



18 August 2023

Adam Irish

By email: fyi-request-23472-1acdeca3@requests.fyi.org.nz

Tēnā koe Adam

I refer to your information request dated 11 July 2023 made under the Official Information Act 1982 (the Act). You have requested information in relation to the University of Otago's new brand.

We note that on 9 August 2023, we extended the time limit by which we must make a decision on your request of 11 July 2023, to 18 August 2023.

Please see below our responses to each of your questions.

Approval of rebranding decision:

- a. Who were the individuals or decision-making bodies responsible for approving the University of Otago's rebranding decision? Please provide the names and titles of these individuals or bodies.**

The University of Otago Council approved the new brand. The names and details of those on the University Council are publicly available on the University [website](#).

- b. What was the decision-making process followed for the approval of the rebranding decision? Please describe the steps taken and the criteria considered during this process.**

The University had been actively reviewing its brand since 2019. The project was a collaboration between the University of Otago and representatives of mana whenua, with additional oversight from a dedicated steering group and the University of Otago Council at key points in the process. While the COVID-19 pandemic caused delays to key phases of the project, the University began initial stakeholder consultation in December 2022 once an extensive consultation plan and proposed draft concepts were approved by the University Council. Consultation took place between December 2022 and March 2023.

Council members were briefed on the proposals for the new brand in a series of Council meetings from July 2022 onwards. A set of decision criteria was developed to support the University's Senior Leadership Team and Council with key decisions throughout the project. These criteria considered:

- Strategic alignment
- Potential achievability
- Potential affordability
- Potential value for money
- Engagement with future students and influencers
- Engagement with current students

- Engagement with staff
- Engagement with Alumni

Profiles of decision-makers:

- a. **Could you please provide the profiles of the individuals who approved the rebranding decision? This should include their names, professional positions, personal and family histories in Otago, connections to Otago University, and any affiliations they have. Please provide the meeting minutes and who voted for and against the rebranding.**

As noted above and in our email to you of 9 August 2023, the details of those on the University of Otago Council are publicly available on the University [website](#). This includes their names, professional positions, education details, and the details of any other University of Otago Committees they chair or are a member of.

We decline providing their “family histories in Otago” pursuant to section 9(2)(a) of the Act, as it is necessary to protect the privacy of natural persons. We have determined that University of Otago Council members have a strong privacy interest in respect of information relating to their private lives (i.e., their home and family). This is personal information about Council members and is “information a reasonable person would expect to remain private”.¹ We acknowledge that our Council members were acting in their professional capacities when approving the University’s new brand, however, the information that has been requested (beyond what is already publicly available online) relates to their private lives, rather than their public and professional lives.

With regards to your request for “any affiliations” University of Otago Council members have; we note that the University of Otago Council Register of Interests notes the interests of each Council member including the entity and the nature of the interest. The Register of Interests is made publicly available online as part of the Council [meeting papers](#) for each meeting (provided to you in our email of 9 August 2023). In case it is helpful, please see attached a copy of the most recent University of Otago Council Register of Interests for the 8 August 2023 meeting.

The decision to approve the University of Otago’s new brand was a unanimous decision by the University of Otago Council. This decision was confirmed during Part 1 – Open Committee section (item 6. Tuakiritaka Project) of the Council meeting held 11 July 2023. These meeting minutes are available online as part of the Council [meeting papers](#) for the 8 August 2023 meeting. However, in case it is helpful, please see attached a copy of the meeting minutes from the 11 July 2023 meeting of the University Council.

We note that the University Council met earlier on 11 July 2023 for a Council-only session to consider the decision. On grounds of enabling the University to carry out, without prejudice or disadvantage, commercial activities (pursuant to section 9(2)(i) of the Act), and the effective conduct of public affairs through the free and frank expression of individuals (pursuant to section 9(2)(g)(i) of the Act), we have determined that it is appropriate to withhold the minutes from the Council-only session. We note that the non-public parts of Council meetings are conducted on a Chatham House rules basis – to enable free and frank discussions between members. Accordingly, the expectation of all parties that attended the Council-only session is that any information shared during the meeting would be deemed to be private.

¹ Ombudsman’s Guidance on [section 9\(2\)\(a\)](#) at 4.

- b. Additionally, please provide information regarding the decision-makers' knowledge of the history of the University of Otago, including any qualifications, research, or expertise they possess in this area.**

As noted previously, Council members' qualifications are publicly available on the University [website](#). With regards to information about research undertaken by Council members' or expertise they may have about the history of the University of Otago, we decline this part of your request pursuant to 18(g) of the Act on the basis that we do not hold the information requested. We note, however, that some of this information may be publicly available online.

Consultation with Otago Scottish Heritage Council, Heritage NZ, the Presbyterian Church in Dunedin and Kāi Tahu:

- a. Did the University of Otago consult with the Otago Scottish Heritage Council, Heritage NZ, or the Presbyterian Church in Dunedin during the development of its branding proposals?**

The University of Otago did not consult with the Otago Scottish Heritage Council, Heritage NZ, or the Presbyterian Church in Dunedin during the development of its branding proposals.

- b. If consultation did take place, please provide details regarding the nature, extent, and outcomes of these consultations.**

Not applicable, as the University did not consult with the Otago Scottish Heritage Council, Heritage NZ, or the Presbyterian Church in Dunedin during the development of its branding proposals.

- c. What was the extent of Kāi Tahu's involvement in the branding proposal development and decision-making processes? Please provide details on the specific aspects they were consulted on, the feedback they provided, and the dates and at what stage of the proposal was their feedback sought and received?**

The University worked in collaboration with Kāi Tahu papatipu rūnaka *Te Rūnanga o Ōtākou* and *Kāti Huirapa Rūnaka ki Puketeraki*. This collaboration involved representatives of mana whenua sharing their mātauranga (knowledge) of the history of the region and its inhabitants, places of geographic and historic importance, and expertise on Kāi Tahu language and customs. This collaboration included the University sharing concepts for the new brand and seeking feedback from the representatives. These engagements occurred at regular interviews during the project between 2021 and 2023.

Clarification on the statement made in a recent Stuff article:

- a. In a recent [Stuff article](#), it was mentioned by Council member Suzanne Ellison that "it was about elevating the name, and improving something that wasn't 'quite right'". Please provide explanation and/or further clarification regarding the meaning of this statement.**

We have decided to decline this part of your request pursuant to section 18(g) of the Act on the basis that the information requested is not held by the University and would require us to generate an opinion or explanation in order to respond to your question. Guidance provided by the Office of the Ombudsman notes that "generating an opinion or explanation may amount to the creation of new information, rather than the provision of information already held. Such requests may be refused under section 18(g)".² Ms Ellison has advised that she does not hold any information in relation to your request, therefore we have no further information to provide.

² Ombudsman's Guidance on [sections 18\(e\) and 18\(g\)](#) at 12.

Involvement of individuals responsible for forecasting student numbers in financial decisions:

- a. **Were the same individuals who were responsible for the erroneous forecasting of student numbers involved in the financial decisions related to the initial allocation of funding for this rebranding project?**
- b. **If yes, please provide details of their involvement and the extent to which their input influenced the financial decisions.**

No staff who are, or were, involved in any forecasting of student numbers were also involved in the financial decisions related to the initial allocation of funding for the rebranding project.

Employment status of individuals involved:

- a. **Have any individuals who were involved in the student number forecasting and funding allocation for the rebranding proposal subsequently lost their jobs or no longer work at the University of Otago? If yes, please provide information on the nature of their departure and the reasons for their departure.**

As no staff were involved in student number forecasting and the allocation of funding for the rebranding project, we decline this part of your request pursuant to 18(g) of the Act on the basis that we do not hold the information requested.

Support for rebranding proposals:

- a. **How did the University of Otago determine that two-thirds of the University community supports the rebranding proposals? Please provide information on the methodology used to assess the alleged level of support.**

To clarify, almost three quarters of those surveyed by the University supported the proposed brand as reflecting the University's future direction. More than two thirds supported both the English and te reo Māori versions initially proposed.

The purpose of the University's consultation was to hear from the University community whether they believed the proposed visual identity reflected the future direction of the University and reflected the design principles (whakapapa to our stories, iconic, practical). Given that the University's staff and students are spread across five campuses, and Alumni are located around the world, a survey supported by other engagement activities was chosen as the main consultation tool to give everyone the same opportunity to comment. Other supporting engagement activities included:

- All staff forum (in person and online).
- Emails to all staff and students.
- Emails to 80,000 alumni (all alumni for whom the University has email contact details and permission to contact)
- Social media posts.
- Public media briefing.
- Reminders to complete the survey.
- Creation of an email address so that the community to directly ask questions, provide feedback or seek assistance.

Further information on how the University consulted on its new brand, the development of the survey, and the tools and analysis methods used, are available in the Tuakiritaka Consultation Findings document (pages 6 – 10), which is publicly available [online](#). Please see attached a copy of this document (noting that we provided a copy of this document to you in our email of 9 August 2023).

b. What specific questions were used to gauge the level of support (and the simplified extrapolation) for the two thirds support for the rebranding proposal?

Details of the questions, the themes of the questions, and an analysis of the questions asked in the survey are available in the Tuakiritaka Consultation Findings document (page 15 onwards). This includes breakdowns of responses by group and age, comment themes, overall sentiments, and comment examples.

c. Was the rebranding proposal presented to the entire University community for feedback and input? If so, please provide details of the channels or methods used to gather feedback.

The rebranding proposal and survey were presented to the entire University community (staff, students, and all alumni for whom the University had email addresses and permission to contact). As noted above, the University engaged in a variety of activities to inform and reach out to the University community. This information is also available in the Tuakiritaka Consultation Findings document (pages 8 – 10).

An email address was established for the consultation in order to capture feedback from those who were not able to complete the survey for reasons of technological or physical accessibility, and to ensure that all alumni who had changed email address or unsubscribed from university communications could request a survey link. Staff- and student-only emails were also sent directly from that email address so that there was a location for replies and questions to be collated and responded to. It is important to note that consultation around the Tuakiritaka proposals was intended for the immediate University community (i.e., current staff, current students, and alumni). Some of the email feedback received was from outside of these groups.

The University's central social media channels (Facebook, LinkedIn, Twitter, and Instagram) were used to post about the consultation and all response were monitored and replied to where appropriate. Posters and video displays were established across all of the University's campuses to encourage staff and students to engage in the consultation process. The week following the survey opening, two question and answer forums were held – one for students and one for staff. Both were held with attendance welcome both in person and virtually. A reminder was also sent from the survey tool to all those who had not completed the survey after two weeks, and a notice was put in the weekly staff email bulletin.

d. What percentage of Alumni responded to the survey and what was their percentage of support for the rebranding.

Out of the 82,018 alumni who were contacted with a link to the survey, 5,859 responded. This equates to a response rate of approximately 7%. The analysis of the questions asked in the survey (from page 15 of the attached Tuakiritaka Consultation Findings document) details how alumni responded to the questions – for example, 71% of alumni agreed that the English version of the brand proposal reflected the future direction of the University, and 51% of alumni agreed that the te reo Māori version of the brand proposal reflected the future direction of the University (see page 16).

In the above cases, we consider that good reasons exist for withholding information, and this is not outweighed by other considerations which would make it desirable, in the public interest, to make the information available. If you are not satisfied with our response to your information request, section 28(3) of the Act provides you with the right to ask an Ombudsman to investigate and review this response. However, we would welcome the opportunity to discuss any concerns with you first.

Ngā mihi

A handwritten signature in black ink, appearing to read 'Kelsey Kennard', written in a cursive style.

Kelsey Kennard
Official Information and Compliance Coordinator
Office of the Registrar

**UNIVERSITY OF OTAGO COUNCIL
REGISTER OF INTERESTS**

(As disclosed on appointment to the Council and updated as necessary)

All University of Otago Council members are Trustees of The Hocken Collection.

