

Vice-Chancellor's Report to Council

September 2020

Summary

We are pleased to be at Alert Level 1 from Tuesday 22 September and are hopeful that we will remain at this alert level until the end of the semester. However, another change in alert level is possible and we have plans in place to enable the UC community to continue to adapt should this be required. I wish to express my heartfelt appreciation to our staff and students for their cooperation during this challenging time.

The beginning of Term 4 has brought a lively atmosphere to campus, as many students have welcomed face-to-face teaching and prepared themselves with face coverings to safely attend classes. The return to level 1 has been especially welcomed by the UCSA and residence halls as a number of social events can take place.

On a sad note, 23 September marks one year since the tragic passing of Mason Pendrous. We have reached out to Mason's family, student friends and to RAs in all halls with offers of assistance. UC has reviewed and addressed all the Toogood recommendations and we are implementing a new framework to support all students for academic success and to improve identification and support of students at risk.

Preparing a sustainable budget for 2021 is challenging as we now face the reality of continued closed borders at the beginning of next year and uncertainty as to when new international students may be admitted for on campus study. In response to my invitation, staff have submitted a number of ideas regarding our 2021 budget which are under consideration. I feel confident that by working together UC will navigate the contours of the current financial challenges successfully.

It is with delight that I offer my congratulations to the [winners of the 2020 UC teaching awards](#) and the UC teaching medal. For the first time in the 19 year history of the teaching awards, all of the winners are women. They are: Associate Professor Eileen Britt, Psychology, Dr Kelly Dombroski, Earth and Environment, Dr Val Sotardi, Educational Leadership and Associate Professor Ximena Nelson from Biological Sciences. A special mention also to Kay-Lee Jones, Teacher Education who secured not only a UC teaching award but also the national Ako Aotearoa tertiary teaching award, kaupapa Māori. UC's highest award for teaching, the [teaching medal](#), will be awarded later in the year at a Council function to Dr Richard Lobb from Computer Science.

Engagement

UC's platform of engagement with Ōtautahi Christchurch and the wider Waitaha Canterbury region continues to be developed via the concept of the Knowledge Commons. Professor Ekant Veer has drafted a multilateral Memorandum of Understanding (MOU) for the city's Chief Executives to review. The draft MOU outlines a commitment to kotahitanga and engagement between the University and our partners.

Professor Veer has also convened a core working group from across UC to support the engagement kaupapa and one of the ways we are acknowledging the contribution of staff and students is through the 150 Stories of Impact project. I wish to thank everyone who has provided their thoughts so far, with nearly 50 projects submitted in the last three weeks.

The University of Canterbury is being well represented by numerous people on a range of fronts as a result of this enhanced commitment to collaboration. Examples of such engagement include, contributing our voice to developing the city's overarching narrative, providing knowledge and support to local schools in developing a carbon-neutral high school campus, and supporting the Canterbury Police to create more inclusive practices for members of the Rainbow community.

Alert Level 2 impacted on a number of engagements in August including events for two books published by Canterbury University Press: the book launch for *Llew Summers: Body and Soul* by John Newton and the *Merchant, Miner, Mandarin* talks at Dunedin Library and U3A Rutherford could not go ahead, although the talk on the latter book at Auckland Library on 26 September is still planned to take place. Media coverage for both publications has been excellent. The Wellington Alumni Chapter also went ahead with its guest lectures from alumna Nicola Willis MP, which followed Duncan Webb's lecture the previous month.

Nominations for the University of Canterbury Young New Zealander of the Year Award closed at the end of August. While we are awaiting final numbers, a few days before nominations closed they were up 540% on last year. This sponsorship showcases our support for young leadership across Aotearoa New Zealand, provides an opportunity to highlight our new programme, the Bachelor of Community and Youth Leadership, and reinforces our core 'Engagement' message on the national stage.

In this month's *Metropol*, ChristchurchNZ CEO Joanna Norris says Christchurch is already seeing the benefits of an agreement between UC and ChristchurchNZ, through ThincLab Canterbury. This new incubator programme from UC Centre for Entrepreneurship (UCE) is designed specifically to support Ōtautahi's most ambitious startups. Launched through [a partnership with the University of Adelaide](#), it joins five other ThincLab incubators around the world.

UC is the first university in the world to sign up as a Research and Knowledge Partner with the Smart Cities Council, which is a major win for our MBA students. Executive Director of Smart Cities Council Australia New Zealand (SCCANZ) Adam Beck says, "This partnership is an exciting one for the Council, being our first partnership with a research and knowledge institution. With the combined resources of SCCANZ and UC's MBA programme, we strongly believe we can help students lead in the strategic foresight of future city shaping and management". [Read more in the article.](#)

On 12 September 2019, the Prime Minister Rt Hon Jacinda Ardern and the Education Minister Hon Chris Hipkins announced that New Zealand history would be taught in all schools and kura by 2022. Almost exactly a year on from the Government's announcement, on 8 September the Pro-Vice-Chancellor Arts, Professor Jonathan Le Cocq, chaired the Canterbury Historical Association's

“History in Schools” panel. The panel brought together four expert speakers drawn from across the secondary and tertiary sectors to debate and discuss the future of the teaching of history in our schools. These speakers were Associate Professor Jane Abbiss from the College of Education, Dr Rowan Light of the Maxim Institute, and two UC graduates: Mikaela Hood, now a history teacher at Villa Maria, and Defyd Williams, who has become a member of the Ministry of Education’s working group on teaching New Zealand history.

