

COUNCIL

Te Kaunihera o Te Whare Wānanga o Waitaha

EMBARGOED UNTIL 2pm WEDNESDAY 31 MARCH 2021

Agenda

Date **Wednesday 31 March 2021**
Time 4.00pm
Venue Council Chamber, Matariki

Refer to
Page No.

1. APOLOGIES: Steve Wakefield
2. REGISTER OF INTERESTS 3-6
3. CONFLICTS OF INTEREST
Every Member has an obligation to declare any material interests relevant to any University of Canterbury activities and to ensure that any conflict arising from the material interests is noted and managed appropriately
4. MINUTES
 - 4.1 24 February 2021 7-12
 - 4.2 Special Meeting 15 March 2021 13-14
5. MATTERS ARISING
6. FROM THE CHANCELLOR
 - 6.1 Chancellor's Meetings 15
 - 6.2 Election for Academic Staff Member of Council 16-17
 - 6.3 Degrees Conferred in Absentia
7. FROM THE VICE-CHANCELLOR
 - 7.1 Monthly Report 18-38
8. ACADEMIC BOARD
 - 8.1 Academic Board Report 39-41
 - 8.2 College of Business and Law 42-49

9. **PUBLIC EXCLUDED MEETING**

Motion by the Chancellor for Resolution to Exclude the Public Pursuant to s48 of the Local Government Official Information and Meetings Act 1987:

I move that the public be excluded from the following parts of the proceedings of this meeting, namely:

Item on Public Excluded Agenda	General Subject Matter	Reason for passing this resolution in relation to each matter	Grounds under section 48(1) for the passing of this resolution
4.0	Minutes of the meeting held on 24 February 2021 and the Special Council meeting of 15 March 2021, held with the public excluded.	These items concern matters that were previously dealt with during proceedings of Council from which the public was excluded.	
5.0	Matters arising from those minutes	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
6.0 6.1 6.2 6.3 6.4	From the Chancellor Emeritus Professor Nomination Council Work Plan Report from the Honours and Appointments Committee Report from the UCTF/UCF Transition Steering Committee	To protect the privacy of natural persons. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To protect the privacy of natural persons. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(a) 7(f)(i) 7(h) 7(a) 7(f)(i)
7.0 7.1	From the Vice-Chancellor The Vice-Chancellor's verbal report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
8.0 8.1 8.2 8.3	From the Audit & Risk Committee Draft minutes ARC meeting 15 March 2021 2020 Annual Report and ancillary papers Internal Audit Reports	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i) 7(f)(i) 7(f)(i)
9. 9.1 9.2	From the Finance, Planning and Resources Committee Draft minutes FPRC meeting 15 March 2021 Future of Dovedale	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(f)(i) 7(h)

9.3	CLV Sale Process Update	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
9.4	Canterbury Museum Resource Consent	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
10.0 10.1	Other Business IT Transformation Project Report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
11.0	General Business	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)

I also move that staff identified by the Chancellor and Vice-Chancellor as having knowledge relevant to particular matters to be discussed be permitted to remain at this meeting. This knowledge will be of assistance in relation to the matters discussed, and is relevant because of their involvement in the development of the reports to Council on these matters.

10. REPORT FROM THE PUBLIC EXCLUDED SESSION

10.1 2020 Annual Report

11. GENERAL BUSINESS

12. NEXT MEETING –Wednesday 28 April, 2021 at 4.00pm

UC COUNCIL
Register of Interests
March 2021

Name (Council members)	Date notified	Person and/or organisation with interest	Nature of interest
Sue McCORMACK (Chancellor)	2020	Canterbury Earthquakes Insurance Tribunal	Member
	2019	Canterbury Museum Trust Board	Trustee
	2009	Dress for Success	Honorary Solicitor
	2017	KiwiRail Holdings Ltd	Director, Deputy Chair
	2017	Swiftpoint Ltd	Trustee Shareholder
	2019	UC Foundation	Ex-officio Trustee
Steven WAKEFIELD (Pro-Chancellor)	2019	199 Johns Rd Ltd	Shareholder, Director
	2017	Brackenridge Services Limited	Director
	2017	CDHB – Quality, Finance, Audit and Risk Committee	Committee member
	2017	Carolina Homes Limited	Director, Shareholder
	2019	Christchurch Cathedral Reinstatement Limited	Board member (Ex officio – CPT Rep)
	2017	Church Property Trustees of Anglican Diocese	Trustee
	2020	Cookie Time Limited	Director
	2017	Court Theatre Trust	Citizens' Trustee
	2017	Crop Logic Limited	Director, Shareholder, Chair
	2017	Deloitte Limited	Former partner (now retired)
	2019	East Lake Trust	Trustee
	2018	EVNEX Limited	Shareholder, Director
	2018	Foodstuffs South Island Cooperative Limited	Independent Director
	2018	Foodstuffs South Island Properties Ltd	Director
	2017	Greater Christchurch School Network Trust	Chairman of Trustees
	2019	Health One Programme Steering Group	Independent Chair
	2021	House of Travel Wellington Limited	Director
	2017	Innovative Software Limited	Director, Shareholder
	2017	INOV8 Limited	Director
	2018	Lincoln University	Graduate (Post-Grad Diploma)
	2017	Mastaplex Limited	Shareholder
	2020	Medsalv Limited	Director
	2019	MenuMaster Limited	Shareholder and Director
	2018	Murdoch Manufacturing Ltd	Director
	2017	New Zealand Health Innovation Hub	Director, Chair
	2017	Nutrient Rescue Limited	Director, Shareholder
	2020	Paenga Kupenga Limited	Director
	2017	Ravenscar Trust	Chairman
	2017	RHOAD Limited	Director

	2017	St Barnabas Fendalton Parish	Vestry Member, Synod Rep
	2017	St Barnabas Fendalton Trust	Chairman
	2017	Son, David Wakefield	Student at UC
	2017	Steve Wakefield Services Limited	Director, Shareholder
	2017	Syft Limited	Shareholder
	2018	The Taurus Trust	Trustee
	2017	Townsend Fields Limited	Managing Director
	2018	University of Canterbury	Post Graduate Student
	2017	Wakefield Holdings Limited	Director
Peter BALLANTYNE	2013	Canterbury District Health Board subcommittees	Member Quality, Finance, A&R
	2021	Canterbury Health Care of the Elderly Education Trust	Trustee
	2019	Canterbury Scientific Limited	Shareholder via Hawkins Family Trust
	2012	Deloitte	Consultant
Liz BOND	2019	Tertiary Education Union	Member
	2019	University of Canterbury	Employee
Rachael EVANS	2020	Kereru Trust	Trustee
	2020	Law Society	Member
	2020	Te Rūnanga o Ngai Tahu	Employee
	2020	Te Rūnanga o Ngāti Tama	Member
	2020	Whanganui Iwi	Member
Kim FOWLER	2021	University of Canterbury	Student
	2021	UCSA	President
John HOLLAND	2021	Craigmore Dairy II GP Ltd	Director
	2021	Craigmore Farming GP Ltd	Director
	2021	Craigmore Forestry GP Ltd	Director
	2021	Craigmore Group GP Ltd	Director
	2021	Craigmore Permanent Crop GP Ltd	Director
	2021	Craigmore Sustainables Group LP	Shareholder
	2018	Glasson Trustee Ltd	Director
	2020	Hickman Family Trustees Limited	Director
	2019	JCG Trustee Ltd	Director
	2019	SIG Trustee Limited	Director
	2018	Southbase Construction Ltd	Director
	2021	Southbase Group Ltd	Director and Shareholder
	2021	Totara Forestry GP Ltd	Director
	2019	Winders Consulting Limited	Director and Shareholder
	2019	Winders Investments Limited	Director and Shareholder
Keiran HORNE	2019	AJ & MJ Horne Family Trust	Trustee and Discretionary Beneficiary
	2019	Breastscreen Otago Southland Ltd	Director
	2019	CEC Charitable Trust	Trustee and Treasurer