Professor Ralph W Adler

Entity	Nature of Interest
University of Otago	Employee
Adler Family Foundation	Trustee
Dunedin Community Accounting	Trustee

Frazer B Barton

Entity	Nature of Interest (Notification Date of Change)
ALC Trustees No 1 Limited	Director
ALAL Limited	Director
Anderson Lloyd Shareholding Company Limited	Director / Partner
Anderson Lloyd Partnership	Partner
Anderson Lloyd Trustee Company Limited	Director
Calvert & Co Trustees Limited	Director
Enterprise Risk Management Limited	Shareholder (ceased 31/8/2021)
Insolvency Management Limited	Shareholder (ceased 31/7/2020)
Naseby Development Trust	Trustee
New Zealand Law Society / Te Kāhui Ture o Aotearoa	President and Board Member
Otago Law Practitioners Benevolent Fund	Trustee
Pine Time Limited	Director (ceased 13/7/2021)
Presbyterian Support Otago Incorporated	Trustee (ceased 15/12/2020)
PSO Retirement Villages Limited	Director (ceased 24/2/2021)
TCP Holdings Limited	Director / Shareholder
The Otago Law Practitioners Benevolent Fund	Trustee

Brendan J Boyle (appointed 1 November 2022)

Entity	Nature of Interest
Brendan Boyle Limited	Director / Shareholder
Fairway Resolution Holdings Limited	Director
Fairway Resolution Limited	Director
Education Review Office Independent Children's Monitoring Steering Group	Member
Future for Local Government Review	Government Appointee
NZ Treasury Governance Group	Co-General Manager
NZ Treasury Risk and Audit Committee	Member

UNIVERSITY OF OTAGO COUNCIL
REGISTER OF INTERESTS

Hon Clare E Curran

Entity	Nature of Interest
Curran Consultants Ltd	Director / Shareholder
Dunedin Night Shelter Trust	Chair / Trustee
Good Shepherd NZ Ltd	Director (to 18/11/2022)
Good Shepherd NZ Trust	Trustee
Life Matters Suicide Prevention Trust	Co-General Manager
Mental Health Network	Chair
The Network for Learning Ltd	Director
UNDP Bangkok Regional Hub	Consultant

Martin R Dippie

Entity	Nature of Interest
Cardrona Alpine Resort Ltd	Director (from 14/4/2022)
Central Land Holdings Limited	Director / Shareholder
Derby Street Limited	Director
Fiordland Travel Ltd	Director (from 14/4/2022)
Hoveton Trustees Limited	Director / Shareholder
International Antarctic Attraction Ltd	Director (from 14/4/2022)
Ironside Properties Limited	Director / Shareholder
Jacks Hardware and Timber Limited	Director / Shareholder
Jacks Property Services Limited	Director / Shareholder
M10 IP Holding Company Limited	Director
M10 IP Trust Limited	Director
Milford Sound Flightseeing Ltd	Director (from 14/4/2022)
Mitre 10 (NZ) Limited	Director / Shareholder
Mitre 10 Holdings Limited	Director
Mitre 10 Imports Limited	Director
Orange and Black Limited	Director
Orchard Road Holdings Limited	Director / Shareholder
Otago Business Park Limited	Director / Shareholder
Otago Land & Merchants Limited	Director / Shareholder
Otago Land Group Limited	Director / Shareholder
Otago Rescue Helicopter Limited	Director
Otago Rescue Helicopter Trust	Trustee
Real Group Ltd	Chair / Shareholder (from 6/4/2022)
Real Journeys Ltd	Director (from 14/4/2022)
RealNZ Ltd	Director (from 14/4/2022)
Sebring Treasury Limited	Director / Shareholder
Three Parks Properties Limited	Director / Shareholder
University of Otago Holdings Ltd	Director
Wanaka Hardware and Building Supplies Ltd	Director / Shareholder

UNIVERSITY OF OTAGO COUNCIL
REGISTER OF INTERESTS

Suzanne L Ellison

Entity	Nature of Interest
Kati Huirapa Runaka ki Puketeraki	Runaka Manager
Manawapopore Trust	Trustee
Dunedin City Council Creative Dunedin Partnership	Runaka Representative (ceased Oct 2022)
Karitane Maori Tours Limited	Director

Stephen J Higgs

Entity	Nature of Interest
BPAC NZ Limited	Director (from 6/9/2021)
Cumberland Property Group Limited	Director
Cumberland Rural Properties Limited	Director
Headwaters NZ Limited	Director (ceased 12 March 2021)
High Health Alliance Limited	Director (ceased 22 February 2021)
LP Management No 3 Limited	Director
LP Management Services Limited	Director
LP Management No 10 Limited (Counties Medical Practice)	Director (ceased 6 December 2022)
Mitern Limited	Director / Shareholder
Otago Federated Farmers Charitable Trust	Trustee
NZ Formulary Ltd	Director (from 20/10/2021)
Otago Innovation Limited	Director (ceased 30 August 2022)
Polson Higgs Wealth Management Limited	Director
South Link Education Trust	Trustee
University of Otago Foundation Trust	Trustee
University of Otago Holdings Limited	Director
Vetlife Limited	Director
Nexus Global Ltd	Director
Comhla Vet Ltd	Director

Quintin D Jane

Entity	Nature of Interest
Otago University Students' Association	Representative
NZ University Students' Association	Board Member; Council Member

Melissa L Lethaby

Entity	Nature of Interest
Achieve – the National Post-Secondary Education Disability Network NZ Limited	University of Otago representative
George Street Normal School Parent Teacher Association Incorporated	Vice-President
University of Otago	Employee

UNIVERSITY OF OTAGO COUNCIL
REGISTER OF INTERESTS

Professor Helen D Nicholson

Entity	Nature of Interest
AAW Jones Custodian Limited	Director
AAW Jones Charitable Trust	Trustee
McMillan Nominees Limited	Director
NZ Vice-Chancellors' Committee (Universities NZ)	Committee Member
University of Otago	Employee
University of Otago Foundation Trust	Ex officio Trustee
University of Otago Holdings Limited	Ex officio Director
Ageing Well National Science Challenge	Member of Governance Group
Healthier Lives National Science Challenge	Member of Governance Group
National University of Samoa	Council Member

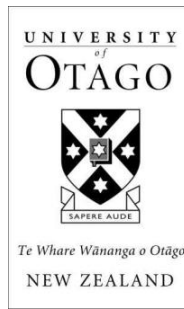
Patricia A Oakley

Entity	Nature of Interest
Forsyth Barr Limited	Employee / Shareholder
Financial Services Council Investment and KiwiSaver Committee	Co-Chair
Financial Services Council Strategic Research Committee	Chair
Royal New Zealand Ballet	Trustee (from 30/6/2022)
Institute of Directors – National Council	Council Member Vice President
Institute of Directors – Otago Southland Branch	Chairperson
New Zealand Institute of Directors	Director (from 1/7/2022)
New Zealand Lotteries Commission	Member
Global Women	Member
The Food Club Limited	Shareholder
University of Otago Holdings Limited	Director

Malcolm A Wong

Entity	Nature of Interest
Aylesbury Investments Limited	Director / Shareholder
Book City Limited	Shareholder
Chinese Poll Tax Heritage Trust	Trustee
CNW Trustees (2007) Limited	Director / Shareholder
CNW Trustees (2017) Limited	Director / Shareholder
CNW Trustees (2020) Limited	Director / Shareholder
CNW Trustees Limited	Director / Shareholder
Cook North & Wong Limited	Director / Shareholder
Dunedin Casinos Charitable Trust	Trustee (from 9/11/2021)
Dunedin Chinese Gardens Trust	Trustee
Kotahitaka Trust Board	Trustee
Otago Community Trust	Trustee
Sun Gum Saan Limited	Director (from 27/09/2021)
P M Yelavich Anaesthetics Limited	Shareholder
William Sherriff Charitable Trust	Trustee

11 July 2023



COUNCIL

Minutes of a meeting of the University Council

11 July 2023

- Present** The Chancellor (in the Chair), the Pro-Chancellor, the Vice-Chancellor (Acting), Professor R W Adler, Mr F B Barton, Mr B J Boyle, Hon C E Curran, Mr M R Dippie, Ms S L Ellison, Mr Q D Jane and Mr M A Wong.
- In attendance** The Deputy Vice-Chancellor (Acting) Academic, the Deputy Vice-Chancellor (External Engagement), the Deputy Vice-Chancellor (Research and Enterprise), the Chief Financial Officer, the Director of Strategy, Analytics and Reporting, the General Counsel and Acting Registrar, and the Deputy Secretary to the Council
- Mr H Paul, Ms M McPherson (Item 5) and Mr S McLauchlan and Mr A Lee (Item 14)
- Apologies** Ms M L Lethaby and the Chief Operating Officer
- Welcome** On behalf of the Council, the Chancellor welcome Professor Phil Bremer to his first meeting of Council.
- Acknowledgment** On behalf of the Council, the Chancellor welcomed members of the public, media, members of the Protect Otago Action Group and mana whenua.

Part 1: Open Committee

Opening Karakia led by Ms S L Ellison

1. Disclosure of Interest and Register of Interests

The Council received the current Register of Interests for members of the University of Otago Council.

2. University Council Minutes

Part 1 of the Minutes of the meetings of the Council held on 13 June 2023 were confirmed.

3. University of Otago Senate

The Council received Communications from the Senate, dated 28 June 2023.

The Council

APPROVED

- the renaming of the Consumer Food Science subject for the Master of Applied Science, Postgraduate Diploma in Applied Science, and Postgraduate Certificate in Applied Science to Food and Agriculture, including amendments to the subject requirements and the introduction of new papers, FOSC 406 Topics in Advanced Food Science 6 and FOSC 407 Topics in Advanced Food Science 7.
- the deletion of the Obesity Prevention and Management endorsement for the Postgraduate Diploma in Health Sciences and the Postgraduate Certificate in Health Sciences, including the deletion of papers OBPM 401, OBPM 402, and OBPM 403.

3.1 Division of Sciences – School of Computing

The Council received a memorandum from the Pro-Vice-Chancellors of Commerce and Sciences, dated 5 July 2023 regarding the proposal to establish a School of Computing within the Division of Sciences.

The Council

APPROVED

- the establishment of a new School of Computing within the Division of Sciences, with the establishment date of 1 August 2023.
- the disestablishment of the Department of Information Sciences in the Division of Commerce.
- the disestablishment of the Department of Computer Science in the Division of Sciences.

3.2 Admissions Statute

The Council received a memorandum from the Secretary to the Senate, dated 4 July 2023.

The Council

APPROVED

- the consequential amendments to the Admission to University Statute 2011.

4. Finance Review

The Council received a Financial Review Part 1 report for the period ended 31 May 2023 from the Chief Financial Officer and

NOTED

that the report was taken as read. The report recorded that the operating surplus was \$2.7 million lower than the budgeted surplus of \$123.3 million. This unfavourable variance was largely due to lower student enrolments resulting in student related income being \$17.5 million lower than budget. This is offset by lower scholarships and consumables expenditure, a \$2.5 million unbudgeted dividend received from University of Otago Holdings, staff vacancies and lower than budgeted depreciation which is due to a delay in capital project builds.

Liquidity continues to be strong and cash reserves are currently sufficient to meet expenditure on major projects over the coming months. There is an expectation that borrowing will recommence in August 2023.

5. Vice-Chancellor's Report

The Council received a report from the Vice-Chancellor (Acting), dated 4 July 2023 and

NOTED

that Professor Nicholson discussed the following items: the funding received from the Health Research Council of New Zealand for Otago researchers (\$52 million), Otago has topped the 2022 TEC Educational Performance Indicators (that measure educational performance of students in areas of course completion rate, first-year retention rate, qualification completion rate and student progression from sub-degree study), Honorary degree conferral event scheduled for the 19 July 2023, August Graduation ceremonies scheduled for the 19 August 2023 and the recent Government's funding injection for Otago – further meetings are being scheduled with OUSA, TEU and some political parties with the purpose to seek additional Government funding, and this includes working with Victoria University of Wellington.

The Council acknowledged the benefits of receiving updates on senior staff appointments in the report and would like management to consider also including information about departing senior staff in the report.

6. Tuakiritaka Project

The Chancellor extended a warm welcome to mana whenua and on behalf of Council thanked Te Rūnanga o Ōtākou and Kāti Huirapa Rūnaka ki Puketeraki and all those involved in the project to date.

He noted that this has been significant matter for Council to consider and members have deliberated in length over several meetings before the decision was made.

The Chancellor announced the following:

- The name, University of Otago, will remain the same.
- A new te reo Māori name will be adopted - Ōtākou Whakaihu Waka – a metaphor meaning A Place of Many Firsts
- A new tohu (symbol), created in collaboration with mana whenua will be adopted.
- The present Coat of Arms will continue to be used in a variety of situations.
- A newly created stylised version of the Coat of Arms has also been designed to be used in international marketing and alumni communications to reflect Otago's heritage.

The decision has followed an extensive consultation process with the University community – students, staff, alumni, prospective students, parents, international partners and ranking agencies.

These changes reflect Otago's heritage and the future – representing the direction of Vision 2040 and the priorities in the strategic plan, Pae Tata.

The Vice-Chancellor (Acting) commented that management are fully supportive of the proposed brand change which reflects the University's future direction.

These changes will take effect in May next year as the Council balances changes with the current financial situation. This also aligns with the new recruitment cycle for 2025 students. It is planned to roll out the changes over 12 months and across two financial years at a cost of \$1.3 million.

Council reiterated the importance of this decision and acknowledged the extensive consultation process that has been undertaken which sets the tone to be a university of the future, which is recognised and is reflective of Otago's commitment to stakeholders and to remain as world leaders in tertiary teaching and research.

7. Exclusion of the Public

The Chancellor moves that the public be excluded from the whole of the proceeding of this meeting/the following parts of the proceedings of this meeting, namely, —

Item 8	Pt 2 of the Minutes of the meeting of the University Council held on 13 June 2023
Item 9	University Council Work Plan and Action Follow-Register
Item 10	Health and Safety Report for May 2023
Item 11	Vice-Chancellor's Report
Item 12	Emeritus Professors
Item 13	Public Orator
Item 14	University of Otago Foundation Trust
Item 15	Financial Improvement Report
Item 16	Financial Reports
Item 17	Audit and Risk
Item 18	Council Only Business

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows: -

General Subject	Reason for passing this resolution	Ground under Section 48(1)(a) for the passing of this resolution
Items 8-18 Confidential Minutes and Reports	Good reason for withholding information under the Official Information Act	Section 48(1)(a)(ii)

This resolution is made in reliance on Section 48(1)(a)(ii) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Sections 6,7 and/or 9 of the Official Information Act 1982 (except Section 9(2)(g)(i)) as the case may require. The interests which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public are as follows (all references are to Section 9 of the Official Information Act):

Item 8	Pt 2 of the Minutes of the meeting of the University Council held on 13 June 2023	s9(2)(a), (i), and (k)
Item 9	University Council Work Plan and Action Follow-Register	s9(2)(a), (i) and (k)
Item 10	Health and Safety Report for May 2023	s9(2)(a), (ba), (c) and (g)(ii)
Item 11	Vice-Chancellor's Report	s9(2)(a), (i), (j) and (k)
Item 12	Emeritus Professors	s9(2)(a)
Item 13	Public Orator	s9(2)(a)
Item 14	University of Otago Foundation Trust	s9(2)(i), (j) and (k)
Item 15	Financial Improvement Report	s9(2)(i) and (k)
Item 16	Financial Reports	s9(2)(i) and (k)
Item 17	Audit and Risk	s9(2)(i) and (k)
Item 18	Council Only Business	s9(2)(i), (j) and (k)

AND THAT for Items 8-17- Professors A Ballantyne, R Blaikie, Mr D Thomson, Mr B Trott and for Item 14 – Mr Alan and Mr Stuart McLauchlan be permitted to remain at this meeting after the public has been excluded because of their knowledge of the matters to be discussed. This knowledge, which will be of assistance in relation to the matters to be discussed, is relevant to those matters because it

relates to aspects of the administration and/or knowledge of specific capital projects of the University of Otago for which these people are responsible. The General Counsel and Acting Registrar and the Deputy Secretary is also permitted to remain at the meeting for Items 1-18 to provide secretarial support and advice.