The Composers’ Association of New Zealand sponsors an annual five-day workshop of composers and performers from throughout New Zealand in Nelson, and at this year’s conference UC’s School of Music was represented by the largest cohort of students and staff in memory. New works by Keisha Gilling, Thomas Bedggood, Robin Watson, Freddie Gash, Gabriel Baird, Luka Reardon, Oscar Kersey, Rakuto Kurano and Oscar Days were presented, performed and workshopped. As well as being appointed as one of the workshop’s mentors, UC’s Head of New Music Reuben de Lautour performed as a pianist and conductor. Head of Performance Professor Mark Menzies was a featured guest performer, presenting a highlight duo recital with Otago-based violinist Nathaniel Otley as part of the conference.

The Child Well-being Research Institute is funding a three-year PhD scholarship researching the impact of Te Mātāpuna Mātātahi | Children’s University. The Children’s University team is planning for two graduation ceremonies this year, to be held on 25 and 26 November.

Education – Accessible, Flexible, Future-focused

The University community has continued to adapt to changing alert levels by optimising delivery to suit a range of needs of students and staff. Alert Level 2 teaching arrangements were revised for Term 4, allowing students to choose to continue with online lectures or attend lectures in person if they prefer. Safe on-campus teaching is being managed through the use of the Government QR code and tracer app for sign-in, designated seating in venues restricting capacity to 50% to ensure physical distancing, and the expectation that students will wear masks in class to reduce the risk of infection while they are in confined spaces for an extended period.

Many students have welcomed the opportunity for face-to-face teaching again and have come equipped with their own face coverings, while others are continuing with online lectures. The UC Students’ Association (UCSA) has endorsed and supported this move, and the Student Volunteer Army has been busy making and distributing reusable masks to students. Overall, staff and students seem to have adjusted well to the Alert Level 2 conditions although this has created additional pressure on timetabling, especially for required activities such as tests where additional space needs to be scheduled.

Given the short window in which changes in alert levels can occur, we have plans in place to ensure that the University can revert to teaching at Alert Level 3 or 4 at short notice, should this be required. A return to Alert Level 3 or 4 during Term 4 would not impact significantly on teaching as most lectures are already being recorded. However, research, labs and other activities that require access to specialist facilities and equipment would need to be managed under the approved safety plan approval process established earlier in the year. Particular attention is being given to designing appropriate online assessments for the end-of-year examination period. Online invigilation solutions are being explored but it is proving challenging to identify a scalable solution with any confidence.

UC is not alone in this endeavour; most other New Zealand universities are limiting online invigilation to a small percentage of final examinations. The most viable solution is Zoom invigilation with the option of a lockdown browser. UC Business has already piloted the Zoom invigilation and piloting of the lockdown browser is underway. A team of invigilators has been identified to be responsible for priority examinations where alternative forms of assessment are difficult, and the team members will be trained in the online invigilation methods.

Evaluation of how students are engaging continues with the Analytics for Course Engagement (ACE) system. During Term 3, when ACE was redeployed, 1,400 first-year students were contacted, up from 300 students in Term 2. The coordination of alerts is working smoothly, with only 24 cases escalating to emergency contact (5 students more than the 19 who progressed to emergency contact status in Term 2). External interest in ACE is growing: one large polytechnic has requested a presentation to Student Success staff; and later this month, the ACE team will be showcasing the programme as part of a webinar series connected to the Australian and New Zealand Student Services Association.

As part of UC's commitment to making a university education more accessible to Māori, Pasifika and first in family students, we have provided inspiration to nine priority schools in Christchurch in the form of 31 posters featuring alumni of the school and UC and their careers post education. Each of the alumni provided an inspirational quote, and all the posters shared the line "UC was the pathway to my successful career but it all started at xxx High School!" Feedback from staff and schools has been very positive.

In late July, 120 taiohi Māori from 17 schools across the Canterbury region were welcomed onto the campus for Aukaha Tau 12. This event gives Year 12 taiohi Māori students the opportunity to explore UC and to understand and develop pathways to help them attend university. Attendance increased by 186% from 2019 and 12 Māori schools that are a UC priority were in attendance. Feedback from Aukaha was very encouraging: 70% of taiohi Māori felt great about being welcomed on to campus and 58% said they could see themselves studying here. Students were engaged throughout the event, with the tuākana, college sessions and campus tours all providing great insight into what studying at UC is like.

The College of Engineering has introduced further support measures for students who are engaged in their studies but not succeeding fully. In late Term 3, it trialled using Learn data to identify students who were spending a lot of time on their ENGR102 quizzes but attaining low scores. It then offered these students an extra weekly two-hour tutorial session with teaching assistants and academics, as well as snacks. Although only a small number of students took up the opportunity, those who attended gave good feedback and they did better in their next quiz. The strategy is to focus in on students who are engaged and working hard, but not understanding the material and at risk of failing the subject. This is an important group to focus on in the middle of Terms 1 and 3 because it is hard for students to recover in many first-year Engineering courses beyond this point if they have had no engagement.

Te Kura Umanga | UC Business School's programmes are now officially recognised by the Chartered Institute of Management Accountants. This new accreditation is another notable achievement for the School.

The August 2020 Māori Law Review contains the first report on a proposed bijural legal education system for Aotearoa New Zealand. Adrienne Paul has been leading the UC Law School's participation in this nationwide initiative, funded by the Borrin Foundation. The project is an important step towards integrating Māori law into Aotearoa New Zealand's legal system. For more details, see the [Māori Law Review's report](#).

