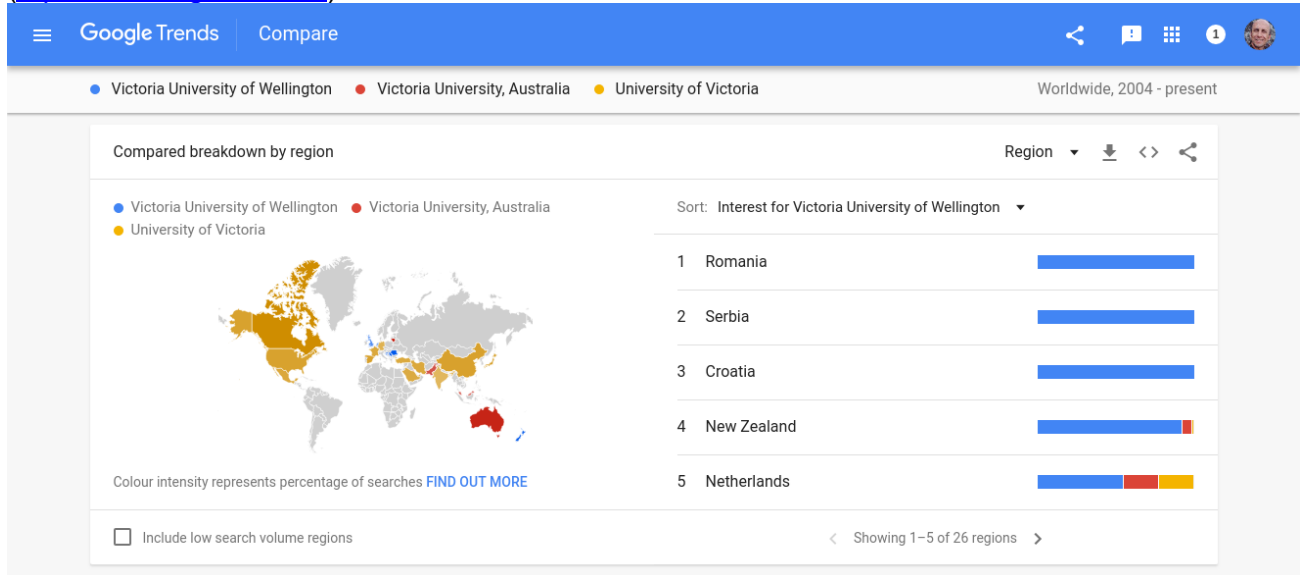


Figure GT3

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.