Tuakiritaka
Consultation Findings | 2023

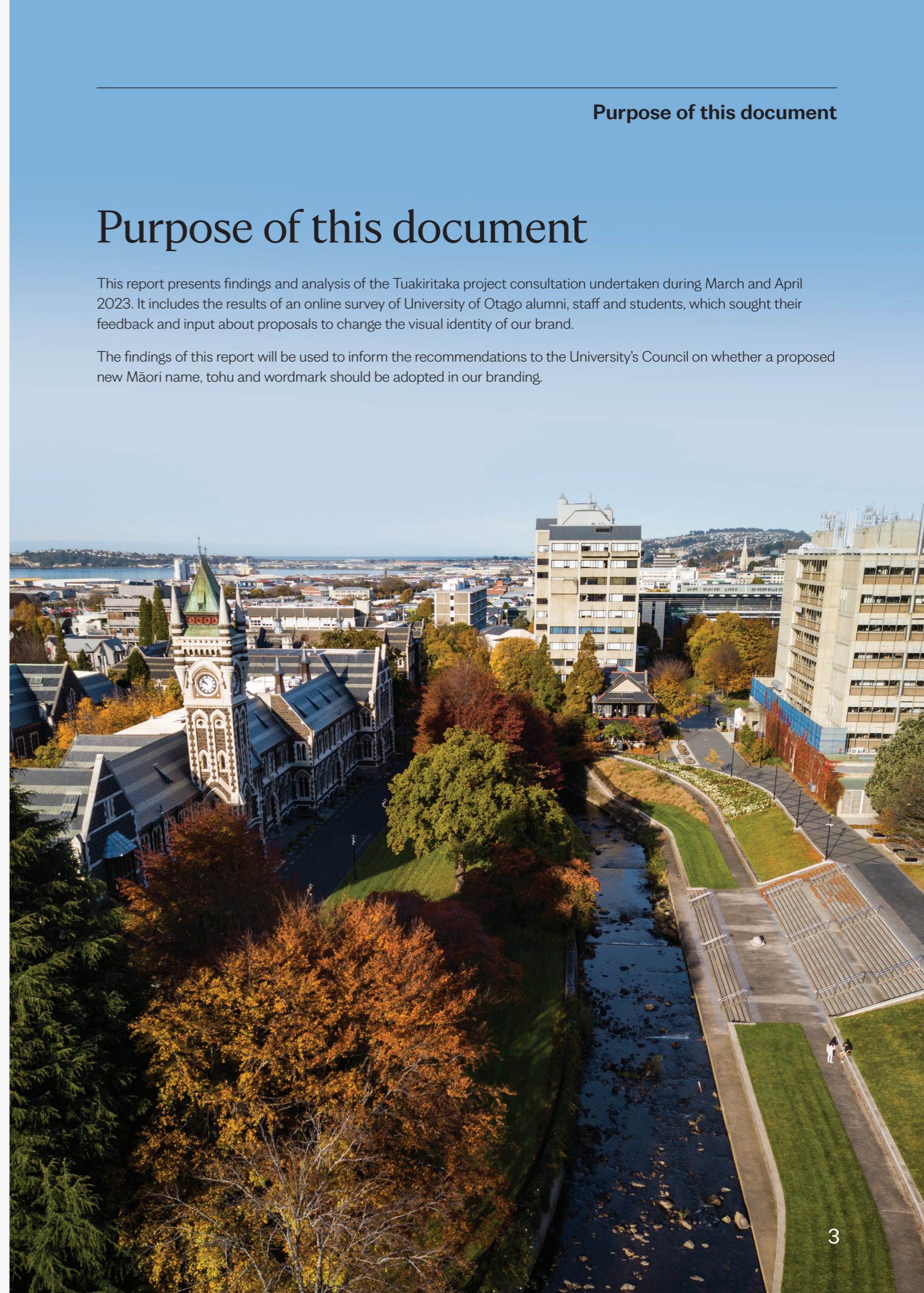
Contents

Purpose of this document	3
Executive summary	4
Background to the proposal	5
Background to the consultation.....	6
How we consulted and measured the results.....	7-8
Survey development	9
Distribution of survey	10
Other consultation methods.....	10
Survey findings.....	11
Respondents.....	11
Comments and themes.....	14
1. Alignment of the proposal with the future direction of the University	14
2. Applicability of design principles	22
3. Appropriateness of timing.....	28
4. Implementation considerations	34
5. Personal impact.....	38
6. Further feedback	44
7. Consultation assessment.....	48
Summary/conclusions.....	50
Email feedback.....	52

Purpose of this document

This report presents findings and analysis of the Tuakiritaka project consultation undertaken during March and April 2023. It includes the results of an online survey of University of Otago alumni, staff and students, which sought their feedback and input about proposals to change the visual identity of our brand.

The findings of this report will be used to inform the recommendations to the University's Council on whether a proposed new Māori name, tohu and wordmark should be adopted in our branding.



Executive summary

The Tuakiritaka project aims to refresh the University of Otago brand. At the heart of the proposal is a new visual identity and a new Māori name, Ōtākou Whakaihu Waka. The project team has developed these to align with the University's current and future aspirations as expressed in Vision 2040. The project is framed by three aspirations: to reflect and celebrate the multiple strands of history and the unique place that shape the University (whakapapa); to develop a distinctive visual identity that speaks to the institution's values and aspirations and which will become instantly recognisable (iconic); and to create an identity design system that allows function and form to add to our institution's cultural narratives (practical).

The University undertook a five-week period of consultation with key stakeholders to seek their feedback on the Tuakiritaka proposals. More than 9,000 completed responses were received from alumni, staff and students

Survey findings:

Nearly two-thirds of all respondents agree that the proposed visual identities reflect the future direction of the University.

- 60% believe that the designs were practical, while just over half of respondents agree that the designs were both iconic and reflected our whakapapa.
- More than 50% of respondents felt that now is the right time to make the changes, with a third of people disagreeing.
- While a third of respondents do not feel that the proposed changes to the visual identity would impact them personally, 54% of people indicated some level of impact.
- In terms of the consultation process, 75% of respondents agree to some extent that they had a fair opportunity to express their opinions.

The survey comments were categorised into 13 themes, with both supportive and unsupportive feedback. Among the most common positive feedback was support for the suggested te reo Māori name and endorsements of the direction and intent of the changes.

Despite this, there was some level of misunderstanding about whether the "University of Otago" will remain as the official name. There were also some apprehensions expressed by some respondents about the design of the tohu and font. Among the most common areas of concern was the potential for the loss of status for the University, a reduction in the individual's sense of connection to the institution as a result of replacing the coat of arms and the applicability of the proposal internationally. There was also a significant degree of concern about the costs of the proposal.

Based on the findings of the survey, there can be a high degree of confidence that a broad cross-section of alumni, staff and students agree that the proposals align with Vision 2040 and reflect the future of the University. There is also acceptance that the proposed design and Māori name reflect the whakapapa of the organisation, are iconic and practical.

In deciding how to implement the proposals, strong consideration should be given to timing, ensuring this is managed in a financially prudent manner. Consideration should also be given to ensuring that specific elements of the design are accessible, and that the use of the new identity in international markets supports ongoing recognition of the University.

Strategies should be developed to increase understanding about the relevance and story of the tohu and Māori name. These strategies should include a clear framework for how the English and te reo Māori versions of the identity are to be used, and that the name "University of Otago" is maintained.

Background to the proposal

The University has been actively reviewing its brand since 2019. The review was initiated because of the growing complexity and confusion around elements of our brand, such as the proliferation of unofficial sub-brands, logos, typefaces, names and designs that have emerged organically over the years. Adding to this, our brand elements are becoming increasingly difficult to use in digital and online environments. The last major changes to our brand occurred in the early 1990's – prior to the widespread use of the internet.

The process to refresh our brand began with a discovery phase that was completed in 2020, involving interviews with key internal stakeholders of the University. These interviews uncovered the main characteristics of our brand, as well as a central brand idea "Together We Dare", which pays homage to the University's motto "Dare to be Wise". Alongside this, market research was pointing to a clear generational shift in the behaviours and values of students, which provided important insights about how we could position the University's brand for the future.

At the same time as this discovery phase, the University was embarking on a strategic reset called Vision 2040, which has at its core a commitment to partnership with mana whenua, as well as a desire to place greater acknowledgement of the University's unique connection to Te Waipounamu (South Island), to Aotearoa New Zealand, and our location as a university in the Pacific.

The convergence of these key phases of work provided the foundation for the design process used in the project. It focused our thinking on how our visual identity and brand should reflect the new direction the University is heading in, while acknowledging the shifting dynamics in the tertiary education sector. Furthermore, we focussed on the need to maintain our relevance as a university in Aotearoa New Zealand, while supporting the University's capability to connect with and attract a changing generation of students.

With these foundations in place, a working group was set up to explore a refreshed visual identity. This group consisted of university leaders and staff, design, language and history experts, and representatives of mana whenua rūnaka: Kāti Huirapa ki Puketeraki and Te Rūnaka o Ōtākou. Additional oversight was provided by a dedicated steering committee. A set of design principles was adopted to guide the project to ensure that the proposed new visual identity speaks to our shared whakapapa (history), and is iconic and practical.

While the COVID pandemic caused delays to key phases of the project, a major brand audit was completed, and a new brand strategy was drafted in 2021. Several wānanga (meetings) involving the working group were also held during 2021 and 2022 to collaborate on the development of narratives and proposed designs for the University's visual identity.

Following approval of an extensive consultation plan and proposed draft concepts for a new visual identity by our Council, the University began initial stakeholder consultation in December 2022.

Background to the consultation

Initial feedback was gathered from more than 50 individual and group briefings held with key alumni, community stakeholders, senior staff and student representatives between December 2022 and March 2023. As a result of this initial feedback, the concepts were refined to a final proposal which was communicated to all stakeholders on 15 March 2023.

Given the importance and extent of the proposed changes, the University Council wanted to consult with the entire University community, which consists of about 7,000 staff, 19,000 students and approximately 80,000 registered alumni.

The proposal:

- Keeping the name, University of Otago.
- Changing our te reo Māori name from *Te Whare Wānanga o Otāgo* to *Ōtākou Whakaihu Waka* – a metaphor which means “A Place of Many Firsts”.
- Keeping our coat of arms for ceremonial purposes.
- Adopting a new tohu (symbol) for the University.
- Creating an English and a te reo Māori version of our tohu and names together, with the English version to be used commonly in external-facing communications, and the te reo Māori version used when suitable.
- Our colours, blue and gold, will continue to be used, with a more vibrant execution.
- Our motto will remain *Sapere Aude*, widely translated as “Dare to Be Wise”.
- Colleges, clubs and societies, and sports teams can retain their own identities.

How we consulted and measured the results

What we wanted to know:

The purpose of our consultation was to hear from our community whether they believed the proposed visual identity:

- Reflected the future direction of the University?
 - o This question was divided into consideration of the English version and the te reo Māori version
- Reflected the design principles?
 - o The design principles were:
 - o Whakapapa to our stories – the design is connected to our story and our identity.
 - o Iconic – the design is uniquely ours, an ownable icon.
 - o Practical – the design can easily be used in a variety of ways (digital, physical).

Plus, we asked:

- Was now the right time to make this change?
- How much would the proposed change impact them?
- Had they had a fair opportunity to express their opinion?



How we consulted and measured the results

How we consulted:

The University of Otago community is made up of about 7000 staff, 19,000 students and about 110,000 alumni.

Our staff and students are spread across five campuses, and our alumni are located around the world.

It was important to the University Council that this decision was not taken without hearing from this community.

The Council wanted to give everyone the same opportunity to comment, rather than being dependent on location, so a survey supported by other engagement activities was chosen as our main consultation tool.

The other supporting activities to inform and reach out to the community:

- All staff forum to launch the consultation (in person and online).
- Emails to all staff and students.
- Email to 80,000 alumni (all alumni for whom we have email contact details and permission to contact).
- Follow-up emails with survey links to all staff, students and alumni.
- Staff and student question and answer forums (in person and online).
- Website with comprehensive details and frequently asked questions.
- Social media posts.
- Public media briefing.
- Information stands on the main Dunedin campus.
- Posters publicising the consultation on all campuses.
- Reminders to the community to complete the survey (sent halfway through the feedback period).
- Our call centre, AskOtago, was set up to take calls from members of the community who could not access the survey or needed assistance with technology.
- An email address was created so that the community could ask questions, provide feedback through that forum or get assistance with the survey.

What we hoped:

- We hoped that there would be a high level of awareness of the proposal, through either our direct emails, social media or public media.
- We hoped that enough people would respond to the survey to give us a 95% confidence rate in the results.
- We hoped that we would hear from our Māori staff and students.
- We hoped that people who took part in the consultation felt they had a fair opportunity to have their say.

How we consulted and measured the results

Survey development

We expected there would be significant interest in providing feedback on the proposed visual identity. A survey was chosen to support the consultation process because it meant we could control access to this key part of the consultation process – so we were hearing only from our community. It also allowed consistent information to be collected during the process, and ensured the data collected could be managed.

The survey was designed to meet the purpose of consultation – to seek information or advice, or to take into consideration different points of view. A consultation process does not imply a referendum or other form of vote. The questions put forward to respondents represented the key points we were looking for feedback on.