	2019	Christchurch City Council	Member, External Advisory Group, Infrastructure Strategy
	2019	Coalcorp Services Ltd	Director
	2019	Conductive Education Canterbury	Treasurer
	2019	Crown Asset Management Ltd	Director
	2019	Hamilton City Council	Chair, Audit Risk Committees
	2019	Horne Wildbore Family Trust	Trustee and Discretionary Beneficiary
	2019	New Zealand Lotteries Commission	Commissioner, Chair Audit Risk Committee
	2019	Nexia Christchurch Ltd	Consultant
	2019	Quayside Holdings Ltd	Director
	2019	Quayside Properties Ltd	Director
	2019	Quayside Securities Ltd	Director
	2019	ScreenSouth Ltd	Chair
	2019	Solid Energy New Zealand Ltd	Deputy Chair
	2019	Spey Downs Ltd	Shareholder
	2020	Television New Zealand Ltd	Director
	2019	Timaru District Council	Member, Audit and Risk Committee
Professor Roger NOKES	2015	University of Canterbury	Staff
Warren POH	2020	Christchurch Netball Centre	Board Member
	2018	GHD Limited	Employee
	2017	E&S Hop Holdings Limited	Director
	2021	FAN Advisory Board	Member/Independent advisor
	2018	GHD Limited	Shareholder
	2017	M&W Nominees Limited	Director and Shareholder
	2020	NOSSLO Group Limited	Director
	2018	Olsson Fire and Risk New Zealand Ltd	Director and Shareholder
	2017	Ofwarren Limited	Director and Shareholder
	2020	University of Canterbury	Husband of enrolled student
Cheryl de la REY (Vice-Chancellor)	2021	Academic Quality Assurance Board	Board Member
	2020	Association of Commonwealth Universities	Council Member Academic Quality Agency
	2020	New Zealand Qualifications Authority	Board Member
	2019	Universities New Zealand Vice-Chancellors' Committee	Member
	2019	University of Canterbury Foundation	Trustee (Ex-officio)
	2019	University of Canterbury Trust Funds	Vice-Chancellor
Gillian SIMPSON	2019	Anglican Schools Board	Board member
	2019	Canterbury Rugby Football Union	Independent Director
	2019	Christ's College Canterbury	Board member
	2019	Ministry of Education Statutory Services Provider	Independent contractor
	2019	New Zealand Education Scholarship Trust	Trustee

Shayne TE AIKA	2020	Rannerdale Home Care Limited	Director
	2020	Rannerdale War Veterans Home Ltd	Director
	2020	The Karshay Group Ltd	Director and Shareholder
Adela KARDOS (General Counsel/Registrar)	2020	University of Canterbury	Staff member

COUNCIL

Te Kaunihera o Te Whare Wānanga o Waitaha

Minutes

Date	Wednesday 24 February 2021
Time	4.15 pm
Venue	Council Chamber, Level 6 Matariki
Present	Ms Sue McCormack (Chancellor), Professor Cheryl de la Rey (Vice-Chancellor), Mr Steve Wakefield (Pro-Chancellor), Mr Peter Ballantyne, Ms Liz Bond, Ms Rachael Evans, Ms Kim Fowler, Ms Keiran Horne, Professor Roger Nokes, Mr Warren Poh, Ms Gillian Simpson.
Apologies	Mr Shayne Te Aika.
In Attendance	Ms Adela Kardos, General Counsel/Registrar and Council Secretary Professor Ian Wright, Deputy Vice-Chancellor (Research) Mr Keith Longden, Executive Director, Planning, Finance and IT Mrs Raewyn Crowther, University Council Coordinator

REGISTER OF INTEREST Corrections and updates were to be supplied to the Registrar.

CONFLICTS OF INTEREST There were no conflicts advised for the public section of the meeting.

MINUTES The minutes of the meeting held on 25 November 2021 were approved and signed as a correct record.

MATTERS ARISING There were no matters arising.

FROM THE CHANCELLOR

Chancellor's Meetings

The list of Chancellor's meetings was noted and the Chancellor advised that the UCTF/UCF Amalgamation Steering Group was making slow progress and was due to meet again on 17 March.

The Universities New Zealand Vice-Chancellor and Chancellor Group meetings including the farewell to Harlene Haynes, Otago VC, had been held via Zoom due to the COVID-19 situation. Both Otago and Lincoln Universities were currently recruiting VCs.

Moved

That: Council note the report on the Chancellor's meetings.

Carried

Degrees Conferred in Absentia

Ms McCormack advised Council of the schedule of degrees to be awarded in absentia following approval by Council. The names of the graduates would be entered into the public record, including those awarded by the Executive Committee on 27 January 2021 due to that meeting of Council being cancelled.

Moved

That: Council approve the degrees awarded in absentia for the public record.

Carried

FROM THE VICE- CHANCELLOR

Monthly Report

The Vice-Chancellor commented on a number of matters:

- The move to COVID-19 Level 1 had meant that Orientation Day activities had been able to proceed.
- Enrolments were up on previous years with 11.7% growth in domestic enrolments and total growth of 5.9%. However, enrolments were still in progress and the final numbers would be known in March. Similar growth had been experienced across the sector and TEC would be discussing funding up to 110%.
- Enrolment figures for Māori and Pasifika students were pleasing:
 - Māori (new to UC) up 26%
 - Māori (returning) up 15 %
 - Pasifika (new to UC) up 46%
- The lowest growth was in Engineering but since it had grown faster than other programmes in the post -quake years, this was acceptable as higher growth in other areas will ensure that UC is a comprehensive university.
- The Takere programme (a summer student success academy) was launched with 37 Māori and Pasifika students taking part. The programme was under budgeted, required more intense involvement from staff than anticipated but staff found it gratifying. The programme would provide support for these students through to graduation with scholarships being made available for their second year. TEC would receive feedback as it was looking at extending the programme across the sector.

There had been good media coverage of the December Graduation and there had been a team effort to get UC's good news stories into the public.
- The VC would be chairing the UNZ Vice-Chancellor's Group following the Massey VC's tenure.
- The review of equity issues would be reported to Council in May.