In an innovative move, the UC LLB curriculum has been restructured to make it more cohesive and more attractive to domestic students, with the aim of increasing UC Law's market share. One focus of this quality improvement scheme is to develop a recognisable cohort in the LLB, which will also make it easier to implement the UC graduate attributes and retain students. For this reason, from 2021 LLB students will be required to complete the core courses as a cohort. In this ongoing renewal process, another focus is to develop a Capstone course in the LLB as a way of providing practical and clinical elements to all final-year students; the pilot will be rolled out in 2021.

Research – Impact on a Changing World

Research continued apace across UC at Alert Level 2, but preparations are in place should the South Island move to Alert Level 3 or 4. To continue providing much of its support for research bidding and contracting, Research & Innovation (R&I) has moved its systems and processes online, and well-developed plans for both on and off-campus research activity are in place to operate at Alert Level 3 if needed.

With the move to a single R&I Director, which occurred after Dr Maxine Bryant resigned as Co-Director to take up an Associate Research Director role at AgResearch, an international recruitment process has commenced for this important position. In the interim, Dr Rebecca Hurrell from the College of Science have been seconded into R&I to provide leadership and support over the coming months.

The results of the latest Ministry of Business, Innovation and Employment (MBIE) Endeavour Fund round were released in early September, with the government investing \$178 million in 17 new research programmes. UC was not awarded funding for any UC-led proposals. However, approximately \$4.3 million has been awarded to UC through subcontracts on externally led programmes across a range of research areas including: Solar tsunamis; Waerau waikawa iti rongoā patuopi: New generation peptide antibiotics; Powering New Zealand's green hydrogen economy; and Amiomio Aotearoa: A circular economy for the wellbeing of New Zealand. For the second year in a row, the funding awarded has dropped (by about 4%). The fund is also becoming more competitive (with the number of applicants increasing by 5% per year), which resulted in an overall drop in our success rate to 13.3%. The MBIE Endeavour Smart Ideas funding round was cancelled in April due to COVID-19. That funding was instead used to provide six-month costed extensions on MBIE Endeavour contracts due to finish in 2020. UC had eight contracts finishing and now has variations in place totalling an additional \$2.4 million of funding. Planning and preparation for the 2021 Endeavour Fund round is well under way.

In contrast to the Endeavour Round, UC has been very successful in the recently announced Strategic Science Investments Fund "Advanced Energy Technology Platform" call, with Professor Neville Watson leading a successful bid entitled "Architecture of the Future Low Carbon, Resilient, Electrical Power System" worth \$13.3 M over seven years. With contributions from Electrical and Computer Engineering and the EPEC Centre) working with partners comprising University of Auckland, AUT, Victoria University of Wellington, and University of Waikato. UC is also a partner in one of the two other funded programmes led by Victoria University of Wellington, is worth \$880 K over seven years, with UC's contribution being led by Dr Andrew Laphorn (Electrical and Computer Engineering).

UC is continuing to build new research relationships with Australian universities and Cooperative Research Centres (CRCs), in which the university and industry sectors work in partnership. Recently UC has entered collaborative partnerships with: The Reliable Affordable Clean Energy 2030 CRC (RACE 2030), hosted by University of Technology Sydney; SmartCrete CRC, which is developing new technologies and capabilities for the engineered design and advanced manufacturing of concrete products and is hosted by Macquarie University; and an emerging Well and Productive CRC, hosted by the University of Sydney, which will work towards the dual goals of enhancing work productivity and improving employee wellbeing.

UC has had further success in commercialisation and innovation. Associate Professor Aaron Marshall of Chemical and Process Engineering and former UC master's student Jonathon Ring have formed the spin-out company Zincovery, and are the national winners of the prestigious C-Prize, sponsored by Callaghan Innovation. The prize, worth \$100,000 in cash plus additional business support to the value of \$50,000, is awarded to the company with the best, world-leading innovative solution to environmental problems. Zincovery's technology was developed here at UC using KiwiNet funding and is targeted at extracting value from and improving the environment through the treatment of waste from the galvanising industry. Both Associate Professor Marshall and Jonathan have been mentored through the KiwiNet Emerging Innovator programme to hone their business and entrepreneurial skills.

University of Canterbury is associated with two finalists in the KiwiNet Research Commercialisation Awards, which are designed to celebrate impact from science through successful research commercialisation within New Zealand's universities, Crown research institutes and other research organisations.

- Associate Professor Aaron Marshall is one of three finalists for the Breakthrough Innovator Award, which recognises an upcoming entrepreneurial researcher who is making outstanding contributions to business innovation or is creating innovative businesses in New Zealand through technology licensing, start-up creation or providing expertise to support business innovation.
- Invert Robotics is one of three finalists in the Commercial Impact Award, which celebrates excellence in research commercialisation that delivers outstanding innovation performance and has the potential to generate significant economic impact for New Zealand. Invert Robotics started as a spin-off from UC's School of Engineering, where the team developed the world's first robot capable of climbing on stainless steel. The business has since grown to provide remote robotic inspection services with unprecedented levels of safety, accuracy and speed to service the food production, chemical, aviation and energy industries.

Elizabeth Hopkins, UC Director Commercialisation, will support both Associate Professor Marshall and Invert Robotics at the judging sessions in mid-October.