We deliberately chose to not actively seek feedback on individual design elements. We wanted respondents to focus on the intent of the proposed change and the package of elements that made up the proposal. Design processes can easily be hamstrung by a “design by committee” approach that can result in disjointed or compromised outputs that don’t reflect the initial vision.

The provision of six separate “free text” comment boxes meant that respondents had multiple opportunities to share their point of view with little restriction, and only one compulsory question was included. This gave respondents the opportunity to look through the survey to see the range of questions being asked before needing to provide a response. “Don’t know or Unsure” options were also provided to ensure that respondents did not feel forced to respond in a particular manner.

Respondents were required to provide the group or groups they identified with from a list of options. This ensured that the data collected could be analysed with key University community groups in mind – for example staff, students and alumni. Other demographic information was requested towards the end of the survey to help us ensure that we were hearing from a range of people (age, ethnicity).

Feedback was sought from internal survey specialists and the survey was also reviewed by an independent market research company prior to its release. As the survey was not for academic research purposes, academic ethical approval was not required.

Tools and analysis

The survey was hosted on the Qualtrics platform. Qualtrics is a general-purpose survey application commonly used across the University and globally. We were able to minimise the impact of technical issues by using this platform, with a multitude of browsers, devices and operating systems known to work well with the platform. Unfortunately, Qualtrics is limited in supporting the use of macrons which was noted by some respondents.

Sentiment and topic analysis of comments were also conducted within the Qualtrics platform.

Two people were tasked with reviewing all comments. The people reviewing the comments categorised comments by topic and sentiment. Individual comments were reviewed in isolation; other comments or responses made by the same respondent were not seen at the same time.

The categorisation of comments was then separately moderated by a third person. This person reviewed the allocation of topics and sentiment on a 10% sample basis. Moderation showed the comment categorisation to be logical 94–99% of the time.

Distribution of survey

Because we wanted to ensure we were only hearing from our community members, we chose to use personal links to distribute the survey. This meant that each individual contacted had a link that was only for their use. As a result, the data collected was not anonymous, but was treated confidentially. Only three people had full access to the complete data set, and comments were not related back to identifying data at any time.

Respondents were identified in three ways. Staff were identified through staff email addresses; all staff have an email address ending in otago.ac.nz which was used to distribute individual survey links. All categories of staff were identified regardless of employment conditions.

Students were identified through their student emails. All students are provided with a student.otago.ac.nz email address which was used to distribute individual survey links.

Alumni were identified through the University’s alumni database. The email addresses within this database were used to distribute individual survey links to alumni. There were some alumni who shared an email address with another person. As messages were distributed by email it was only possible to generate one link per email address.

We were aware that there were respondents who could potentially be contacted three times due to the nature of their relationship with the University (for example, the same individual could have a student enrolment and student email address, be a member of staff with an otago.ac.nz address, and have a different email address associated with their alumni record). If the same email address appeared more than once, duplicate entries were removed. This was most common across the staff and alumni email lists. Communication to respondents acknowledged that duplicate messages may be received, and these respondents were asked to respond to one survey link only.

Invitations to the survey were sent out on Thursday 16 March 2023 and respondents were given until Sunday 16 April 2023 to complete their response.

Other consultation methods

The consultation was launched with a forum open to all University staff, led by the Acting Vice-Chancellor, Professor Helen Nicholson. The forum outlined the work to this point and the proposal for consultation.

Immediately following the forum, emails were sent to all staff and students, and to all alumni for whom we have email addresses and permission to contact. These emails provided an overview of the consultation and gave a link to a web page that outlined the proposal in full, including frequently asked questions. The email also alerted the three groups – staff, students and alumni – that a survey link would be sent the following day directly from our survey software.

An email address had been established for the consultation, and the student and staff emails were sent directly from that address so there was a place for replies and questions to be collated and responded to.

Our central social media channels (Facebook, LinkedIn, Twitter and Instagram) were used to post about the consultation and all responses were monitored and replied to when appropriate.

Posters and video displays were established across our campuses to encourage staff and students to take part in the consultation.

The week following the survey opening, two question and answer forums were held – one for students and one for staff. Both were held with attendance welcome both in person and virtually. About 60 people attended the staff meeting, and about 100 attended the student meeting.

A reminder was sent from the survey tool to all those who had not completed the survey after two weeks, and a notice was put in the weekly staff email bulletin.

Survey findings

Respondents

There were 11,582 people who began the Tuakiritaka Identity proposal survey. Of these 78% (9,007) completed a submitted response. A total of 18,212 comments were received.

The level of responses gave us statistical confidence that the information presented in this report most likely represents the University community population.

All data is self-reported; no validation (supplying documentation that confirms your identity) was possible.

Groups

Table 1 shows the number of respondents by group. Respondents were asked to select the group or groups they identified with. Respondents were able to select multiple groups, recognising that many people had multiple connections to the University. Respondents were unable to skip this question. There were 69 combinations of groups (e.g., current student and alumni and staff). The most common combination was a respondent who was both a member of staff and a graduate (alumni) (425).

Staff were the most likely to respond, and alumni were the least likely to respond. Response levels for alumni, current students and staff were all sufficient to achieve a statistical confidence level of 95% with a margin of error of 1% for alumni and 2% for staff and students.

Table 1: Respondent Groups

Group	Respondents	Total contacted	Response rate
Alumni	5,859	82,018	7%
Career advisor/teacher	115	n/a	
Current student	2,220	20,152	11%
Potential student	264	n/a	
Staff	1,807	8,548	21%
Whānau of current student	334	n/a	
Whānau of potential student	429	n/a	
None of the above	130	n/a	

All figures presented are rounded to the nearest whole number. Figures may not sum to 100% due to rounding.

Ethnicity

Table 2 shows the ethnicity of respondents. Census categories were used when collecting this information. As with the census there was a number of people who used the "other" option to provide a response such as Pakeha or New Zealander. Respondents were able to select multiple ethnicities. There were 55 combinations of ethnicities (e.g., New Zealand European and Māori and Other). The most common combination was New Zealand European and Māori (689).

Table 2: Ethnicity of Respondents

Ethnicity	Respondents	Proportion of respondents	New Zealand population est. ¹
Chinese	363	4%	5%
Cook Island Māori	44	0%	2%
Indian	164	2%	5%
Māori	1,010	11%	17%
New Zealand European	6,494	72%	64%
Niuean	16	0%	1%
Samoaan	120	1%	4%
Other	1,856	21%	
Did not respond	243		

Age profile

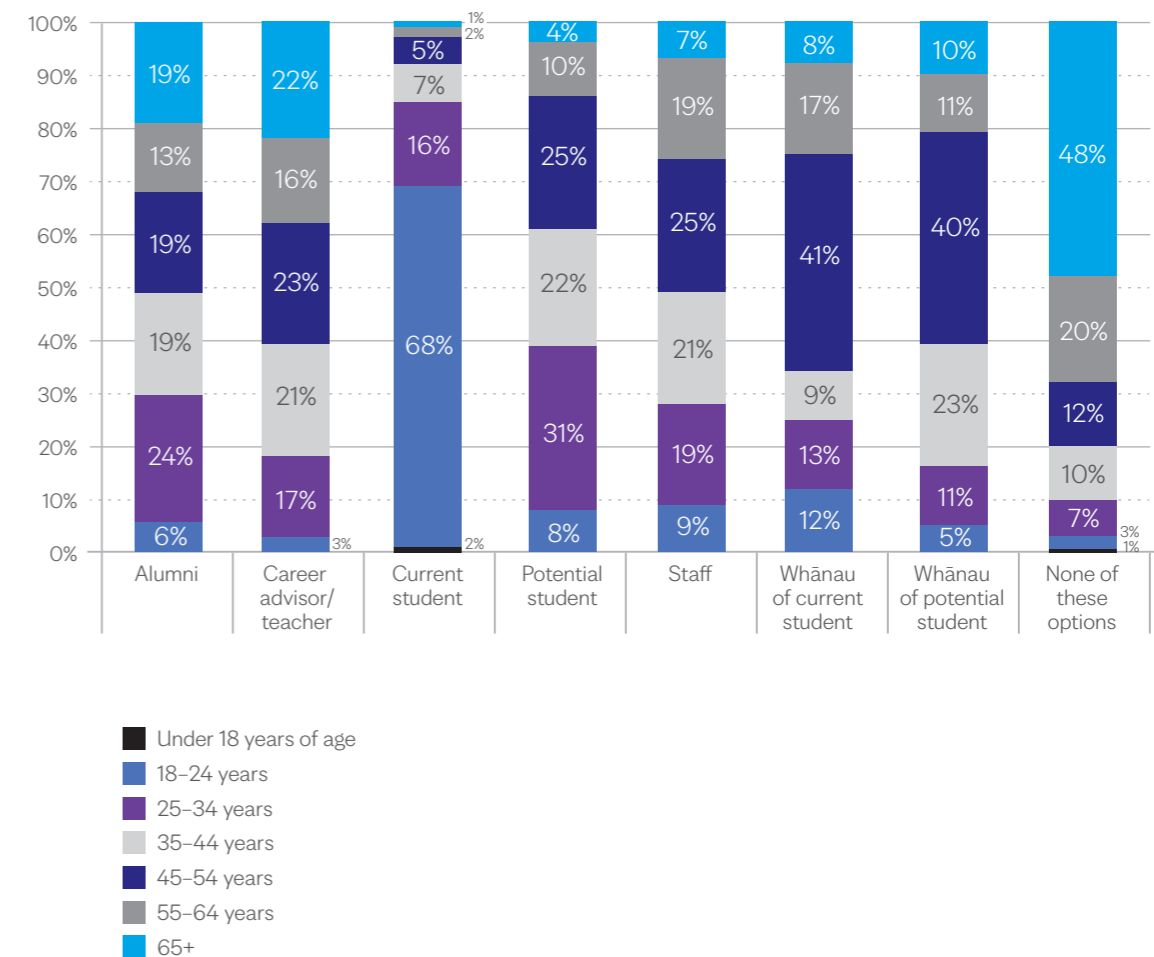
Table 3 shows the age profile for all respondents.

Table 3: Age of respondents

Age	n	%
Under 18 years of age	40	0%
18-24 years	1,838	21%
25-34 years	1,777	20%
35-44 years	1,466	16%
45-54 years	1,462	16%
55-64 years	1,063	12%
65+	1,253	14%
Did not respond	108	

Figure 1 shows the age of respondents by group. As expected, most student respondents were under 25 years old. Nearly 50% of staff respondents were under 45 years old, whereas just over 50% of alumni respondents were over 44 years old.

Figure 1: Age of Respondents by Group



¹ Based on 2018 census data. Stats NZ NZ.Stat Ethnic group (detailed total response – level 3) and languages spoken by sex, for the census usually resident population count, 2018 census

Comments and themes

Note about comments:

Comments received provide additional information that at times will not align with quantitative information. Often a respondent will only comment if they feel particularly passionate about the subject. At times this can mean that comments are more polarising than quantitative information would suggest.

Care needs to be taken when assessing comments to ensure that the anecdotal influence does not displace the quantitative assessment.

The assessment of comments also does not allow for nuanced information. Comments were categorised into topics and then a sentiment (e.g. positive or negative) was selected.

Sentiment and themes were allocated based on the comment itself, regardless of whether comprehension of the proposal was accurate. As an example, a topic such as the new Māori name with a negative sentiment may include a comment that indicates unhappiness with the loss of the name University of Otago. However, it has not been proposed to remove the name University of Otago.

Another example is when the comment indicates a sentiment that the proposal does not go far enough within the topic. For example, a comment that indicates that to be culturally aware the University should only use te reo Māori, and the coat of arms should not be used again, would be categorised as Cultural Awareness – Negative.

Analysis of questions

Question 1. Alignment of the proposal with the future direction of the University

Respondents were asked how strongly they agreed that the proposal reflects the future direction of the University. They were given the opportunity to assess this against the English and te reo Māori versions of the visual identity.

Caveats

Respondents were provided with a link to Vision 2040 to help their assessment of this question. However, it was not specified that Vision 2040 was the only interpretation of the University's future direction. Some respondents felt the question was one of logic rather than an opportunity to assess whether the proposal reflected their own personal view of the future direction of the University.

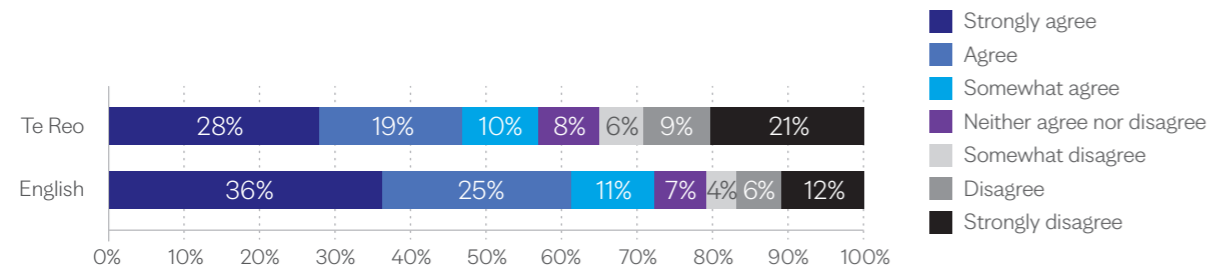
Responses

Respondents were provided with two versions of the proposed visual identity. They were asked "to what extent do you agree that each of the proposed versions reflect the future direction of the University?" **Table 4** and **Figure 2** show the responses to this question. The table shows 72% of respondents agreeing to some extent with respect to the English version and 56% agreeing to some extent for the te reo Māori version. Some respondents chose not to answer this question.