- A group of MPs had visited campus yesterday and engaged positively with students during Club Day.
- UK Universities were considering sending students for a semester to Commonwealth Universities. UC is considering a bid for such students who would be fully funded.
- The VC was about to commence her term on the Academic Quality Assurance Board.
- UC was expecting 82 international students of the 1000 permitted by the Government to re-enter New Zealand to continue their studies. They would be unlikely to complete visa requirements or find a place in a managed quarantine facility before April. The budget assumption based on no new international students was likely to hold.

In discussion it was noted that:

- The report reflected there had been innovative thinking.
- UC was a late starter with MOOCs but has learned from others. Numbers of conversions was looking promising and consideration was being given to the possibility of stacking micro-credentials into a qualification. The Business School had shown the most innovation in this space. The VC would report back on the percentage of courses that are offered via distance learning.
- MOOCs are building brand recognition and allowed customised delivery. The possibility of joint branding and providing accreditation of other courses could be considered.
- Recent post-graduate students were being contacted to consider making application to the \$10M COVID Science Fellowship initiative.
- The Health Services Review had been prompted by the growing demand for health and referral services. The report had indicated an issue with internal fragmentation of service. The new Director of Health and Safety would respond to the recommendations.
- Tūpūanuku Hall was fully occupied and higher than expected demand for catered accommodation had led to changes being made in the dining space. Private halls were fully occupied but there were spaces in the CLV halls.

Moved

That: Council note the Vice-Chancellor's Monthly Report.

Carried

FROM THE AUDIT AND RISK COMMITTEE

Ms Keiran Horne reported on the meeting of the Risk Advisory Committee (ARC) on 15 February 2021.

Council Policy Reviews

ARC had discussed the paper and recommended Council approve the paper's recommendations. It was agreed that Council would also review all of the Council policies once a year to determine if Council should be the approving authority and if any other policies should be approved by Council in line with practice in other universities.

Moved:

That: Council:

- i) *Confirm the review frequency for all Council approved policy documents, as per the table in the paper;*
- ii) *Review and confirm that Council remains the Approval Authority for all governance policies, with the exception of:*
 - a. *the Parking and Traffic Statute, which would be delegated to the Vice-Chancellor, with permission given to sub-delegate the task;*
 - b. *The Approval Authority for the Risk Management and Compliance Framework to revert back to Council from ARC;*
- iii) *Approve the amendment to the wording of the Court of Convocation Statute (clause 5(a) to (c)) to read: “The Registrar (or a party on behalf of the Registrar)...”;*
- iv) *Retain the power to make statutes for the Court of Convocation, including approving amendments to it;*
- v) *Note:*
 - a. *that the Appointments and Election Statute review would be delayed until the Propero recommendations were received and considered by Council;*
 - b. *that the Delegation of Authority Policy would be reviewed at the same time as the whole delegations schedule review to ensure co-ordination.*

Carried

FROM THE ACADEMIC BOARD

Professor Matthew Turnbull joined the meeting to present the report of the Academic Board. In discussion of the report it was noted that:

- The Academic Board was in the process of reviewing the documents and processes around appointments.
- A workshop on aligning university structures with the Strategy had been useful with various viewpoints expressed.
 - There appeared to be some appetite for change.
 - The need to increase cohesion of student focussed activities was evident.
 - Discussion of Colleges focused on silos, the funding model and culture.
- Feedback on progress with the recording of lectures would come to the next meeting, including the criteria for exemptions.
- Council expressed its appreciation of the Board.

Moved

That: Council note the report of the Academic Board.

Carried

PUBLIC EXCLUDED Moved
MEETING

That: the public be excluded from the following parts of the proceedings of this meeting, namely:

	General Subject Matter	Reason for passing this resolution in relation to each matter	
4.0	Minutes of the meeting held on 25 November 2020 and the Special Council meetings of 16 November 2020 and 11 December 2020, held with the public excluded.	These items concern matters that were previously dealt with during proceedings of Council from which the public was excluded.	
5.0	Matters arising from those minutes	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
6.0 6.1 6.2	From the Chancellor Emeritus Professor Nomination Council Work Plan	To protect the privacy of natural persons. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(a) 7(f)(i) 7(h)
7.0 7.1	From the Vice-Chancellor The Vice-Chancellor's verbal report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
8.0 8.1 8.2 8.3	From the Audit & Risk Committee Draft minutes ARC meeting 15 February 2021 Internal Audit Plan 2021 Statement of Service Performance KPIs	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i) 7(f)(i) 7(f)(i)
9. 9.1 9.2	From the Finance, Planning and Resources Committee Draft minutes FPRC meeting 15 February 2021 UC Trust Funds Quarterly Report to 31 December 2020	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(f)(i) 7(h)
10.0 10.1	Other Business IT Transformation Project Report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
11.0	General Business	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)

and that staff identified by the Chancellor and Vice-Chancellor as having knowledge relevant to particular matters to be discussed be permitted to remain at this meeting. This knowledge would be of assistance in relation to the matters discussed, and was relevant because of their involvement in the development of the reports to Council on these matters.

Carried

**RETURN TO
PUBLIC
MEETING**

Council returned to public meeting at 6.00pm and confirmed for the public record:

- The award, on the recommendation of the Vice-Chancellor, of the title of Emeritus Professor to Professor Richard Light.
- The Internal Audit Plan for 2021.
- The Statement of Service Performance KPIs

**GENERAL
BUSINESS**

There were no items of general business.

The meeting ended at 6.01pm.

NEXT MEETING

The next meeting was scheduled for 4.00pm on Wednesday 31 March 2021.

SIGNED AS A CORRECT RECORD:

DATE:

COUNCIL

Te Kaunihera o Te Whare

Wānanga o Waitaha

SPECIAL MEETING

Minutes

Date	Monday 15 March 2021
Time	5.30 pm
Venue	Council Chamber, Level 6 Matariki
Present	Ms Sue McCormack (Chancellor), Professor Cheryl de la Rey (Vice-Chancellor), Mr Peter Ballantyne, Ms Liz Bond, Ms Rachael Evans, Ms Kim Fowler, Ms Keiran Horne, Professor Roger Nokes, Ms Gillian Simpson, Mr Shayne Te Aika.
Apologies	Mr Steve Wakefield (Pro-Chancellor), Mr Warren Poh Ms Adela Kardos, General Counsel/Registrar and Council Secretary
In Attendance	Professor Catherine Moran, Deputy Vice-Chancellor Academic Mr Keith Longden, Executive Director, Planning, Finance and IT Mr Richmond Tait, Director of Finance Mrs Raewyn Crowther, University Council Coordinator

CONFLICTS OF INTEREST There were no conflicts advised.

PUBLIC EXCLUDED MEETING Moved

That: the public be excluded from the meeting on the sale of property in terms of section 48(1) part 7(h) of the Local Government Official Information and Meetings Act 1987 “to enable the University to carry out, without prejudice or disadvantage, commercial activities”, and that staff identified by the Chancellor and Vice-Chancellor as having knowledge relevant to particular matter to be discussed be permitted to remain at this meeting. This knowledge would be of assistance in relation to the matter discussed, and was relevant because of their involvement in the development of the report to Council on this matter.