In addition, Senior Lecturer Debbie Munro of Mechanical Engineering and Professor Maggie-Lee Huckabee of the School of Psychology, Speech and Hearing have both been selected as finalists for the inaugural HealthTech Supernode Challenge, delivered by UCE and the Ministry of Awesome, which aims to position Christchurch as New Zealand's centre of health innovation. They will both experience a six-week pre-accelerator programme consisting of mentorship and business training before presenting to a panel of experts on a Demo Night, to be held on 22 October at Manawa, in the heart of Te Papa Hauora Christchurch Health Precinct. Judges include microbiologist and media commentator Dr Siouxsie Wiles and Dr Ian Town, New Zealand's chief science advisor at the Ministry of Health and former UC DVC.

A fixed-term role has started to gather data for UC's forthcoming submission to the Times Higher Education Impact Ranking Index. Submissions will be made on the following United Nations Sustainable Development Goals (SDGs): SDG 4 Higher Education, SDG 11 Sustainable Cities and Communities, SDG 13 Climate Action, SDG 15 Life on Land, SDG 16 Peace, Justice and Strong Institutions and SDG 17: Partnerships for the Goals.

In the area of postgraduate research, applications for the new Aho Hīnāore | Accelerator PhD Scholarship programme closed on 15 September. While these applications have yet to be formally processed, the Scholarships team has received approximately 90 applications. Selection will follow a two-stage assessment process. First, sub-committees of the respective college research committees will review and rank applications in late September. Second, a central panel chaired by the Deputy Vice-Chancellor (Research) will make the final decisions. Successful applicants will be notified on Friday 16 October and a formal event will be hosted to celebrate them.

UC has recently relaunched three prestigious scholarships to support students to continue their studies overseas. With a combined value of over \$200,000, the Lord Rutherford, Sims Empire and Tytheridge Scholarships have all been redeveloped to support students wishing to travel and study overseas after completing their studies at UC. We are anticipating that increased stipends associated with the scholarships will attract a significantly higher calibre of applicant, who will become strong future ambassadors for UC as they continue their studies overseas.

Three UC students were among 37 students across the country to make it through to the Rhodes Scholar interview stage. From here, a shortlist of applicants will be invited to a second interview, where final decisions are made.

Tait Communications, through the UC Foundation, has recently committed funding to Engineering Aho Hīnāore projects. The total support of \$54,000 in 2020 comprises two Engineering students' summer projects at \$6,000 each and two Engineering students' Accelerator PhD Scholarships (\$7,000 a year for three years for each student).

In 2020 to date, 126 international students have accepted an offer of a place in the PhD programme at UC but are yet to enrol. The proposed start dates of these students vary, with some set for 2021. However, of the 126 students, 40 were due to start between 1 March and 1 September this year but have not yet begun due to COVID-19 border restrictions. UC has recently promoted a process for international PhD students to start their programme while overseas. To date, seven overseas commencements have been approved by the Dean of Postgraduate Research and a further seven are under consideration (awaiting further information from supervisors). Applications are supervisor driven, and carefully reviewed to minimise risks to UC and to the student, and to maintain standards of academic quality and rigour while the student is studying from overseas.

The UC final of Three Minute Thesis (3MT) was held virtually, in conjunction with the final of Visualise Your Thesis, on 8 September. A number of outstanding presentations were delivered and I wish to congratulate all 12 students who participated in the UC final. My congratulations go to the winner, Flynn Adcock (master's student in the School of Biological Sciences), second place-getter Samuel Martín Treceño (PhD candidate in Chemical and Process Engineering) and Morgan Tracy (PhD student in the School of Biological Sciences), who received third place. I would also like to congratulate Amanda Board, from the School of Biological Sciences, and Sripana Saha, from the Schools of Teacher Education and Earth and Environment, who were awarded Highly Commended. Thanks are due to the judges: Joanne Noble-Nesbitt, Academic Quality Team Leader at UC; Art Martinson, Head of Digital Solutions & Data Technology at Christchurch International Airport Ltd; and Professor Alessandro Palermo, Postgraduate Research Director, Civil and Natural Resources Engineering at UC.

The UC Research Endowment Fund and UC Trusts have supported UC's PhD Aho Hīnātoro | Accelerator Scholarship programme with \$250,000. Two UC ECON390 students are undertaking a research project on how UC donors who donate by cheque will be affected by the move of New Zealand banks to phase out cheques. Springfree is supporting Professor Nick Draper's Trampoline research project with a donation of \$50,000.

Graduates Sulaiman Sarwary (LLM) and Holly Faulkner (LLM ILAP) have been awarded full PhD scholarships to study community and governance resilience to predicted volcanic events in Taranaki and Auckland, with funding from Transitioning Taranaki to a Volcanic Future and Resilience to Nature's Challenges and Determining Volcanic Risk in Auckland, respectively. The College of Science supervisors for these projects will be Professor John Hopkins, Dr Sarah Beavan and Professor Tom Wilson as part of the research programme of the Aotearoa New Zealand Institute of Law, Emergencies and Disasters. Holly is currently working as a researcher on the QuakeCoRE Wellington Regulating for Resilience project and, like Sulaiman, will be starting her PhD studies towards the end of this year.

Several emerging researchers from across the University have progressed to the interview stage of the prestigious Rutherford Discovery Fellowship process. A University-wide team has been involved in preparing and supporting those staff as they get ready for the final interviews in Wellington next week.