Table 4: Proposal Reflects the Future Direction of the University

	English version		Te reo version	
	n	%	n	%
Strongly agree	3,150	36%	2,373	28%
Somewhat agree	2,202	25%	1,621	19%
Agree	955	11%	824	10%
Total agree	6,307	72%	4,818	56%
Neither agree nor disagree	604	7%	723	8%
Somewhat disagree	340	4%	502	6%
Disagree	498	6%	772	9%
Strongly disagree	1,041	12%	1,781	21%
Total disagree	1,879	21%	3,055	36%
Did not respond	217		411	

Figure 2: Proposal Reflects the Future Direction of the University



Information is also available by key groups. Figures 3 and 4 show responses from Alumni, Current Students, Staff, and those respondents who identified as Māori.

Figures 3 and 4 both show that staff were the most likely to agree that either of the two proposals reflect the University's future direction. This could be because staff are more likely to understand Vision 2040 than alumni or students. Figure 4 shows more difference in opinions between groups, with alumni being the least likely to agree that the te reo Māori version reflects the University's future direction.

Figure 3: Proposal Reflects Future Direction of the University, by Group, English Version

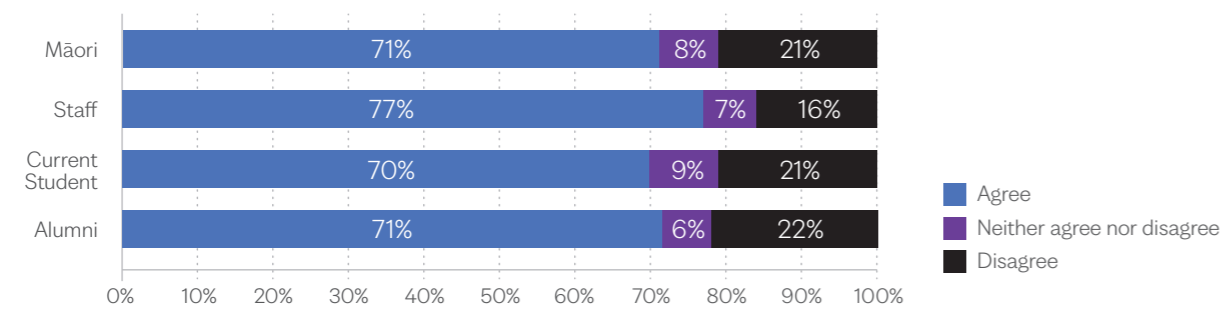
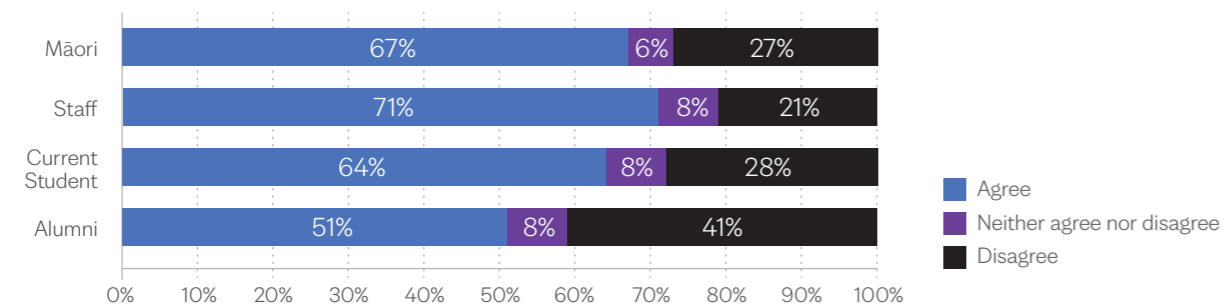


Figure 4: Proposal Reflects Future Direction of the University, by Group, Te Reo Māori Version



Responses were also analysed by age group, and this information is shown in Figures 5 and 6. Generally, responses were similar by age group, except for those aged over 65, or who did not disclose their age. This difference was more pronounced when considering the te reo Māori version.

Figure 5: Proposal Reflects Future Direction of the University, by Age, English Version

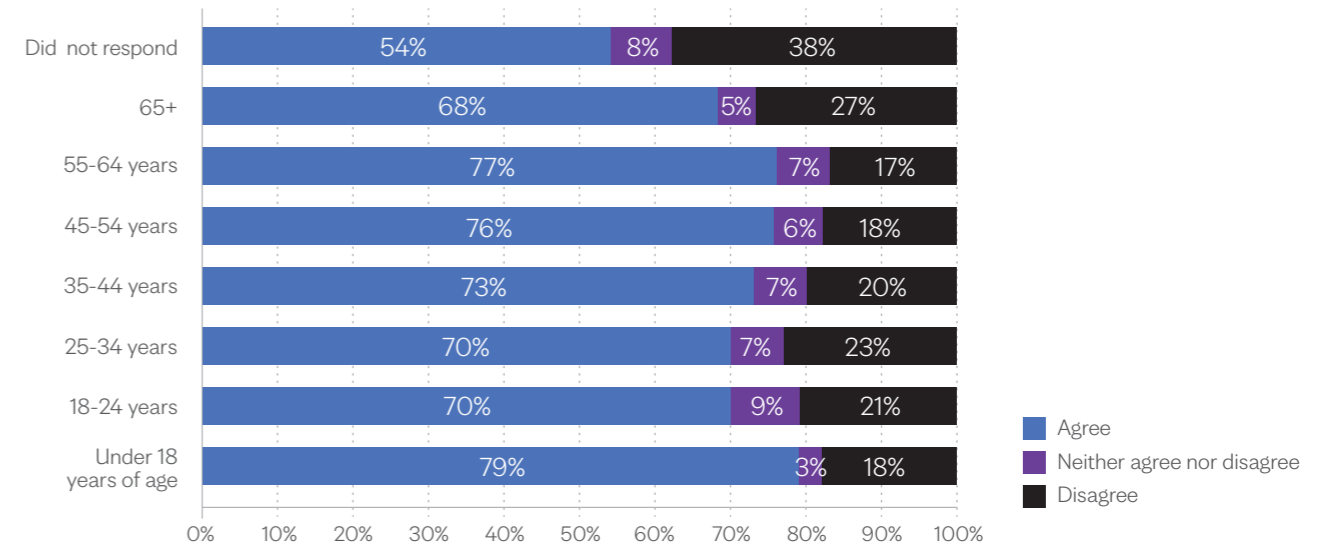
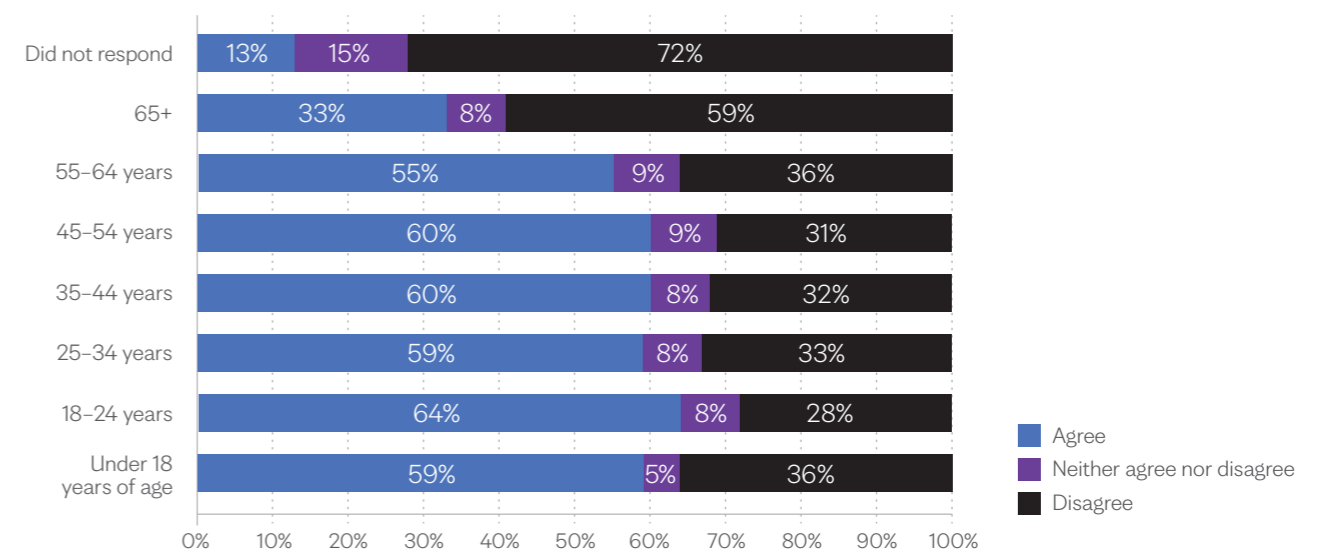


Figure 6: Proposal Reflects Future Direction of the University, by Age, Te Reo Māori Version



Respondents were also given the opportunity to reflect on their responses via free-text commentary.

Comment themes and sentiment

Comments should be considered in context with the quantitative information presented.

Nearly 4,000 comments were received on this question. These comments ranged from specific feedback about the designs, to more general comments about the direction the University, and society in general, is taking. Respondents also took the opportunity provide their own suggestions.

Table 5 provides a count of comments by theme.

A large number of respondents applauded the timing and direction of the proposed changes, embraced the changing of the te reo Māori name, but felt the tohu was unsatisfactory.

A number of comments received also indicated misinterpretation of the proposal, in particular a number of respondents were angry about the loss of the name University of Otago (which has not been proposed). A number of respondents also indicated a preference of one of the two proposed logos, or a preference to retain the current visual identity.

The most commented topic was the tohu, and the majority of the feedback was negative. A number of comments compared the tohu to other objects and other logos such as Otago Rugby, bananas and Whittaker’s chocolate.

Heritage was the next most common topic. Negative feedback highlighted the loss of connection some people felt as a result of the proposal. In particular, the coat of arms was highlighted as very important to a number of respondents.

Positive feedback affirmed the recognition of pre-European heritage in the proposal. Clarity around the use of the coat of arms in the future, if this proposal is accepted, would be useful.

Closely connected to the topic of heritage was concern about international recognition. Many respondents felt that the coat of arms in particular was an internationally recognised symbol of academic excellence. Some respondents were also concerned that their degree would no longer be easily verifiable by employers (especially internationally).

While many respondents felt the promotion of Māori cultural elements was a positive step for the University, there were some who felt the proposal excluded their own identity and culture. Respondents spoke to the multicultural nature of the University community and the need to have an identity that is accessible to international students in particular.

Many respondents were confused by the font, and suggested adjustments to make it more accessible. The cost of developing the proposal also received negative feedback, particularly given the current inflationary pressure being experienced by many.

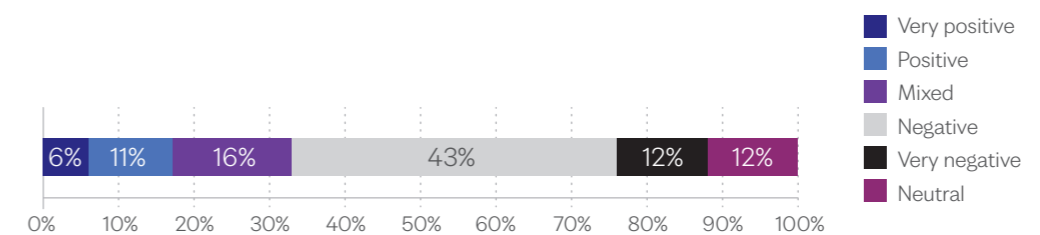
Table 5: Count of Comments by Topic and Sentiment (Future Direction)

Topic	Positive	Negative	Suggestion	Total
Tohu	113	633	77	823
Heritage	33	718	10	761
Name	376	217	151	744
International recognition	13	426	139	578
Cultural awareness	134	276	8	418
Font	17	158	24	199
Cost	1	151	2	154
Cultural action	22	105	9	136
Implementation strategy	23	18	71	112
Colours	14	55	3	72
Consultation process	4	57	2	63
Timing	17	14		31
Vision 2040	8	18		26

The sentiment (on a scale from very negative to very positive) of each comment was also assessed.

Figure 7 shows the overall sentiment expressed via comments for this question.

Figure 7: Overall Comment Sentiment (Future Direction)



Comment examples

“

This is amazing and a great step forward. In the past I've actually been a bit ashamed of my degree from Otago on the basis the University still feels old and a bastion of old white privilege. I would love to see this new identity. Change is well overdue.”

“Why? Why would you change the proud logo of our University? Otago University is world famous and globally recognised by its traditional crest which has shone on thousands of Doctorate, Master, and Graduate certificates over time.”

“Internationally, I think the English version should be made the more prominent version. I like the te reo Māori version, and it does demonstrate the way the University wants to be seen to be headed, however Māori is not an internationally familiar language and therefore we would possibly lose our identity as a University on the international stage”.

“Typically the university employs western whakaaro, so I don't agree with slapping a reo Māori ingoa to an institution which doesn't support Māori.”

“There is no need for the virtue signaling all of this implies. Less than 3% of the population of New Zealand are fluent in the Māori language and I expect a larger proportion of NZ are fluent in Mandarin so who not a logo couched in that language? If you concentrated on academic success through a completely colour-blind lens and actual science as it is properly defined your University could begin to regain the international status it once had.”

“Otago University with its long proud history was founded in 1869 with Māori having nothing to do with this founding AT ALL. It was based on Scottish heritage. Why on earth there is a suggestion to incorporate a Māori name I have no idea. It is an insult to the University's proud history. Māori are suggested as 16% of the population BUT this is not so - the vast majority (if not all) have less than 50% Māori genes, most with much less than - almost nothing - so why pander to this nonsense of them conveniently neglecting the majority of their genes for personal gain. Nothing but total hypocrisy.”

“Now knowing the history of Otakou, it is only right that the University return to the correct and proper name. I think this is a great idea. It is NZ-distinct and the way of the future - and present.”