Carried

The meeting ended at 6.50pm.

SIGNED AS A CORRECT RECORD: _____

DATE: _____

Memorandum

Chancellor's Office

Email: chancellor@canterbury.ac.nz



To:	Council Members
From:	Sue McCormack, Chancellor
Date:	24 March 2021
Subject:	CHANCELLOR'S MEETINGS

I outline for you the key events I have attended on behalf of UC since the last Council meeting. Items marked with an asterisk indicate events at which I gave a speech. Those speeches can be found on the Council Sharepoint site.

- Chaired a meeting of the UC Council Appeals Committee
- Regular meetings with General Counsel/Registrar
- Attended Pasifika Students Welcome Day
- Met and dined with Tim Fowler TEC and the Vice-Chancellor
- Met with Naomi Wilde re donors
- Agenda-setting meeting with Chairs of ARC and FPRC, Registrar and VC
- Met with Barry Ramsay, Chair UCF
- Regular meetings with VC
- Chaired a meeting of the Honours and Appointments Committee
- Chaired a meeting of the Vice-Chancellor Employment Committee
- Met UCSA President and Deputy President over lunch
- Attended a meeting of the Canterbury Museum Trust Board
- Met individually with 7 Council members seeking feedback on the Propero Review
- Attended UCF Board of Trustees meeting
- Attended Audit and Risk Committee meeting
- Attended Finance, Planning and resources Committee meeting
- Chaired a meeting of the UCTF/UCF Transitional Steering Group

Meetings planned between today and the Council meeting on 31 March:

- Induction for Jack Heinemann

Sue McCormack
Chancellor

Memorandum

Registrar's Office

Office: Level 6, Matariki
Extension: 95115
Email: adela.kardos@canterbury.ac.nz



To:	University Council
From:	Adela Kardos, General Counsel/University Registrar
Date:	24 March 2021
Subject:	Council Election Results
Purpose:	For information

As Council members will be aware an election for the Academic Staff representative was held on 17 March 2021.

The election saw Professor Jack Heinemann elected as the Academic Staff representative. His term will commence on 1 April 2021 for a period of two years, four months, completing the term vacated by Professor Roger Nokes.

The elections attracted a strong level of interest. There were seven candidates for the position and 57% of the 626 eligible staff voted, up from 47% in the last election.

At the close of the election period on Wednesday 17 March the results were:

	%	Count
Jack Heinemann	26%	94
Jennifer Brown	18%	65
Rua Murray	16%	59
Anne-Marie Brady	14%	50
Alison Griffith	13%	46
Ken Morison	8%	28
Daniel Holland	4%	16
Total	100%	358

For your information the candidate statement for Professor Heinemann follows:

I would be honoured to be your representative on the UC Council. I see our Council as He awa whiria – a braided river – tending our strategy of inclusivity from different perspectives, skills and ways of knowing. A strong academic braid contributes to the credibility and confidence governance needs to further our mission of research, teaching and service. My governance experience includes two terms on both the Board of Academic Quality Assurance and the TEU Council. My commitment to the independent academic voice is demonstrated in my service as a former TEU Branch

President, a current elected member of the Academic Board, and as an advocate of academic freedom encouraging acts of critic and conscience of society. If elected, I'll seek out and listen to my colleagues to inform the views I bring to Council, and work to strengthen the braids of our Council with a clear academic voice.

Adela Kardos

General Counsel/University Registrar

Vice Chancellor's Report to Council

March 2021

Introduction

At this time, we are approaching the end to the first term of the 2021 teaching year which has been busy with the buzz of students on campus, although somewhat tempered by some restrictions in the second week as we moved to COVID-19 Alert Level 2. All our staff and students demonstrated their adaptability, with smooth transitions into Level 2 and back to Level 1. We were delighted that we were back to normal operation in week three.

This past month the enrolment numbers have been favourable with first year enrolled domestic students tracking 22% above this time last year. Returning domestic students are 10% up from last year. Across the two categories, this represents an overall increase of 13% compared with March 2020.

As to be expected with the border closed, our international enrolments are down by 66% for new students and by 25% for returning students. Overall international enrolments are 43% down from last year.

Our strategic objective to grow the diversity of talent is making good, with 486 Māori Equivalent Full Time Students (EFTS) who are new to UC this year. This represents an increase of 30.3% over to the same time in 2020, and returning students have grown by 16.7%. Paralleling this increase over the same period we have 145 Pasifika EFTS who are new to UC representing a 48.2% increase over the same time last year. In response to this significant increase in enrolments, we have employed a new Kaiurungi Māori Advisor, on a fixed term basis, to support the transition and retention of students.

We are very proud in congratulating our Professors Gail Gillon and Steven Ratuva on being elected Ngā Ahurei a Te Apārangi Fellow of the Academy of the Royal Society Te Apārangi, one of the highest accolades for research and scholarship. Gail is an internationally recognised scholar in area of early speech, language and reading development, and has made a substantial and lasting impact on the discipline of communication sciences and disorders. Steven has been recognised for his distinction in advancing interdisciplinary research globally on race relations, global security, social protection for vulnerable groups, climate change and affirmative action for minorities.

As the close of the terms approaches, students and staff are working on assessments and looking forward to the holiday break over Easter.

Engagement

Increase our presence and impact in Ōtautahi Christchurch and Waitaha Canterbury.

Building on the success of the December 2020 graduations UC is working to ensure April graduation ceremonies are fully celebrated as city events. Christchurch International Airport is celebrating UC Graduates in April by lighting up the terminal and tower 'red' for graduation week. The Knowledge Commons team has been looking to support local businesses and UC graduates by letting as many people in the city as possible know that we have graduation coming up in April, with UC themed specials and graduation deals.

UC's presence has been enhanced with items from the Macmillan Brown's Library featured in the exhibition *Present History: Artist-led publishing in post-quake Ōtautahi Christchurch* at the School of Fine Arts Gallery. Curated by Dr Barbara Garrie, the exhibition was open to the public as well as used for teaching and learning including, a series of talks and tutorials to Fine Arts, Art History and Sociology classes.

The Knowledge Commons continues to build partnerships between the University and our rangatira in the city. The team have been supporting the Greater Christchurch Partnership 2050 to embed academic knowledge into the strategic planning for our region by not only embedding experts into the leadership team but also supporting connections between research clusters on campus and areas of need in the city. The Knowledge Commons has welcomed Katie Mills as its Youth Liaison to elevate the voice of rangatahi at UC and incorporate their ideas into city strategic planning. Katie is proactively meeting with many youth advocacy groups in Ōtautahi Christchurch and welcomes any engagement with people who would like support in their work (Katie.mills@canterbury.ac.nz). The Knowledge Commons team has a draft strategy that it will be socialising with the wider UC community to outline its goals for the coming years.

The College of Engineering hosted the regional launch of the national high school electric vehicle design and build competition. The competition, Evolocity has been running for seven years and is sponsored by a number of companies, including Orion.