Professor Natalia Chaban of the College of Arts co-edited, with Arne Niemann and Johanna Speyer of Germany's Johannes Gutenberg University Mainz (JGU), *Changing Perceptions of the EU at Times of Brexit: Global Perspectives*. This book, published by Routledge, brings together 26 contributors from 17 countries to conceptualise and measure perceptions of the European Union (EU) in strategic regions around the world in the aftermath of the Brexit referendum in the United Kingdom. It resulted from a two-year collaboration across time zones and oceans, which started with a creative two-day workshop at JGU in the summer of 2018. The workshop, led by the co-editors, was sponsored by the Thyssen Foundation, the University Association for Contemporary European Studies, the EU's Jean Monnet Programme and JGU. After that, Professor Chaban and her co-editors organised several panels of contributors at leading international conferences in 2018 and 2019, where they tested the case studies.

The development of a Joint Postgraduate School on Food Transitions 2050 is making good progress. A call for PhD project proposals was released at the end of August, and a virtual joint staff forum to provide more information attracted 180 participants from across the five partner organisations. A workshop was also held to explore integrative research – what it means, the different forms it can take and when it is appropriate to apply each of those forms – and a further workshop on the same theme is planned for a wider group later in the year.

People – Nurturing Staff, Thriving Students

At the Australia-based Tertiary Access Group's CampusLink Awards this week, UCSA was the winner in two categories: 'Best new or refurbished facility/building over \$600K' for Haere-roa and 'Most successful event – student focused' for Band Together in March 2019.

Demand for mental health services and support has steadily increased as the impact of COVID-19 unfolds. To the start of Term 4, the team at the Health Centre has managed 3,289 consultations compared with 3,067 at the same stage in 2019, which represents a 7.2% increase in the year to date. In most part, the Health Centre has met this demand by increasing staff levels and having ongoing support from the triage counsellor.

Among the other initiatives to manage this increase in demand, both the Health Centre and Student Care have been promoting the 1757 free text service and online support model. They are also in the final stages of engaging Puāwaitanga, a remote online and phone service to be available free for students, funded fully by the Canterbury District Health Board (CDHB). Finally, the team has improved online communications through the new Wellbeing Hub and increased the frequency of wellbeing messaging to students and staff.

Nationally, the increase in mental health needs has been described in this month's report by Rochelle Menzies, Sir Peter Gluckman and Richie Poulton, *Youth Mental Health in Aotearoa New Zealand: Greater Urgency Required*. The authors identify that the last decade has seen a rapid and concerning rise in youth psychological distress and suicide rates, that poor mental health for youth nationally is persistently inequitable and worsening, and that the impacts of COVID-19 on youth mental health are likely to be extensive and enduring. UC is collaborating with other universities to establish a more joined-up approach to addressing mental health issues among students and is engaging with CDHB Specialist Mental Health Services to clarify roles and responsibilities.

In recognition of Mental Health Awareness Week (MHAW), a number of activities have been arranged for the UC community. The week's events, based around the MHAW theme "Reimagine Wellbeing Together – He Tirohanga Anamata", are for both staff and students. A Wellbeing Expo on Monday 21 September starts off the week, with over 20 groups taking part. A series of lunchtime seminars follows through to Friday 25 September 2020:

Tuesday: Live webinar with Sir John Kirwan and Dr Fiona Kritchton
Wednesday: Presentation by UCSA clubs, Lads Without Labels and UC Women's Wellbeing
Thursday: Professor Katharina Naswall, Wellbeing – Supporting your own and others'
Friday: Professor Julia Rucklidge, Nutrition for Wellbeing; Practical suggestions for improving your mental health under stress.

On Wednesday 23 September, a number of UC cafes will be running the promotion "Take a Mate for Coffee", which is all about connection.

UC's staff newsletter *Tū ki te tahi* has promoted UC's Payroll Giving and given staff the chance to vote for favourite charities they would like to support. So far, 163 votes have been counted.

Congratulations to:

- Dr Pan Zheng, lecturer in the Department of Accounting and Information Systems, who is the 2020 recipient of the UC Business School Early Career Researcher Award. Pan first joined the UC Business School in 2017 as a teaching fellow, and was appointed to the full-time continuing position of lecturer in 2018. He brings to the Business School a unique set of skills and acumen at the cutting edge of artificial intelligence and machine learning. Pan has established research collaborations with teams and research institutes in Malaysia, China, Australia and Spain, and is an Adjunct Research Fellow with the top-ranked China University of Petroleum. In the last eight years, Pan has published 25 journal articles, 4 book chapters in edited books and 3 conference proceedings. He has 24 Scopus-indexed publications, including 12 Q1 and 8 Q2 journal articles, of which three are published in highly regarded outlets such as *PLOS One*. His Q1 article published by Nature in its *Scientific Reports* in 2016 hit the top 1% in the field of computer science for citations on Web of Science, and is one of only 300+ papers worldwide across all disciplines that have received Essential Science Indicators (ESI) highly cited paper status
- UC Law and Arts alumnus, now Christchurch Coroner, Anna Tutton, on her appointment as New Zealand's Deputy Chief Coroner. For more information, visit [the article in the New Zealand Doctor](#)
- UC Business and Law graduate Robbie Morrison on receiving a Fulbright New Zealand Award. Robbie graduated with an LLB (Hons First Class) in 2018 and a BCom in 2019. He is set to complete a Master of Laws at Duke University in North Carolina. For the full list of Fulbright Award recipients, [visit the Fulbright website](#)
- Yukita Rangari, UC Master of Business student, on being selected as one of five finalists for the Canadian based TaxCOOP Go Green Contest. Her environmental tax proposal stood out to the jury, who made their selection based on the following criteria: overview of the problem targeted by the tax or incentive; description of how the tax or incentive works; innovative nature of the proposal and realistic nature of the effects of the proposal; and clarity and quality of presentation and evocative and coherent visual design with the proposal.