”

Question 2. Applicability of design principles

Respondents were asked to assess whether the proposal reflects the three core principles that the work was intended to express. These principles were:

- Whakapapa to our stories – the design is connected to our story and our identity.
- Iconic – the design is uniquely ours, an ownable icon.
- Practical – the design is able to be easily used in a variety of ways (digital, physical).

Responses

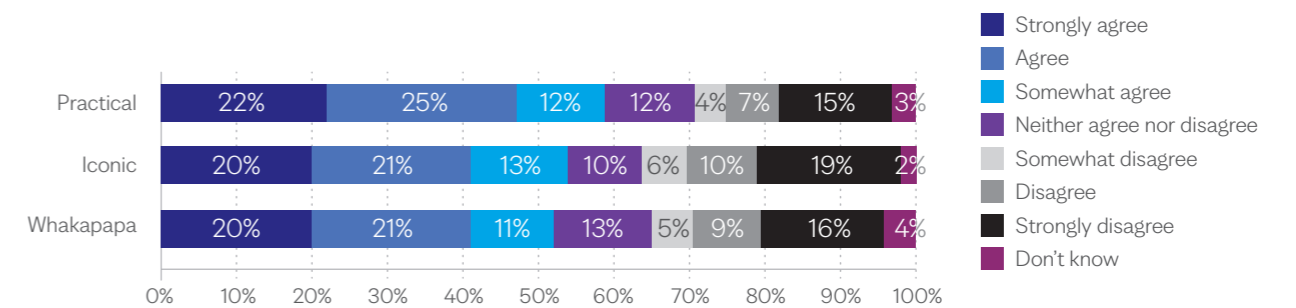
Table 6 and figure 7 show similar but polar opposite responses. For example, when assessing whether the proposed visual identity is iconic, 20% of respondents strongly agreed and 19% of respondents strongly disagreed.

“Practical” was the most obvious of the three design principles to respondents, with 60% of respondents agreeing to some extent that the design reflected the principle. 52% of respondents agreed the proposal represented whakapapa to our stories, and 54% of respondents agreed that the design was iconic.

Table 6: Design Principles Reflected in the Proposal

	Whakapapa		Iconic		Practical	
	n	%	n	%	n	%
Strongly agree	1,739	20%	1,786	20%	1,913	22%
Agree	1,870	21%	1,828	21%	2,185	25%
Somewhat agree	997	11%	1,118	13%	1,051	12%
Total agree	4,606	52%	4,732	54%	5,149	60%
Neither agree nor disagree	1,154	13%	857	10%	1,018	12%
Somewhat disagree	463	5%	517	6%	333	4%
Disagree	811	9%	840	10%	627	7%
Strongly disagree	1,459	16%	1,672	19%	1,272	15%
Total disagree	2,733	31%	3,029	35%	2,232	26%
Don't know	382	4%	145	2%	228	3%
Did not respond	132		244		380	

Figure 8: Design Principles Reflected in Proposal



Respondents were also given the opportunity to provide further commentary via a free-text box.

Comment themes and sentiment

Comments should be considered in context with the quantitative information presented.

More than 2,500 comments were received. **Table 7** provides a count of comments by theme.

Respondents were most likely to comment on the *tohu*, and largely with negative sentiment. Feedback was generally in reference to the design principles outlined, noting that the proposed *tohu* was too similar to other established logos such as Otago Rugby, Otago Polytechnic (now Te Pukenga), Whittaker's chocolate, and several other examples. With respect to *whakapapa*, many felt that European elements of the University story were being lost. Others felt the current visual identity was a better reflection of the design principles.

Concerns about brand recognition, both domestically and internationally, were also raised. Some felt that the proposal was too corporate and no longer represented an academic organisation. Others felt that English needs to remain the primary language given the commonality of use around the world.

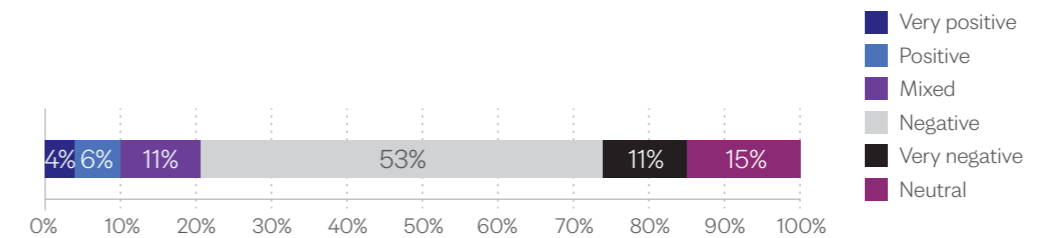
The proposed colours were also a talking point, with a mix of sentiment noted. Respondents had questions about how the proposed visual identity would look in particular settings, with some concern about the practicality of a dark gradient background.

Table 7: Comment Count by Topic and Sentiment (Design Principles)

Topic	Positive	Negative	Suggestion	Total
Tohu	149	819	28	996
Heritage	38	549		587
Cultural awareness	124	154		278
International recognition	9	154	2	156
Colours	66	819	22	907
Cost		88		88
Name	25	12	1	38
Implementation strategy			81	81
Font	4	38		42
Consultation process	4	38		42
Cultural action	5	21	1	27
Digital implementation			28	28

The sentiment (a scale from very negative to very positive) of each comment was also assessed. **Figure 9** shows the overall sentiment expressed via comments.

Figure 9: Overall Comment Sentiment (Design Principles)



Comment examples



What whakapapa? Why is this University, built on stolen Māori land, suddenly deciding to incorporate our culture and designs into their logo for their own benefit and public image.”

“In the tohu (symbol) and wordmark (logo) I totally feel the compelling new story for the future combined with honouring the history and heritage of the University of Otago, the region and mana whenua. It feels fresh and vibrant, and at the same time familiar in the sense of Ōtākou / Otago identity.”

“For me, academia is a global network, and the scholastic enterprise is one that reaches into stories of all nations and draws an identity rooted in the flourishing of humanity. Given the status of Te Tiriti o Waitangi, UoO is right, in my opinion, in this 2040 direction, yet the first principle of whakapapa seems limiting to “our own”. How is “our own” understood? It seems that distance is being put between the University and its coat of arms. Is there a history that UoO wants to distance itself from? If so, how does that square with whakapapa?”

“I love the simplicity of the design and that fact that it is still easily recognisable as Otago with the O (with a beautiful Māori design) and the blue and gold. It is a clever marriage of two worlds.”

“Although it is indeed practical, I do not believe this is the main focus of the entire change of image. The logo by itself, without the University’s name next to it giving it full context, does not speak to me of Maori culture, or roots, let alone knowledge or even of an exchange coming together. No parts of the symbol actually touch, making it feel as though there was a possibility for an exchange and yet, it never happened, as if the exchange was very weakly going to occur, or as if it may never happen at all. It doesn’t speak to me of water either, it would need to have more fluid lines, for it to do so. I also wish it would communicate strength, a solid base, readiness to take on the world. After all, this is the logo/image we are eventually taking with us to the rest of our paths, locally or internationally. Unfortunately, visually it could very easily be confused with 2 moons or even bananas, which I do not believe are the intended connotation the new image wishes to convey. Thank you for your time reading our diverse points of view.”

“Branding requires continuity. Granted the cross and stars are a bit meh, but the existing symbol has some brand recognition. A big astigmatic O with a pair of half pai koruey bits is no improvement and lacks the history / connection and er, (to misuse the term in the same the same way this marketing exercise does), the Whakapapa.



Question 3. Appropriateness of timing

Respondents were asked whether they considered that now was the right time to make this change.

Table 8 and figure 10 indicate respondents' viewpoints were polarised when considering the potential timing of changing the University's visual identity. 28% of respondents strongly agreed that now was the right time to change, and 24% of respondents strongly disagreed with the statement. The total proportion of respondents who agreed to some extent with the statement was 51%.

Table 8: Right Time for Change Response

	n	%
Strongly agree	2,506	28%
Agree	1,301	15%
Somewhat agree	709	8%
Total agree	4,516	51%
Neither agree nor disagree	965	11%
Somewhat disagree	400	4%
Disagree	847	9%
Strongly disagree	2,120	24%
Total disagree	3,367	36%
Don't know	102	1%
Did not respond	57	

Figure 10: Right Time for Change Response

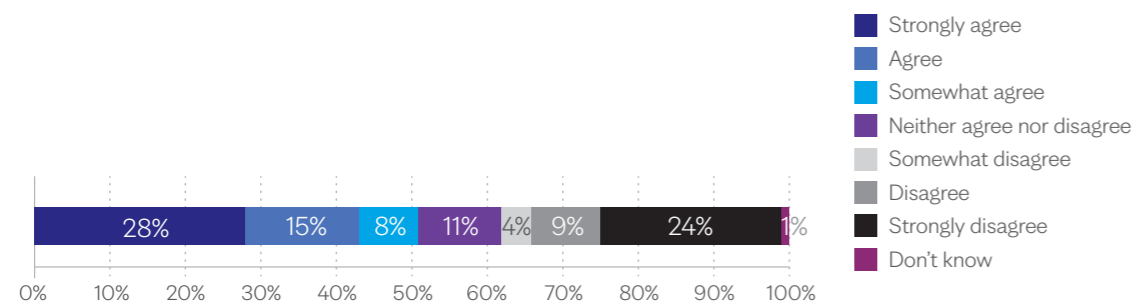


Figure 11 breaks down the responses by group and shows that staff are the most likely to agree that now is the right time to implement the proposal, while alumni are the least likely to agree.

Figure 11: Right Time for Change Response by Group

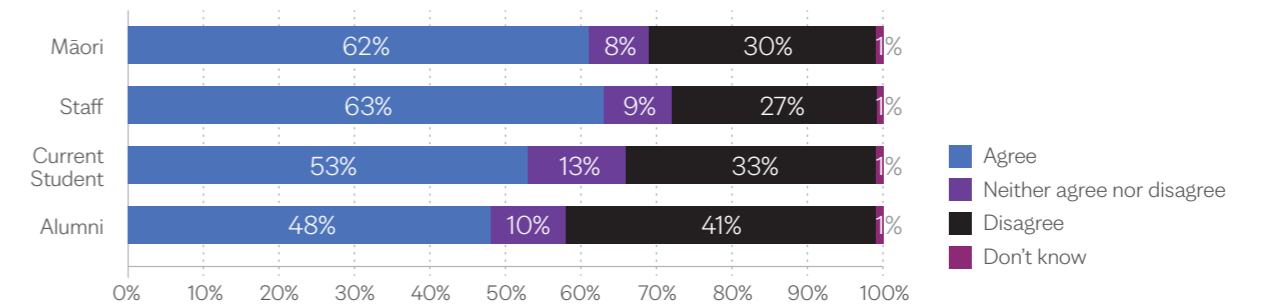
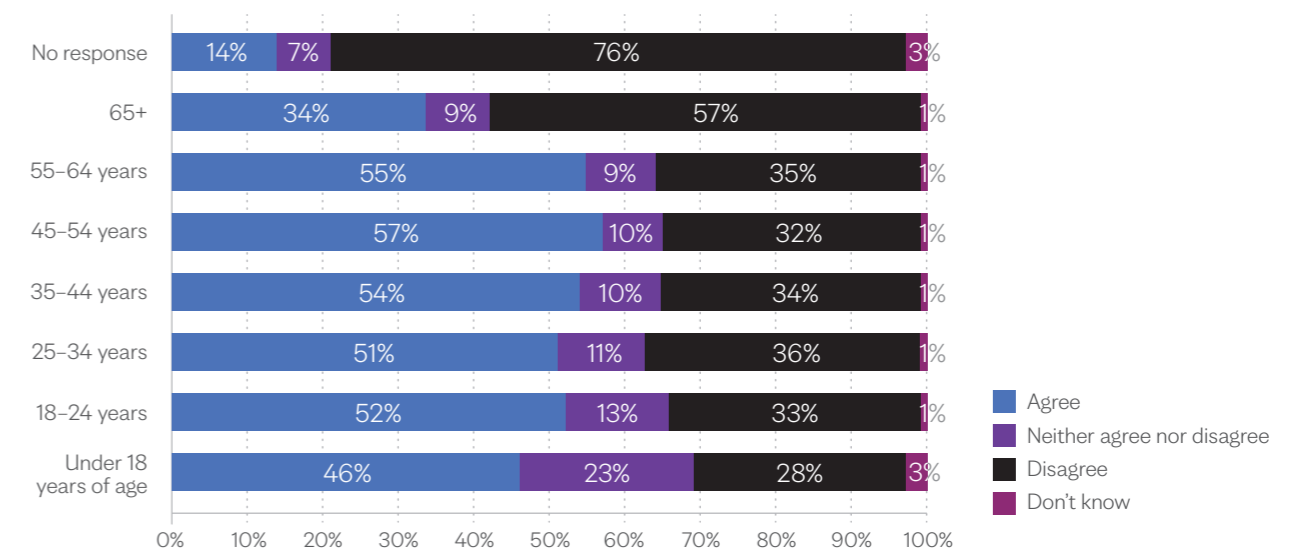


Figure 12 breaks responses down by age and shows that those aged 65 and above, or who did not provide a response, are the least likely to agree that now is the right time to make the change. The other age groups showed similar patterns.

Figure 12: Right Time for Change Response by Age



Respondents were also given the opportunity to provide further commentary via a free-text box.

Comment themes and sentiment

Comments should be considered in context with the quantitative information presented.

Nearly 3,000 comments were received. **Table 9** provides a count of comments by theme.

A large number of respondents commented positively that now is the right time to make this change. Some respondents noted the proposal was well overdue. Other respondents, while positive about the change, noted some tweaks or suggestions to improve the design.