In a joint venture with the Baroque Music Community and Educational Trust, and with guests from the New Zealand School of Music and Melbourne Conservatorium of Music, UC's [Professor Mark Menzies](#) led an ensemble of young string musicians on an 11 day tour of Aotearoa New Zealand. They performed works by Vivaldi, Handel, Corelli, and Charpentier, and debuted a new piece, *Concerto Grosso*, by UC student composer and solo violinist Rakuto Kurano, which received standing ovations across the country. [Writing for Middle C](#), Wellington reviewer Peter Mechen described Kurano's work as "a poised, breath-catching series of quiet gestures, the solo violin adding some stratospheric decoration to the line, then plunging into a fugue, hair-raisingly active". Professor Menzies said it was "one of the most satisfying and rewarding experiences of such ventures I have ever had, and a proud moment to show what they could put together".

Earlier in the term, Associate Professor Susan Lovett, School of Educational Studies and Leadership engaged with the local Ministry of Education kāhui ako support team to progress a plan of work for 2021. This includes a regional seminar for teachers and school principals with kāhui ako leadership roles. The seminars will inform the development of future micro-credentials. Dr Cheryl Doig was appointed Senior Adjunct Fellow in the School of Educational Studies and Leadership. Cheryl is a Leadership Futurist with strong business and community connections in the city including Ako

Ōtautahi, Learning City Christchurch, and various Ministry of Education initiatives supporting changing practice in new school builds.

Professor Paul Ballantine, Head of UC Business School and Professor Jędrzej Białkowski, Head of Department Economics and Finance hosted a table at the Canterbury Employers' Chamber of Commerce Reserve Bank Governor presentation. Reserve Bank Governor, Adrian Orr discussed the factors impacting Aotearoa New Zealand's economy from both domestic and international perspectives and what to expect in the year ahead. The event was well attended and provided a great opportunity to host industry partners engaged with the department and to connect with the broader finance community in Canterbury.

On 3 March, at the invitation of Dr Jarrod Gilbert, Director of the Criminal Justice Programme, the Minister of Police, the Police Commissioner and the Canterbury District Commander were hosted on campus to talk with faculty and postgraduate students about their ideas on policing today and what they hope to achieve. It concluded with a question and answer session with UC staff and students.

On 7 March Christchurch Mayor Lianne Dalziel officially opened to the public the home of the late Canterbury artist and UC graduate Bill Sutton. The Richmond-based Sutton house, saved from demolition on the edge of the Red Zone, will accommodate artist residencies and public events and talks.

The Bachelor of Youth and Community Leadership (BYCL) programme has been linked with the UC's Young New Zealander of the Year Award - Te Mātātahi o te Tau. This provides opportunities for linking the award winners and finalists to advancing UC offerings which similarly further the potential of bright young people who work to improve or support community and Tai Ao work. The BYCL has four strands: youth work and development, social activism, social entrepreneurship and humanitarianism.

The School of Teacher Education launched its redesigned graduate / post-graduate diploma in Teaching and Learning with 330 students enrolled in primary and secondary sector teaching. All of these students began their first professional learning experience in schools on 1 March, a testament to the strong partnerships UC has with our Canterbury region schools.

The Pop Up Penguin (PUP) initiative in Christchurch was a rousing success, with Gateway Antarctica, Council of Managers of National Antarctic Programs (COMNAP), and the College of Education, Health and Human Development who were proud to have participated in it as Learning Programme Partners in collaboration with the International Antarctic Centre. UC's three penguin waddle (involving Aurora, Moana, and Tiaki) featured at the Canterbury Museum in the Antarctic Exhibition Hall. Over the period of the event, more than 88,000 people visited the museum, 10,000 people downloaded the event app and visited the trail. Another 8,000 people visited the farewell event at the Airforce Museum, which again featured the UC waddle. The Gateway Antarctica penguin Moana sold at the PUP auction for \$20,500.00, of which 75% went to the UC Foundation in support of a pre-arranged Antarctic-related fund. Overall, the final PUP auction of penguins secured \$1,005,500.00 with 75% going in charity to the Cholmondeley Children's Centre.

UC Centre for Entrepreneurship in conjunction with B.linc at Lincoln University is running the nationwide Food, Fibre and Agritech Supernode Challenge to identify new disruptive solutions that can be applied to the Canterbury food, fibre and agritech sector. In the first round, more than 50 high quality applications were received from across the country. Challenge sponsors ChristchurchNZ,

KiwiNet, AgResearch and the Canterbury Mayoral Forum were delighted by the revolutionary thinking from both private enterprise and academic researchers. The top 25 teams have now been selected to participate in a seven-week intensive accelerator programme. In May, the top 10 finalists will pitch to a panel of judges, competing for a share in a prize pool of more than \$130,000. The winners will be announced at [E Tipu 2021 | The Boma NZ Agri Summit](#). For full details on the accelerator participants, see www.ffachallenge.co.nz.

UC recently hosted a successful Fluids in New Zealand conference (FiNZ 2021) co-organized by Dr James Hewett and Professor Mathieu Sellier of Mechanical Engineering, Dr Phil Wilson and Liz McGeorge of Mathematics and Dr Alan Caughley from Callaghan Innovation.

In recent month's significant work has been done to progress UC Advancement (the holistic combination of marketing, recruitment, communications and fundraising). This include a workshop involving staff from across the University community and the development of a 'UC Story', our institutional narrative.

An Advancement Reference Group has been established with representation of academic and professional staff and has had its inaugural meeting. Its purpose will be to provide high level input to Advancement strategy development including in the initial phase of concept development for UC's 150th anniversary celebrations. An alumni survey is currently in market to help inform this workstream and concepts will be presented to UC Council in a few months' time.

To accelerate the development of UC's capability in fundraising academics from the University of Auckland were invited to UC to share their philanthropic journey with several of our staff.

At the quarterly meeting co-hosted with Joanna Norris, CEO of ChristchurchNZ we reviewed progress on our numerous workstreams and focussed more specifically on the Knowledge Commons, Pupil Pathways and Transition to workplace projects. We took the opportunity to explore how to further enhance our Memorandum of Understanding (MOU) and discussed priorities for 2021 -2023.

Partner with Ngāi Tūāhuriri and Ngāi Tahu to uphold the mana and aspirations of the mana whenua.

The University has entered into a partnership with Ngāi Tahu to implement Tokona te Raki – the Māori Futures Academy. UC's Head of Aotahi School of Māori and Indigenous Studies Sacha McMeeking, who is Tokona te Raki Co-director has outlined:

“Our rangatahi have strong cultural knowledge, technical expertise and the audacity that only youth can bring to help them transform complex challenges into principled solutions and pathways into the future. Supported by seasoned pakeke, our partners gain the double benefit of next generation solutions and a safe pair of hands, while we journey through indigenous innovation.”

The academy concept aligns well with our partnership with Te Rūnanga o Ngāi Tahu, with a particular focus on futures thinking and social innovation.”

There has been a 24% increase in students who whakapapa to Ngāi Tahu in 2021 with numbers rising from 394 last year to 488.