This month, the College of Arts returned to the remediated Elsie Locke building, which marks the final stage in its post-earthquake return to the three main Arts buildings on campus. The College Office is now located on the ground floor of Locke, forming a quad with the North Arts Lecture Block. A unique feature of the new building is that the elevator doors are decorated with artworks by six students from the School of Fine Arts. The students, chosen as the winners of a competition organised for the reopening, are Sang Kyu Moon, Zara Dolan, Sophie Ballantyne, Irenie How, Olivia Sinclair and Janneth Gil. Each has provided a pair of matched artworks for the elevator doors in one of the six floors of the building. Visitors are welcome to come and view the doors.

The University was recently named as one of New Zealand's top five employers of choice for 2020 by respected international human resources company Human Resources Director (HRD). In giving the reasons for this choice, HRD cited the [staff benefits](#) and professional and career development that UC offers. It particularly noted our flexible working policy and [n3 discount purchasing scheme](#). A number of the benefits also have a focus on staff wellbeing.

Internationalisation – Locally Engaged, Globally Networked

Interest from international students to study at UC in 2021 continues to be strong. Boosted by the popularity of New Zealand as a destination in these COVID times, applications to enrol (ATEs) are tracking well ahead of last year, up 25% year on year.

The focus is now on four main areas of influence:

- recruiting and retaining international students who are graduating from New Zealand high schools
- recruiting new international students into 2021 ‘online to on-campus’ pathways
- supporting and retaining UC international students who remain unable to travel to New Zealand to start or continue their studies
- ensuring that UC is prepared for when New Zealand quarantine facilities are open to international students.

The online to on-campus pathway programmes for February 2021 will be available shortly. We will market these programmes to those who deferred this year or have enquired already, as well as through our agents to new prospects. It is important to note the QS Enrolment Solutions finding that international students have a conversion period of 12 months on average from enquiry to enrolment. Therefore our pipeline building work for 2022 is underway with a robust international recruitment positioning of “World’s Best Choice” and communications and conversion strategies in place. We have also commissioned research to understand which international markets represent the greatest potential in terms of both entirely online and online to on-campus pathways.

The School of Biological Sciences is developing a 2+2 degree arrangement for Biological Engineering degree students under the existing agreement with Yantai University.

Dr Chris Jones, Dean (International) and Department of History, will represent UC at the **Virtual University Fair** held at Woodstock School, in the Indian foothills of the Himalayas, on 9 September alongside a select group of Australian and British universities. Founded by British missionaries in 1854 during the era of the East India Company, Woodstock is Asia’s oldest international boarding school. It came under American management during the Raj and, at times, provided refuge for those who opposed British rule in India. Since independence, it has become an elite international school attracting students from not only India but across Asia.

The University of Canterbury has been invited to join leading universities as part of a panel discussion focusing on the use of Zoom in education. Entitled Zoomtopia, the Asia-Pacific conference, which is available worldwide, reaches nearly 200,000 viewers. Specifically UC has been invited to share insights on how education has changed in 2020 and discuss the growing mindset of lifelong learning, and how technology can help to shape the experience so people can learn anywhere, any time to gain the knowledge they need for career progression and/or personal development.

In partnership with the Asia New Zealand Foundation, UC Business School is presenting four public webinars focused on business in Asia. In the first webinar, *Plugged in: How will Asia’s digital innovation impact on New Zealand business?*, the panel of experts discussed Asia’s economic growth and its production of a robust innovation ecosystem. Asia New Zealand Foundation Executive Director Simon Draper says, “We’re delighted to be partnering with UC on this series. It is more critical than ever for business to keep up with developments and innovations in Asia, as the region will be central to New Zealand’s economic and social recovery from COVID-

19. It's not just business as usual in the region, and New Zealanders will need to be very savvy in their engagement." To view the latest webinar and previous Hihiko webinars, go to the [UC website](#).

Among other initiatives, a virtual alumni event was organised featuring the UC Business School (Hihiko webinar) for overseas alumni and a new Alumni Ambassador has been appointed for Saudi Arabia.

Organisational Efficacy

Recruitment

Funded through our existing budget, a new UC brand campaign, Believe U Can, went to market at the end of August through digital media and billboards in Christchurch and Wellington. Bus shelters in priority locations outside schools around Aotearoa New Zealand have also been updated from our UCME campaign to Believe U Can with inspirational messages.

After being postponed twice, UC Open Day had to be cancelled due to COVID-19 restrictions. Alternative arrangements have been made, with opportunities for small groups to tour campus, as well as webinars with each of the accommodation providers to give some insight into life in the halls. The Virtual Open Day facility has also been opened up again to allow registered attendees to view extensive materials on each of the courses offered, along with details about scholarships, Māori and Pasifika information and general information on Ōtautahi Christchurch.

Because COVID-19 has disrupted the opportunity for prospective students and their whānau to tour halls in large numbers, we have adopted new ways to support the hall recruitment activities. Virtual tours have had 16,915 views since 6 July 2020, averaging 1,879 per week. Halls are also conducting webinars with Q&A sessions which have attracted a further 384 registrations and at level 1 will run tours on request. Started applications are currently running about 3% up on 2019.