Respondents who were negative about the timing of the proposal were most likely to identify cost as the major factor behind this. Many respondents felt that spending additional money on this proposal when areas of the University are facing budget cuts was illogical and reduced the morale of University staff.

A number of respondents felt that the timing of the proposal was driven by politics and represented a cynical response to government funding priorities. These respondents were also likely to note they felt being more culturally aware was a fad or that the University was pandering to Māori.

Other respondents noted generations of systemic racism and a pressing need to address inequities experienced by Māori. Many of these respondents also challenged the University to back up the symbolism expressed in the proposal with action to improve outcomes for Māori.

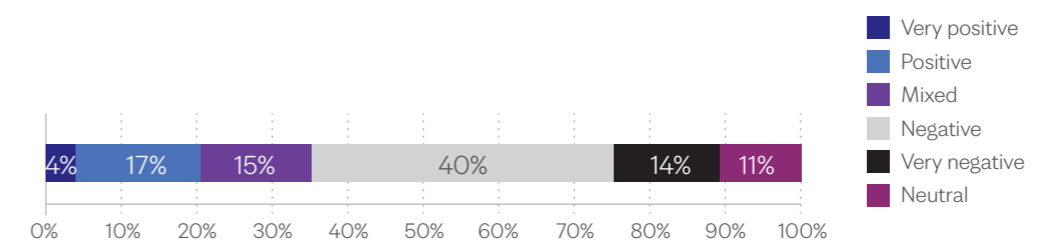
Differing interpretations of Te Tiriti o Waitangi were offered by some, and there were also respondents who felt the information presented was incorrect.

Table 9: Comment Count by Topic and Sentiment (Timing)

Topic	Positive	Negative	Suggestion	Total
Timing	572	386	6	964
Cost	9	666		675
Cultural awareness	330	330		660
Heritage	22	364	1	387
Name	252	90	9	351
Tohu	44	268	13	325
Cultural action	91	147	5	243
International recognition	15	186		201
Implementation strategy	6	10	97	113
Consultation process	15	93	5	113
Vision 2040	28	7	1	36
Font	4	13		17
Humanities		9		9

The sentiment (on a scale from very negative to very positive) of each comment was also assessed. **Figure 13** shows the overall sentiment expressed via comments.

Figure 13: Overall Comment Sentiment (Timing)



Comment examples



The above sounds fine. With finances so tight uni wide it's a good idea to do it fairly cheaply. I think 'haters gunna hate'. There will be a few around who moan about having two logos at once."

"I believe this is a done deal and we are merely ticking a box. These changes will go ahead regardless of anything said by this survey. I understand and want a more bicultural environment but I don't think the white people understand their cultural identity at all. The Māori people were robbed of a lot and white people did not understand. White people still don't understand but are fearful in today's society of not being seen to do something so organisations are all changing their name. The fact this survey was sent to me only in English shows it is tokenism and woke by a bunch of white privileged people. Keep the name add the Tohu. Reputation with Mana."

"Communicate, communicate then communicate some more! Tell us what is behind it all. Get the bloody ODT to run a huge story on it and respond to all the whingers in the letters to the editor with positivity!!"

"I think you need to consider that it is not really within the budget. The University has whacked up their prices for students, even though the standard of education has decreased. Teachers, lecturers, professors and heads of staff are not being paid enough as it is. You're teaching a generation of the future, not making them broke and actually giving them something to make something of themselves. PhD students, the science departments. Especially the ocean sciences have cut classes, all because these aren't "within budget" so you can't sit there and say that there is a money to spend. Not this much money. The University should be spending its finance on new equipment for better learning. Not just a logo."

"Why do this in phases. Be brave enough to make the changes. Why is Māori yet again waiting. Is this not a Te Tiriti committed organisation. If it is not implemented in full there is a risk that yet again te reo will come second and lost in the Eurocentric foundations of this organisation."

"Yes - please ensure that not giving any ground to racism is considered and that the noise that the dinosaurs might make is not influential in your decisions around implementation."

"Go back and reconsider. It doesn't have to be all or nothing. Change the logo but retain the coat of arms. Scrap the yellow O. Go ahead with the updated Māori name."



Question 4. Implementation considerations

Respondents were given the opportunity to reflect on a proposed implementation strategy. The approach was outlined: if it is agreed to make this change, then it is envisaged that the proposed tohu (symbol), wordmark (logo) and updated Māori name are rolled out in a phased way that means costs can be managed within existing budgets. This will mean that there will be a mix of both the new and old visual identities for quite some time after the new brand is launched.

Respondents were given the opportunity to comment on this proposed approach.

Comment themes and sentiment

Over 3,000 comments were received.

There was a mix of views as to whether the implementation strategy would be effective. Many respondents felt that having a mix of both the current and proposed brands for a period of time would be messy or dilute the effectiveness of the proposal. Others felt that a mixed brand would help people adjust to the change and was a cost-effective measure.

Many respondents took the time to share suggestions or things they had learned in similar processes. The most common suggestion was to ensure there was a clear timeframe for transition with deadlines that were adhered to. Others suggested elements of the proposal that could be addressed or asked for clarification of the treatment of aspects such as the coat of arms.

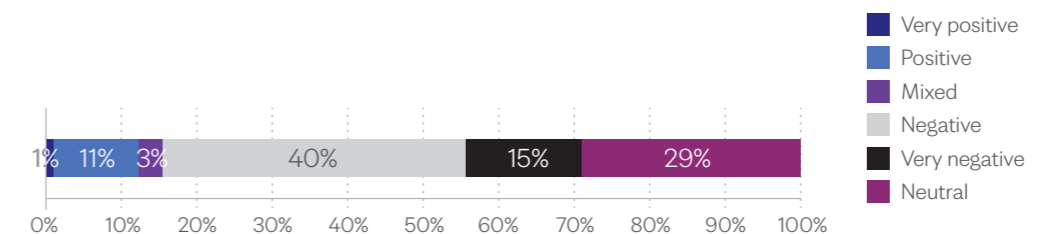
Some respondents felt in asking this question that the consultation process was not genuine, and the outcome was predetermined.

Table 10: Comment Count by Topic and Sentiment (Implementation Considerations)

Topic	Positive	Negative	Suggestion	Total
Implementation strategy			730	730
Cost	30	622		652
Mixed brand	175	255		430
Heritage		170	1	171
International recognition		109	30	139
Tohu	11	95	14	120
Cultura awareness	19	96	1	116
Consultation process	2	54	13	69
Name	45	22	2	69
Degrees		19	34	53
Timing	2	46		48
Cultural action		38	7	45
Digital implementation	4		38	42
Sustainability	21	6	7	34
Buildings and signage			22	22
Font		11	2	13
Humanities		12		12

The sentiment (on a scale from very negative to very positive) of each comment was also assessed. Figure 14 shows the overall sentiment expressed via comments.

Figure 14: Overall Comment Sentiment (Implementation Considerations)



Comment examples

The above sounds fine. With finances so tight uni wide it's a good idea to do it fairly cheaply. I think 'haters gunna hate'. There will be a few around who moan about having two logos at once."

"I believe this is a done deal and we are merely ticking a box. These changes will go ahead regardless of anything said by this survey. I understand and want a more bicultural environment but I don't think the white people understand their cultural identity at all. The Māori people were robbed of a lot and white people did not understand. White people still don't understand but are fearful in today's society of not being seen to do something so organisations are all changing their name. The fact this survey was sent to me only in English shows it is tokenism and woke by a bunch of white privileged people. Keep the name add the Tohu. Reputation with Mana."

"Communicate, communicate then communicate some more! Tell us what is behind it all. Get the bloody ODT to run a huge story on it and respond to all the whingers in the letters to the editor with positivity!!"

"I think you need to consider that it is not really within the budget. The University has whacked up their prices for students, even though the standard of education has decreased. Teachers, lecturers, professors and heads of staff are not being paid enough as it is. You're teaching a generation of the future, not making them broke and actually giving them something to make something of themselves. PhD students, the science departments. Especially the ocean sciences have cut classes, all because these aren't "within budget" so you can't sit there and say that there is a money to spend. Not this much money. The University should be spending its finance on new equipment for better learning. Not just a logo."

"Why do this in phases. Be brave enough to make the changes. Why is Māori yet again waiting. Is this not a Te Tiriti committed organisation. If it is not implemented in full there is a risk that yet again te reo will come second and lost in the Eurocentric foundations of this organisation."

"Yes - please ensure that not giving any ground to racism is considered and that the noise that the dinosaurs might make is not influential in your decisions around implementation."

"Go back and reconsider. It doesn't have to be all or nothing. Change the logo but retain the coat of arms. Scrap the yellow O. Go ahead with the updated Māori name."



Question 5. Personal impact

Respondents were asked a series of questions that were designed to assess the personal impact of making this change.

Caveats

The reliability of questions that ask about the future intent or actions can be limited. An example of this is when people state an action (for example, “if that candidate wins the election, I will leave the country”) but most likely do not follow through with it.

Responses

Table 11 shows that a slightly greater proportion of respondents are expecting a positive change in how they perceive the University as a result of implementing this proposal (35% positive compared to 33% negative).

The table also shows the majority of respondents (51%) would not change their future engagement with the University as a response to this proposal. Of those who did indicate a change in their future engagement, 21% of respondents indicated this would be a negative change and 16% indicated this would be a positive change.

Research indicates that individuals feel the pain of loss twice as intensively than the equivalent pleasure of gain . This cognitive bias is known as loss aversion. This concept may help explain the difference in responses between perception and future engagement in table 12.

Table 11: Personal Impact Response

	Would this proposed tohu (symbol), wordmark (logo) and updated Māori name change how you perceive the University of Otago?		Would this proposed tohu (symbol), wordmark (logo) and updated Māori name change your future engagement with the University of Otago?	
	n	%	n	%
Yes – a positive change	3,108	35%	1,391	16%
Yes – a negative change	2,957	33%	1,911	21%
Don't know or unsure	776	9%	1,088	12%
No	2,104	24%	4,556	51%
Did not respond	62		61	

² Journal references found here <https://thedeclarationlab.com/biases/loss-aversion>

Respondents were also asked how much the change would impact them. Table 12 shows that 35% of respondents did not expect the proposed visual identity to impact them personally; 54% of respondents indicated some level of impact.

Table 12: Extent of Impact Response

	n	%
Not at all	3,094	35%
Somewhat	1,991	22%
Moderately	1,548	17%
Significantly	1,319	15%
Don't know or unsure	989	11%
Did not respond	66	

If a respondent indicated the proposal would impact on them, they were then asked to comment how they would be impacted.

Comment themes and sentiment

Comments should be considered in context with the quantitative information presented.

Nearly 3,500 comments were received. **Table 13** provides a count of comments by theme.

While some respondents commented on operation impacts such as implementing the new visual identity digitally, or on buildings and signage around the University, the vast majority of respondents indicated an emotional impact.

A positive emotional impact was expressed by many. Respondents spoke to a greater sense of pride in the University. Conversely, a negative emotional impact was expressed by many; these respondents spoke of alienation, shame and embarrassment.

Those who were positive noted the importance of the cultural awareness being expressed by the University, and the connection they had to the proposed te reo Māori name.

Those who were negative focussed on the loss of connection to the University through the removal of visual aspects that were important to them. Family connections were frequently mentioned, with the display of the coat of arms on degrees being particularly important. International recognition was also mentioned. Many were concerned that the proposed change would impact on their ability to have their qualifications recognised overseas and thus their employability.

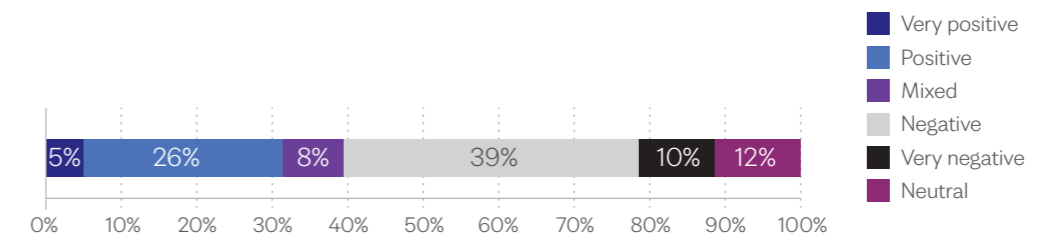
Again, respondents took the opportunity to reiterate their views on design aspects of the proposal.

Table 13: Comment Count by Topic and Sentiment (Personal Impact)

Topic	Positive	Negative	Suggestion	Total
Cultural awareness	645	273		918
Heritage	42	623	1	666
International recognition	12	346	9	367
Tohu	48	217	7	272
Name	166	56	4	226
Cultural action	89	64	25	178
Cost		129		129
Degrees	8	58	4	70
Implementation strategy	1		43	44
Digital implementation			37	37
Consultation process	2	19	1	22
Vision 2040	14	5		19
Timing	10	7		17
Font		13		13
Colours	4	3	1	8
Mixed brand		3	4	7
Buildings and signage			5	5

The sentiment (on a scale from very negative to very positive) of each comment was also assessed. **Figure 15** shows the overall sentiment expressed via comments.

Figure 15: Overall Comment Sentiment (Personal Impact)



Comment examples

I attended Otago under the old logo, and feel strong pride in the logo and Latin motto it represents. I feel nostalgic seeing the logo and the changes are good and positive, however I will miss having the Latin motto encompassed in the logo.”

“I am very proud of my decade at a prestigious university and its traditions. The reputation of my tertiary qualifications matter. Being one of New Zealand’s oldest and most recognised universities matters to me. The changes feel like a betrayal to the history and traditions of the University and it cheapens the brand and in doing so my qualifications. The new design belongs on a rugby jersey not on the walls of one of New Zealand’s oldest institutions. Leave it alone, you have no right to change it. It belongs to all those who have been before you and those who will follow after us.”