Around 31% of all Māori students at UC whakapapa to Ngāi Tahu, 13% to Ngāpuhi and around 10 - 11% to Ngāti Porou. Ngāti Kahungunu students have increased from 8% of all Māori students in 2017 to 10% in 2021.

Retain and grow the diversity of talent in Ōtautahi Christchurch and Waitaha Canterbury.

A number of initiatives to support Māori student transition and retention have been a key focus since February. Eke Panuku | Māori Orientation Day was adapted into a series of eight small group workshops, called Tōkihi in order to meet COVID-19 Alert Level 2 restrictions. More than 100 students and whānau registered to attend Eke Panuku | Māori Orientation. Unfortunately, because the change in alert level led to late notice changes to the event the number of attendees reduced to 62; among those students, however, feedback on the sessions was positive. Kaiurungi have also met with more than 100 students who were unable to attend Tōkihi or the midterm check in lunch event, to provide pastoral care and transition support.

Te Waka Pākākano and Māori staff from across campus also attended Te Huinga Reo to promote UC as a tertiary study pathway for students from Wharekura. This is the first time in its 30 year history that Te Huinga Reo has been held in Te Waipounamu. Jointly hosted by Te Kura Kaupapa Māori o Te Whānau Tahi and Te Kura Whakapūmau i te Reo Tūturu ki Waitaha, over 150 year 12 and 13 students from kura kaupapa Māori around the country attended this week long event. UC was the only tertiary institution present.

The School of Teacher Education's Bachelors of Teaching and Learning in the primary school sector hosted students from Ilam School on campus during our UC student orientation. UC students interviewed the primary students and learned more about what engaging in learning means for them.

Twenty Year 13 students including five Māori students and one Pasifika student have been selected from 172 applications for the Elaine P. Snowden Astronomy School running from 18-23 April. Students will travel to UC's Mt John Observatory at Tekapo where they will explore our cosmic neighbourhood with modern astronomical instruments.

Education – Accessible, Flexible Future Focussed

Stimulate and support academic development and innovation to become the best educators in Aotearoa New Zealand.

As part of our commitment to becoming the best educators in Aotearoa, improving transition and retention is a critical aspect of our work. The first quarter of 2021 has seen a step toward that with work on a case management system to support student advising (academic, pastoral and skills) across campus. This will have significant impact on the way our student facing services share information in holistic support for students' success.

Nine UCx branded massive open online courses MOOCs are now live on the EdX platform: four are stand-alone MOOCs, two are Professional Certificates and one (Smart Cities) is offered in English and Russian. As of 15 March 2021, 19,460 students are enrolled in UCx courses. The Mental Health and Nutrition MOOC has generated almost half of the current enrolments. Planning is underway for the development of another 10 MOOCs for a 2021 launch, including a number of professional certificates and UC's first micro-masters course.

Online offerings have also included flexible delivery options for many students. Ako Anamata | Future Learning and Development team is working with academics to design and develop online courses that will go live later in 2021, through a new co-design workshop series entitled Aropapaki. Each academic is supported by an instructional designer and/or academic developer, a Kaiārahi, and a subject librarian. Further advice and support is available from the Pasifika advisors and educational technologists. While many of the courses are at postgraduate level, some disciplines will have undergraduate courses in order to support either transition into a campus programme and/or blended delivery of on-campus courses.

The Library continues to support the Aropapaki workshop series. Subject librarians are contributing to the development of each online course and using this opportunity to encourage the inclusion of information competencies in UC's online teaching, and address issues of open access resources for online learning.

For the first time Introductory Psychology, Brain, Behaviours and Cognition (PSYC105), a significant course for the Bachelor of Arts and Bachelor of Science is being offered both online and in-person. The enrolment of over 1,000 students in the course this year represents the highest number in over a decade.

The Director of Maori Teaching and Learning and the team of Kaiārahi (both Maori and Pacific) are supporting the Aropapaki workshop series. Academics are redesigning "Catapult" courses to make them fit for online delivery and e-learning. This is an opportunity to ensure they include bicultural content and encompass culturally responsive pedagogy.

Provide a learning environment that uses effective pedagogies, facilities, and learning technologies to support the needs of each generation of learners and employers.

The Library Te Rua Makerspace is attracting increasing student interest with access to a variety of "makerspace" activities. Student representation from all degree programmes is growing, with student communities of practice forming. The Library has established closer working relationships with staff at the Centre for Entrepreneurship and School of Product Design makerspaces, resulting in better experience for students at different stages of making.

The School of Educational Studies and Leadership was an engaged and supportive partner in this year's inaugural launch of Takere. The programme used the course EDUC101 Spark: How and What People Learn as its curriculum, which the School's team modified for a summer on-campus offering in 2021. Dr Annie Horton, with support from Dr Valerie Sotardi, (School of Educational Studies and Leadership), taught the course. This is a key component of the UC strategy for increasing accessible education for Māori and Pasifika students.

The UC Business School is introducing a couple of new MBA papers and is working on a major in Business Analytics to feed into the Bachelor of Data Science (aimed at the Committee on University Academic Programmes (CUAP) in round 2). The School is also continuing with its virtual exchange programme between UC and Audencia and have now extended this to include Singapore Management University (SMU). These exchanges are for the northern hemisphere summer, so will take place in our winter.

Ensure students are provided with lifelong learning opportunities through flexible degree and delivery options to allow a UC education to respond to the current and future needs of work and society.

The Aumiri Pounamu Certificate and Graduate Diploma, approved in 2020, first offered courses in 2019. It has 18 new enrolments in in 2021, primarily in the GradDipMLP. In particular, the programme has appealed to more experienced teachers than anticipated, illustrating that such programmes have a key role in upskilling kaiako in developing their cultural competence in the wider education sector.

The School of Biological Sciences has engaged with the Royal Society of Biology to apply for international accreditation of its BSc (Biological Sciences) offering. This accreditation will be a global first specifically for the BSc degree and will act as a pilot for future applications.

Research – Impact on a Changing World

Impact

A quicker, less invasive breath or saliva-based COVID-19 testing approach has been developed by Associate Professor Deborah Crittenden along with Callaghan Innovation's Protein Science and Engineering team and as MacDiarmid Institute researchers from Massey University. If the test is fully developed, it could revolutionise COVID-19 testing, reducing the need for the invasive nasal test, shortening the turnaround time for results and increasing the volume of tests that can be performed.

Gaining valuable insights into UC research impact

UC continues to enhance access of its research. The new version of DSpace (the system behind the UC Research Repository) has introduced the ability to configure and embed Altmetric badges which record not only the citation impact, but also news stories, social media posts, and policy documents attributed back to a specific research publication. Each badge provides a one-click access to the collated record of online impact for that publication. The library have now implemented this, with badges showing for both DOIs and Handles.

Develop and support transdisciplinary research to better impact local and global challenges.

A recent, widely-publicised, UC study has revealed that Kiwi adults know more te reo Māori than they realise. The UC-led team (Professor Jen Hay, of UC's New Zealand Institute of Language, Brain and Behaviour, and co-author UC Professor Jeanette King) is exploring the very earliest stages of language-learning, by studying knowledge of te reo Māori among New Zealanders who have never deliberately tried to learn the language.