As part of our outreach to mature students, we have held a workshop to develop a more strategic approach to engaging alumni as returning students for Semester 1, 2021. In addition, UC is partnering with the Ministry of Social Development to support job seekers with appropriate qualifications to consider tertiary study in 2021.

The second 2020 Business Taught Masters (BTM) intake marks the end of recruitment (except for Summer School) for the academic year 2020. Although small changes can be expected between now and the close of the BTM withdrawal date, almost final figures suggest that UC has done relatively well in 2020 considering the impacts of COVID-19. Semester 2 BCom and Certificate of Proficiency Commerce online students who were not enrolled in Semester 1 needed to commit to the rest of the second semester by 28 August. Out of the 148 'new to UC' students who enrolled at the start of Semester 2 (102 of whom were eligible for the deferred payment or refund period), five students withdrew before the deadline, leaving 143 students still enrolled. This includes the 34 KYS Business School students who their sponsor ultimately allowed to stay enrolled here. In total, UC Business and Law has 606 full-fee equivalent full-time students (EFTS) enrolled currently. This is 52 EFTS above the revised end-of-year forecast from June 2020.

Tupuānuku is on schedule to be completed and handed to UC on 23 December. Both UC and UniLodge have signed the contract and service-level agreement. This signals a new era for contract management, reporting and partnering, incorporating the requirements of the Interim Code of Pastoral Care 2019.

Total full-fee EFTS are down by only 7.8%, which is a substantially better performance than was expected in the revised 2020 financial forecasts. Due to border closures, new to UC international EFTS are down by 15.5% in 2020 year on year. A substantial part of that reduction is because of a continuing decline in the UC International College (UCIC) pipeline. New to UC EFTS from UCIC were down 37.6% year on year, accounting for a disproportionately large 43% of the overall drop in new to UC students.

Development

UC is working to identify UC Foundation funds that can support activities in 2020 and the next financial year. Drawdowns in the year to date are low against expectations at \$2.6 million. Income is at \$4.3 million to UC Foundation and \$0.5 million direct to UC for donations, sponsorship, non-research grants and bequests, comprising 475 funders and 932 transactions in total.

The School of Law emailed its annual newsletter and Hihiko webinar to alumni. The UC Alumni Community published 15 LinkedIn posts and 19 Facebook posts; the highest interaction, gaining 142 clicks, was the ‘COVID say NOVID’ video share by UC alumnus Jono Entwistle. Five young alumni have been nominated for the University of Canterbury Young New Zealander of the Year Award, which is part of the Kiwibank New Zealander of the Year Awards programme and has UC sponsorship. The UC Foundation [annual report](#) has been sent sustainably by email to the 958 donors from 2019.

Finances

August 2020	Actual Year to Date \$000	Budget Year to Date \$000	Budget Variance Year to Date \$000 Fav/(Unfav)	Budget Full Year \$000	Forecast Full Year \$000	Full Year Forecast to Budget Variance \$000 Fav/(Unfav)
Net Surplus/(Deficit)	3,068	(3,778)	6,846	3,818	1,590	(2,228)
Capital Expenditure	60,190	77,527	17,337	111,988	94,159	17,829
Cash/ Short Term Investments	233,500	207,193	26,307	153,628	192,802	39,174

We had been budgeting for an operating **deficit** as at the end of August 2020 of (\$3.778) million, but have returned an operating **surplus** of \$3.068 million.

This is a favourable variance to budget of \$6.846 million. This favourable variance mainly relates to \$22.230 million less operating expenses (largest savings are in travel and conference expenses, consultancy expenses, outsourcing/ contracts, scholarships, commission and levies, contract teaching, contractors, promotional activities, and laboratory consumables), the majority being related to the impact of the Covid-19 lockdown. Some of these favourable variances will be sustained and have been reflected in the year end forecast.

Other favourable variances relate to \$0.730 million of 2019 SAC funding wash-up and \$0.444 million more interest income.

This favourable variance has been partially offset with unfavourable variances coming from (\$4.176) million less research external income, (\$6.110) million less full fee tuition income, (\$2.114) million more depreciation, and (\$2.154) million less sundry income.

We are forecasting for a surplus for the full year of \$1.590 million. Expected reductions in revenue in relation to full fee tuition fees, PBRF, research income and forecast increases in expenses in relation to depreciation expenditure and retirement provision, are largely offset by improved interest revenue and forecast reductions in expenses in relation to personnel and operating expenses.

Capital expenditure is \$17.337 million below budget. Most projects are under budget but expenditure related to the UC futures projects is (\$6.887) million over the year to date budget of \$2.482 million, largely as a result of the \$9.184 million Rehua final payment paid in March that was not considered in the budget. The remaining capital spend (excluding UC Futures) is favourable by \$24.224 million, against a year to date budget of \$75.045 million. As one might expect, the Covid-19 lockdown significantly curtailed capital expenditure, but which is now returning to normal levels.

The August 2020 cash position of \$233.500 million is higher than budget by \$26.307 million. The higher than expected opening cash balance and lower capital spend has been partially offset by less cash from operating activities (largely due to less income).

For further details please refer to the latest monthly financial report.