“In my studies and work at the Uni from 2010 to 2018, as a Pasifika person, I encountered systemic racism and despite studying and working on Māori and Pasifika projects, I did not see any Pasifika or Māori culture reflected in the institution values, governance or culture. Lack of diversity seemed to be central to governance and a prerequisite for becoming a valued staff member. During those years, University of Otago values seemed so far away from the concept of unity and inclusion that I looked at alternative ways and places to use my doctorate skills gained from the University. The new tohu, the engagement and building of a relationship with Tangata Whenua and the new meaningful name, finally puts a stake in the ground and is specifically showing the world that this University wants to do what is right and to be better. Thank you!”

“I’m looking at my Master’s degree on my wall and have huge affection for Otago and my time in Dunedin. I love the current identity because it signifies the history of the institution and has a certain weightiness that crests have, a tie to our Scottish ancestry. But this new identity will better reflect the culture in which my children are growing up in, which is far more honouring and proud of our Maori ancestry. So yes, it impacts me because as Otago’s identity changes, it also says something about what defines my identity.”

“I see it impacting my career internationally. The current Otago logo is recognised and respected internationally. Not to mention, the name and logo on my Master’s and Bachelor’s degrees won’t match my PhD, despite being from the same education provider. I think changing this emblem would severely hurt international recognition of our University, and leave Alumni feeling as though the uni they went to is being swept under the rug and replaced with a political pawn that doesn’t prioritise education, but rather their latest branding ploy.”

“I believe it was all conceived with the best intentions possible. But the amount of money spent already, and the total confusion to the rest of NZ and the world, leaves me cold.”

“Impact in the long run will be very positive, reflecting the bicultural Tiriti partnership of Aotearoa-New Zealand. In the short term, there will be a range of views, and the values driving a subset of negative views will include implicit and explicit racism. This places Māori staff in a very vulnerable position.”

“Like honestly, it’s just branding, so actual impact will be minimal. I just don’t like the new design, and it seems very unnecessary, expensive and out of touch with the student population as a whole.”



Question 6. Further feedback

Respondents were asked to provide any further feedback they wished to share.

Comment themes and sentiment

Nearly 2,500 comments were received. **Table 14** provides a count of comments by theme.

Respondents were most likely to comment on the consultation process. Many felt the outcome of the consultation was predetermined and this was reinforced by the nature of questions asked in the survey. Others expressed gratitude for having the opportunity to share their point of view.

There was a clear call for a more compelling “why” so that people could understand the benefits of changing the visual identity.

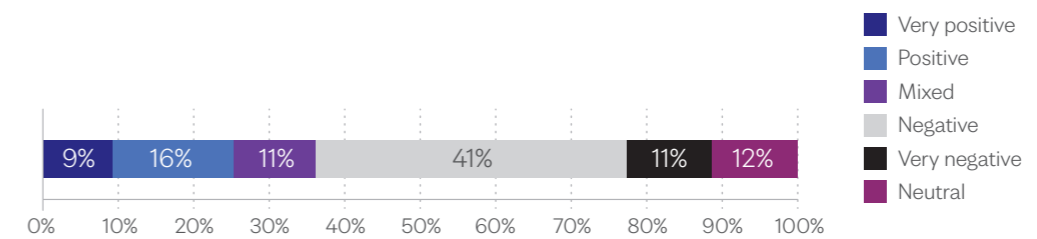
Other respondents took the opportunity to reiterate concerns about the cost of the proposal, morale of the University, the appropriateness of the tohu and how the proposal would be received internationally. Respondents also took the opportunity to express their appreciation for the work completed to date.

Table 14: Comment Count by Topic and Sentiment (Further Comments)

Topic	Positive	Negative	Suggestion	Total
Consultation process	121	510	46	677
Cultural awareness	69	217	22	308
Heritage	82	178	6	266
Cost	15	242	2	259
Name	1	223		224
Tohu	118	48	17	183
International recognition	25	69	12	106
Cultural action	5	90	5	100
Timing	40	40		80
Font	3	72	1	76
Colours	8	31	4	43
Implementation strategy	2	7	19	28
Vision 2040	8	11		19
Degrees	1	5	4	10
Humanities		4		4
Mixed brand			2	2

The sentiment (on a scale from very negative to very positive) of each comment was also assessed. **Figure 16** shows the overall sentiment expressed via comments.

Figure 16: Overall Comment Sentiment (Further Comments)



Comment examples



Thanks, and well done on making this important change. It makes me personally very proud to be an alumni of this great University, and also represents an important step forward on an international stage.”

“After recent years of massive disruption within staffing at uni, this proposed change is simply one too many and a corporate logo is no substitute for a coat of arms. Universities are, after all, a European construct.”

“My hope is that this change goes ahead even if there is some opposition or doubt. I don't believe it would be right to make the decision based on a majority view. It is that type of process that in the past has caused much of the pain and loss for those of us Kāi Tahu and Māori. Our voices must be raised and heard even if they are fewer, because it is we who carry the pain when the wrong choices are made. This is a real opportunity for a forward direction that heals some of the pain we carry, and will raise all people now and into the future. I am very grateful to all those who have given their time, thought, and mahi thus far and may it continue forwards. Mō tātou, ā, mō kā uri ā muri ake nei. For us and our children after us. Kā mihi nui.”

“I suspect this is merely a box ticking exercise and no one will read this - but it is disappointing that the University has chosen to pursue the divisive politics of identity that serve only to categorise and drive us apart rather than bring us together as one community.”

“I completely agree with adoption of Māori name but tohu reflects Māori culture not what we are currently as New Zealanders nor recent history. Given the current financial climate, it is not the right time to launch into new branding exercise. Also, I am concerned as an international university, how this will be perceived to our international market. Tradition is associated with quality of education and commitment. New logo could be perceived as now we are a 'new' Māori university. Already a lot of money has been spent but feedback is being gathered only now which seems to be a lot of wasted money on external consultants.”

“I fear that the decision has already been made and with a lot of money having been spent to this point and the email that preceded this consultation making the case for going ahead with the change, it seems to me that this consultation is likely mere window-dressing so the decision can be justified. It's for that reason I selected the "don't know or unsure" option on the question about whether I've had an opportunity to be heard. It would be very easy to dismiss any opinion that isn't in favour as simply being "racist" but I hope you are in fact listening to contrary voices with an open mind. If not, it would say something very disappointing about the institution.”

“I recognise that there will be people who are unhappy about this and will feel that Otago is losing something in making this change. They don't realise that the sense of loss in not being able to see oneself in this space is the ongoing experience of Māori every day - interesting to see that for some, getting a taste of a change towards reflecting Māori leads to a 'I may be alienated' reaction. It also interesting to note the associated fear and anxiety about losing the identity of Otago associated with the change in the Uni tohu to something that reflects Māori whakapapa. Some of us have had to live with this sense of giving up identity every day stepping into the University and there has been little recognition of this.”



Question 7. Consultation assessment

Respondents were also given the opportunity to assess whether the consultation process (including learning about the proposed change and providing feedback on the proposed change) had given them a fair opportunity to express their opinion.

Table 15 shows that 75% of respondents agreed to some extent that they had a fair opportunity to express their opinion.

Table 15: Fair Opportunity Response

	n	%
Strongly agree	2,315	26%
Agree	3,039	34%
Somewhat agree	1,331	15%
Neither agree nor disagree	916	10%
Somewhat disagree	380	4%
Disagree	327	4%
Strong disagree	366	4%
Don't know or unsure	208	2%
Did not respond	125	

Comment examples

Respondents commented on the nature of the consultation process at a number of points in the survey. Counts of this information have been captured earlier in this report.



I think the consultation process could be handled better. Let people have an input into the design process rather than present the choice between two options. In my opinion I love the new Maori name, but think the logo should still incorporate the book crest. This doesn't have to be the exact same but it shouldn't just be removed completely."

"I would like to commend the University on the quality of its video presenting the proposed identity change and for designing a survey that allows a full range of views to be expressed in relation to Tuakiritaka."

"I think is a done deal, this survey is just for the purposes of you saying you have consulted. Bad proposal. The only very slight approval I have is that you use the colours of yellow and blue. Whatever I say or others say you will go ahead. I am nearing retirement, not so important to me. But makes me feel sad that my identity as a graduate of University of Otago will be diminished in this change, which will go ahead whatever the feedback you receive".

"Hi, thanks for letting us have our feedback. Please treat all feedback with respect, even if you disagree. I hope that this feedback gathering is not just a tick-box exercise on getting the public's feedback but that you seek to understand the connection we have to the current logo as deep and meaningful to us. Thank you".

"In the last 4 years that this change has been happening over, this is the first consultation I have seen with people currently at the University. 4 years! And you've only given one option. Do better."

"Thank you for making this change. Thank you for asking for our opinions. There is never a good time to change and change will always be hard for some. Hurihia tō aroaro ki te rā tukuna tō ātārangi kia taka ki muri ki a koe."



Summary/conclusions

Key points

- 11,768 people engaged with the survey and 9,002 complete responses were received.
- Respondents were more likely to agree than disagree that the identity proposal (either version) reflected the future direction of the University.
 - Respondents were more likely to agree the English version better reflected the future direction of the University than the te reo Māori version.
- Respondents were more likely to agree than disagree the proposal reflected the design principles.
- Respondents were more likely to agree than disagree the time was right to implement the identity proposal.
- Respondents were very slightly more likely to indicate the proposal would have a positive change in their perception of the University than negative.
- Respondents were most likely to indicate no change in their future engagement with the University as a response to this proposal.
 - Of those who did indicate a likely future change in engagement, the change was more likely to be negative than positive.
- Respondents indicated the proposal would more likely impact them than not.
 - The impacts described were largely emotional, both positive and negative.
- Respondents were significantly more likely to agree than disagree the consultation process gave them a fair opportunity to express their opinion.
- Comments indicated
 - Some level of misunderstanding of the proposal details.
 - Some level of apprehension with the design of the tohu and font, and to a lesser extent the colours.
 - A significant level of support for the suggested te reo Māori name.
 - A degree of comfort with the direction and intent of the changes.
 - A significant degree of concern at the loss of University status and connection, and the applicability of the proposal internationally.
 - A significant degree of concern about cost.

Most common misconceptions

- People thought the University's official name, University of Otago, was proposed to be removed.
- There was a strong theme that the consultation process was not genuine, and that the project would progress regardless of feedback received.
- There was little understanding of the why the proposal had been made, or the need to change.
- Some respondents thought the two versions of the wordmark were proposed as options, rather than being interchangeable.
- There was scepticism about the transitional nature of the wordmarks; people thought the te reo Māori version would be phased in gradually rather than the proposal for two interchangeable wordmarks.
- The use of the Latin motto Sapere Aude, especially in relation to the translated meaning of the proposed te reo Māori name, Place of Many Firsts.
- The belief the University was being divisive and removing European heritage elements.

Email feedback

An email address (tuakiritaka@otago.ac.nz) was established for the consultation, and the student and staff emails were sent directly from that address so that there was a place for replies and questions to be collated and responded to.

The inbox was established in order to capture feedback from people who were not able to complete the survey for reasons of technological or physical accessibility, and to ensure all alumni who had changed email address or unsubscribed from University communication could request a survey link.

AskOtago, the Development and Alumni Relations Office, and the Offices of the Vice Chancellor and Registrars also forwarded inquiries to this project mailbox.

There were 80 responses that included comment on the proposal, and a further 279 (this number including some follow-up communication – not 279 distinct contacts) seeking help accessing the survey.

It is important to note that consultation around the Tuakiritaka proposals was intended for the immediate University of Otago community (defined as current staff, current students, and alumni). The emails received were not verified to be part of this group.

Comment themes and sentiment

Of the emails received, 40 were negative or very negative, 27 were positive or very positive, and 13 were mixed or neutral.

Of the positive responses, most were both general and supportive in their feedback: commending the name change, the work being put into the design and consultation process, and the direction in which the University is going.

The main theme of negative feedback focused on cultural awareness, with 25 comments including negative sentiment towards issues around embracing Māori culture, and specific concerns that the driver behind the proposal was “woke”.

A loss of heritage was the next most common theme, with comments arguing that the alumni cohort would be isolated if the proposal was to go ahead, given their time studying under the current University of Otago logo. This was also captured in 11 comments expressing concern about the potential damage to the University’s international reputation. Conversely, three email respondents thought the heritage of the University was positively impacted by the proposed changes.

The cost of the proposal was mentioned negatively 20 times, with opinion that money earmarked for the design and potential implementation could be spent better elsewhere. There was a strong correlation between concerns about cost and cultural awareness.

Feedback about the proposed name change to Ōtākou Whakaihu Waka was polarising, with 11 comments in favour and 13 against. This included a number of people who believed the official name of the University of Otago would be changing, which is not included in the proposal.

The tohu was not received well; 13 of 17 emails mentioning it were negative.

Comment examples



Otago University must NOT approve a new Maori name - Otakou Whakaihu Waka - and a Maori logo: This is Woke nonsense gone mad. How about this for an idea. Govern for the majority not the minority!!

“Kia ora koutou

Absolutely love the new tohu and name. Thank you for your mahi Ngā mihi nui”

“I applaud your vision and aim to become a Tiriti lead University, and I think it's excellent to take the lead from mana whenua on the new kupu and deisgn. Kia maia, kia manawanui!”

“I would like to express my extreme distaste for the new design. I believe the crest has much stronger connotations of academic excellence, is very recognisable and joins together ex and existing students. The new font looks like something out of a corporate magazine.



Thanks to participants

A huge number of people have engaged with the University to share their point of view regarding this proposal. Respondents have shared their hope, joy, anger, fear and confusion openly and honestly. The level of engagement is a clear indication of the importance people place on their connection with the University.

Thank you to each and every person who took the time to respond to the proposal. Be assured that the information you shared was treated with the utmost respect that reflected the intent in which it was given.