Improve the national and international research profile, reputation and ranking of the University.

UC has taken a major step in increasing its capability and capacity to address Vision Mātauranga, and increase collaboration through the Ngāi Tahu Research Centre, with the appointment of two senior Kaiārahi Māori Research Advisors within the Research & Innovation Office. The two appointees are Sarah Wiki-Bennett (Te Aupōuri) and Tipene Merritt (Ngāti Kauwhata, Ngāpuhi and Rangitāne) who will both start at UC in April. Sarah is currently Manager for Governance Services at Te Rūnanga o Ngāi Tahu, and has a strong network of relationships with all 18 rūnanga of Te Rūnanga o Ngāi Tahu. Tipene is currently Māori Advisor (Research) at Victoria University of Wellington, while also completing a PhD on the protection of indigenous intellectual property, and has extensive experience and strong networks across the New Zealand research sector.

The first major cycle of annual research proposal bidding has been completed. In the “blue skies, investigator-led” Marsden Fund, UC has submitted 103 applications to the initial Expression of Interest (EOI) stage, consisting of 35 Fast-Start and 68 standard proposals, which is a similar number to the same stage in 2020. The total value of the 2021 EOI applications is about ~ \$73.05 million. We will know which proposals have been accepted into the full stage applications in May.

In addition, UC has submitted 41 Smart Ideas and 9 Research Programmes into the Endeavour Fund to advance New Zealand economic, environmental, and societal impacts up from 28 Smart Ideas and 8 Research Programmes for the 2020 round. Additionally, UC is a partner in 37 bids led by other organisations. Together UC's 2021 proposals total some \$109.989.00. The Ministry of Business,

Innovation and Employment has advised that a total 416 Smart Ideas concepts (an increase of 35% from 2020), and 128 Research Program proposals (same as 2020) have been submitted from the entire New Zealand research base. Again, those proposals that pass the initial science excellence assessment will be known in May.

On 19 March, Ursula Bethel writer in residence Behrouz Boochani, and his colleague, collaborator, and translator, Dr Omid Tofighian, contributed to the Global Visions: Reo, Ahurea Research Seminar series, discussing the complexities of language on the theme *Language got me into this mess: an Indigenous perspective*. Synonymous with power, language can be a tool of either assimilation or resistance, and the presentation explored the poetics and politics of writing in a minority language; the revitalization of indigenous languages; and the value of translation in such projects.

The following Canterbury University Press publications continue to be accessed by researchers across the world:

- *Rape Myths as Barriers to Fair Trial Process: Comparing adult rape trials with those in the Aotearoa Sexual Violence Court Pilot* (2020) brought 97 total visits to UC's research repository page this month. Top country views: New Zealand, United States, United Kingdom, Australia, Canada.
- *Ngā Kōrero a Mohi Ruatapu: The writings of Mohi Ruatapu* (CUP, 1993; OA facsimile digital edition 2020) brought 24 total visits to UC's research repository page this month. Top country views: New Zealand, United States, United Kingdom, China, Germany.
- *Ngā Kōrero a Pita Kāpiti: The teachings of Pita Kāpiti* (CUP, 1997; OA facsimile digital edition 2020) brought 27 total visits to UC's research repository page this month. Top country views: United States, New Zealand, Canada, United Kingdom, China.

A recent paper in the leading journal *Nature Communications*, on a “review framework of how earthquakes trigger volcanic eruptions”, was a collaboration involving UC's Professor Ben Kennedy and doctoral candidate Gilles Seropain along with Arthur Jolly of GNS Science, Thomas Walter of GFZ German Research Centre for Geosciences and Mie Ichihara from the University of Tokyo's Earthquake Research Institute.

Associate Professor Kumar Yogeeswaran collaborated with partners from Ercomer at Utrecht University on a new paper for *Scientific American* published on 2 March. They outlined why tolerance provides a more practical solution than unity to the divisiveness in USA is experiencing.

Enhancing post graduate research

Science postgraduate students are communicating their research to a wide general audience in series two of the UC Science Radio Podcast. Episode one features Dr Sriparna Saha on culture, science and storytelling and episode two features Flynn Adcock on making bioplastics from bacteria.

UC's post-graduate research has continued apace over the summer break. Students in the first Aho Hīnātoro | Accelerator cohort have either recently finished, or are completing their research project and a number of these students have already begun their PhD studies. Thirty-seven UC graduates are part of the 2021 programme, and all are on track to enrol in the PhD programme in the coming months. The two main pieces of feedback about the inaugural 2021 programme have been: (1) increase the number of Scholarships if possible, and (2) give a longer lead time to both identify high-performing

students and develop the research project. With that in mind, the Deputy Vice-Chancellor (DVC) Research and Dean of Postgraduate Research recently indicated that the programme will be run again, for UC students starting their PhD studies in 2022. The uptake of this programme this year sends a clear signal that UC students are willing to stay on for doctoral studies if they are well supported financially to work on a world-leading project with a top supervisory team.

UC's Doctoral Orientation, delayed due to Alert Level 2, will now occur in late March. It will welcome over 40 new doctoral and master's students, including all PhD students affiliated with the Joint Postgraduate School: Food Transitions 2050, on to campus. Similarly, 2021 postgraduate research supervisor orientation workshops will commence later this month.

The Dean and Associate Deans of Postgraduate Research are currently developing a proposal for a Master of Philosophy (MPhil) degree, scheduled to go to CUAP in round two 2021. The proposed degree would be an exit qualification for students who may have completed a substantive amount of PhD research but, for whatever reason, are unable to complete the degree. Consultation on the proposal is underway across the colleges.

International PhD students deemed essential to the delivery of government funded research programmes that are not taking the place of a student/prospective student in New Zealand, are now deemed eligible to apply for border exemption as "other critical workers". The postgraduate Research Office is working with Research and Innovation, students, and supervisors to facilitate applications for eligible students via this process. UC has recently submitted its first two applications for border exemption for incoming PhD students. If successful, we anticipate submitting more applications using this mechanism.

Improve global subject rankings

The Quacquarelli Symonds (QS) Subject Rankings have been recently released with mixed results across 29 subjects where UC is ranked within a total of 51 QS subjects. Rankings were for Linguistics and Civil Engineering in the top 100, Earth & Marine Sciences retained at 101-150 and Politics and International Studies at 151-200 UC has three inaugural QS subjects in the 2021 release with rankings of 100-150 in Geology and Geophysics, and 201-220 in Statistics & Operational Research. Conversely, Accounting & Finance, Geography, Law, Education, Sociology, and Environmental Sciences have all dropped in their ranking positions. Modern Languages and Philosophy have become unranked in 2021. Generally, the entire New Zealand university sector has dropped in this latest rankings release.

