

**Dame Margaret Bazley, ONZ, DNZM, Hon DLit**  
**Lincoln University Honorary Degree, Doctor of Natural Resources**  
2018

---

Dame Margaret Bazley has enjoyed a long and distinguished career in public service.

Her formidable skills in organisational structure and planning came spectacularly to the fore in a wide range of senior management, leadership and governance roles over a period of more than 50 years.

Dame Margaret's considerable experience spans a wide range of roles in areas such as health, transport, social services and Māori issues. She was also Chair of Environment Canterbury for six-and-a-half years.

A registered psychiatric nurse, she held various senior nursing positions during the 1960s and 1970s, including Chief Nurse of the Waikato Hospital Board, Director of Nursing in the Head Office of the Department of Health, and Matron of Sunnyside Hospital.

She also served as President of the Nurses' Association, and is a Patron of the New Zealand College of Mental Health Nurses, New Zealand Nurses War Memorial Fund, New Zealand Nurses Education and the United Fire Brigades' Association.

After working as Director of Nursing for the Department of Health from 1978 to 1984, she was appointed State Services Commissioner and played a major role in forming the State Owned Enterprises, as well as developing the State Sector Act.

From 1987-88, she was deputy chairperson of the State Services Commission, after which she worked as Secretary of the Ministry of Transport, then Director-General of the Department of Social Welfare.

Other important positions she has held include Registrar of Pecuniary Interests of Members of Parliament, Chair of the New Zealand Fire Service Commission, Chair of the Foundation for Research, Science and Technology, and Chief Executive of the Ministry of Social Policy.

She has also been a member of the Royal Commission into Auckland Governance, Commissioner for the Commission of Inquiry into Police Conduct, and Chair of the Fundamental Review of the Legal Aid System.

Made a Dame Companion of the New Zealand Order of Merit in 1999, she retired two years later, but has continued to work in a number of high-profile roles.

She was a member of the Waitangi Tribunal from 2001 to 2011, drawing on skills she gained from her experience of working with Māori communities at whānau, hapū and iwi level.

She is a Fellow of the New Zealand Institute of Management and of the Chartered Institute of Logistics and Transport in New Zealand, and a Distinguished Fellow of the Institute of Directors in New Zealand.

In 2010, she became a Commissioner for Environment Canterbury, which involved overseeing the implementation of the Canterbury Water Management Strategy. The Commissioners also facilitated collaboration between zone committees and their communities to allow for economic development,

at the same time as making significant environmental improvements to decide where water storage should be located on the 10 major rivers of Canterbury.

Dame Margaret established a proper partnership relationship with Ngāi Tahu, which involved visits to Marae, the Tuia programme, and Ngāi Tahu sitting at the table as a true partner in the management of the Canterbury region.

At the same time, major collaboration work with the farming sector led to the development of Good Management Practice underpinning nutrient management across Canterbury. She also chaired the Canterbury Mayoral Forum, which established an Economic Development Strategy and a Virtual Unitary Authority for Canterbury.

Dame Margaret received an Honorary Doctorate of Literature from Massey University in 2008, the Sir Peter Blake Award in 2011, and was made an additional member of the Order of New Zealand in 2012.

Lincoln University is delighted to present another well-deserved honour to Dame Margaret: the degree of Doctor of Natural Resources *honoris causa*.