	EFTS			
	Full Year Enrolled			
	Actual	Actual	Forecast	Budget
	2018	2019	(as at Jul) 2020	2020
Domestic 1st Year	3,662	3,767		
Returning	8,704	9,255		
Total	<u>12,366</u>	<u>13,022</u>	<u>13,644</u>	<u>13,735</u>
International 1st Year	922	952		
Returning	781	918		
Total	<u>1,704</u>	<u>1,869</u>	<u>1,670</u>	<u>2,015</u>
	-	-	-	
Total	14,069	14,891	15,313	15,749

Notes:

Budget and Forecast is not calculated down to year at UC

Enrolment data is based on the same date across years i.e. 6th Jan vs 6th Jan

Applications to Enrol data is now report on the same date across years i.e. 6th Jan vs 6th Jan

ATE data is based on student headcount and based on the students citizenship status rather than fee type.

Enrolments data is based on EFTS and the students fee type (Domestic or International).

'International' refers to the students NZ citizen/residency status rather than their fee paying status. Most international students will pay International fees but not all. As PhD students generally pay domestic fees this table groups them with Domestic Students.

Environmentally Sustainable

Associate Professor David Evison and Facilities Management staff have been making progress on options to expand carbon sequestration using the UC estate. The focus is on extending the portion of Mount Barker, which is included in the Emissions Trading Scheme. We are also considering a small portion of Cass Field Station for new planting of natives as well as including existing land covered in mānuka.

UC and Lincoln University are co-hosting the third New Zealand SDG Summit in September next year. In preparation, branding work and detailed planning are underway for a November summit this year, which will be the first of the online events that make up the Sustainable Development Goals Summit 2020–21 series.

The Master of Disaster Risk and Resilience class was hosted by the Canterbury Emergency Management Office early in August at the Justice and Emergency Services Precinct. The Office staff gave the class a tour of the incredible Emergency Operations Centre (which has only just stood down from the COVID-19 response) and discussed their roles in disaster risk management. The Office is a valued partner in the MDRR degree. UC's Disaster Risk and Resilience group collaborates with the Office on a number of research programmes, including Project AF8, Resilience to Nature's Challenge, and various natural hazard risk and resilience projects in the Canterbury region.

We have decided to implement the Government's [employer e-bike purchase support scheme](#), which may involve two phases. First, we will offer a 'purchase only' arrangement where staff can order and purchase discounted e-bikes. We would like to roll out this phase in October as part of 'Biketober' events. The second possible phase we are exploring is to offer low-interest or interest-free loans for staff to buy e-bikes. If this is possible, our intention would be to implement this phase at the beginning of 2021.

Currently the Sustainability Office is working with the Student Volunteer Army to coordinate workshops on making reusable masks for our community. To date, we have completed 500 masks, which are being distributed throughout the support service teams at UC to ensure they reach those in need. Eighty student and staff volunteers have been involved in the face mask workshops, with further input from 45 students as part of their CHCH101 coursework.

Finally, the Sustainability Culture Index survey of staff was run for the first time at UC in August. It received 415 responses and the report on the results is currently being written.

Past Events	
31 August 2020	<ul style="list-style-type: none"> • Attended meeting with ChristchurchNZ • Visited Student Volunteer Army face mask workshop
1 September 2020	<ul style="list-style-type: none"> • Joined, via Zoom, the Ako Aotearoa Tertiary Teaching Excellence Awards online ceremony
2 September 2020	<ul style="list-style-type: none"> • Spoke at the 2020 Māori Research Hui • Attended farewell for David Meates
9 September 2020	<ul style="list-style-type: none"> • Visited Cass Field Station and High Country Pastoral Leases
15 September 2020	<ul style="list-style-type: none"> • Spoke on a panel at the Local Government Professionals Annual Summit
17 September 2020	<ul style="list-style-type: none"> • Attended Early and Emerging Career Researcher Award presentation • Attended, via Zoom, UC Foundation in America Meeting • Attended the UC Foundation Board of Trustees Meeting
18 September 2020	<ul style="list-style-type: none"> • Attended, via Zoom, Universities New Zealand Vice-Chancellors' (UNZ VC) meeting
22 September 2020	<ul style="list-style-type: none"> • Participated in the Department of Civil and Natural Resources Engineering 'Bake off' as a judge • Met with Principal of Christ's College
23 September 2020	<ul style="list-style-type: none"> • Attended Wellbeing Expo for Mental Health Awareness Week
24 September 2020	<ul style="list-style-type: none"> • Attended New Zealand Qualifications Authority board meeting in Wellington
25 September 2020	<ul style="list-style-type: none"> • Spoke at UCSA Staff of the Year Awards

Upcoming Events	
1 October – 5 October 2020	<ul style="list-style-type: none"> • Vice-Chancellor away on annual leave
5 October 2020	<ul style="list-style-type: none"> • Attending Formal Dinner with Rochester & Rutherford Hall
6 October 2020	<ul style="list-style-type: none"> • Attending 2020 Leaders Debate with Stuff
7 October 2020	<ul style="list-style-type: none"> • Attending, via Zoom, Association of Commonwealth Universities Pacific Regional Committee meeting
8 October 2020	<ul style="list-style-type: none"> • Attending Lincoln University graduation ceremony
9 October 2020	<ul style="list-style-type: none"> • Attending, via Zoom, Association to Advance Collegiate Schools of Business re-accreditation meeting
10 October 2020	<ul style="list-style-type: none"> • Attending Blues Awards dinner
14 October 2020	<ul style="list-style-type: none"> • Hosting Christchurch Knowledge Commons Update on campus
16 October 2020	<ul style="list-style-type: none"> • Attending UNZ VC meeting