Professor Elisabeth McDonald's research on trial practice in rape cases, with Marsden and New Zealand Law Foundation funding, continues to have an impact. The NSW Law Reform Commission has described the book as one of the developments "likely to have significant implications for law reform worldwide" (Report 148: *Consent in relation to sexual offences*). In *Sinclair v R* [2020] NZCA 608 the Court of Appeal cited Elisabeth's work and agreed with her analysis of how the rules on admissibility of evidence of sexual history should be applied in the context of credibility assessments. She has presented the findings to the prosecutors at Meredith Connell in Auckland Tāmaki Makaurau, and to the participants in a development programme on communicating with vulnerable witnesses for Te Kura Kaiwhakawā. With the support of Te Kura Kaiwhakawā, Professor McDonald is visiting judicial common rooms throughout the country from March to June to talk about the outcomes of her rape trial process research.

Members of the Institute for Law, Emergencies and Disasters (LEAD) have been active in the media. The RNZ documentary featuring Dr Toni Collins and Professor John Hopkins, both significant members of LEAD on the subject of disaster law went to air on *Our Changing World* on Thursday 18 February and is available online.

(<https://www.rnz.co.nz/national/programmes/ourchangingworld/audio/2018782799/disaster-law>)

On 26 February Professor John Hopkins presented a short paper as part of a global Webinar “2020 A Year of Disasters in Review: Legal Assessments under International Disaster Law”, set up jointly by the editors of the *Yearbook of International Disaster Law* in cooperation with the American Society of international Law’s Disaster Law Interest Group and with the support of the Jean Monnet programme. Professor Hopkins has also been awarded a (\$30,000) QuakeCoRE Strategic Grant to disaster law judgments in New Zealand and the wider Pacific region. This will pay for a post-graduate researcher to work with the wider International Federation of Red Cross and Red Crescent Societies project (managed by University College Cork) aiming to build a global database of disaster case law. In March at the International Disaster and Emergency Network (which is managed by LEAD and currently chaired by John) hosted an international seminar on “Vulnerability”, Emergencies and Disasters, with speakers from the United Kingdom and Ireland.

Increase and diversify funding sources for the University’s research portfolio including for research institutes, centres and clusters.

Similarly, UC has concluded a Licence to Occupy Agreement with Transfection Holding Limited, for lab and desk space in the School of Physical and Chemical Sciences.

Finally, Research & Innovation, Facilities Management, the College of Science and the DVC-Research are working with Mars Bio-Imaging (a UC spin-out company) in developing a multi-year lease agreement for office and lab access to house up to 50 staff and students on campus.

Improve strategic local, regional and international research collaborations to increase research impact.

The Joint Postgraduate School Food Transitions 2050 partnership has welcomed the first cohort of 14 PhD students. The students started 1 March, and were welcomed with a pōwhiri from Corban Te Aika of Ngāi Tūāhuriri, and an event hosted by Director Professor Jason Tylianakis. Work is underway to secure additional financial support for this initiative, and to extend the network of participants beyond the five establishment partners.

The Waterways Centre partnership with Lincoln University is further strengthening through co-location of staff and facilities at UC. Lincoln University lab technician John Revell will now be based at UC, and two new Lincoln University academics in Waterways will be located at UC when they come on board in due course.

Provide, access and share “state of the art” research, equipment, facilities and e-infrastructure.

Open access to published research is an increasingly important issue for universities and researcher funders. The Library is providing greater assistance via a guide to open access “transformative agreements”, through which the Library and the publisher extend existing subscription access to includes open publishing.

The library and Information Technology Services are collaborating to provide Jupyter notebooks – an electronic lab journal and notebook for researchers and post-graduate students. Linux-based

notebooks run and publish software code that supports research outputs, and are an excellent tool for teaching research-focused programming. A number of research clusters and post-graduate courses in digital humanities, engineering and maths are using this resource supported by the Research Computing Cluster and library.

People – Nurturing Staff, Thriving Students

Foster the UC ethos of excellence, relevance, impact and kotahitanga, and a culture of high ethical standards, collaboration, and innovation.

Over the past few months a range of resources has been written that both signpost and provide guidance on the approach to the correct and appropriate use of te reo Māori and Māori designs across UC. The UC Te Reo Māori Style Guide has been followed by the UC Kuputaka Māori, a searchable list of bilingual terms for subjects, role titles, units, departments, schools and colleges across the University. The most recent development is the about-to-be-released UC Māori Design Guide to the design and inclusion of Māori design elements across all marketing, communications and publication materials and products here at UC.

Develop and provide targeted interventions and a positive environment to support student success.

The discipline of Psychology is collaborating with UC's Student Success Programme to trial peer assisted learning sessions for PSYC105. The project involves recruiting high-performing students who have completed PSYC105 to provide face-to-face small group support to up to 300 current students who have been identified as being potentially at risk based on: (1) early quiz performance, and (2) an online academic self-efficacy assessment.

Atawhai Ākonga | Student Care's 305 of student engagements so far this year are similar to the number this time last year.

The top five issues students are seeking support for are mental health, personal issues, study, general tautoko and withdrawal. Mental health is consistently in the top category irrespective of the time of year. UC has recently launched the Mentemia app to provide easily accessible online support and is currently developing an integrated implementation plan with Student Success in response to the recent Health Services Assessment.

Te Ratonga Hākinakina | UC Rec & Sport has secured Tū Manawa funding (\$20,000) from Sport New Zealand to pilot an Intro to Exercise programme. The fund targets women aged 17-24 years, but is inclusive of anyone who wishes to join in and offers entry level activities, on and off campus at no cost.

Herea tō waka | Orientation Day was a successful day attracting 2166 students and their whānau, an increase of 346 on 2020.

After the event we had some great feedback. Of the 238 attendees that completed the survey, 70.7% of new students feel they are confident that settling in to university life will be easy and 71% of parents and whānau felt very confident in knowing how to support their student attending UC.

Staff and attendees said the atmosphere on Orientation Day was one of the biggest highlights of the day with one student saying "O day exceeded our expectations, relieved anxiety and was really fun".

Quick facts – after Orientation Day - 86% felt welcomed at UC, 78% understand how their college and degree structure work, 88% said they knew how to seek help and support, 80% felt they understood how to succeed at UC, 66% said they connected with other new students, 86% felt they made the right choice to attend UC, 86% had a fun day.

An extensive range of Pasifika student transition initiatives has been delivered since February. This included Pasifika Orientation held on 18 February when Christchurch moved back into COVID-19

Alert Level 1, which attracted more than 75 students and their families. UC's formal Welcome Day for Pasifika students and their families was held on 27 February attracting more than 120 guests and celebrated Pasifika scholarship winners 2021, as well as the highest performing Pasifika students from 2020 with the Pasifika Achievers prizes. A mid-term check-in event on 10 March attracted more than 85 students and their families heard from UC Careers and the University of Canterbury Student Association (UCSA). UC also had a strong presence at Christchurch's biggest Pasifika community event, the SPACPAC Polyfest held on 13 March. The event attracted 21 secondary schools and had an estimated 4,000+ community members in attendance.

In addition to the initiatives above, we are in the process of completing phone callouts to all Pasifika and Māori 'New to UC' students to support their transition to study and the campus environment. We concluded calling the Pasifika student cohort on 15 March, and achieved a good pick-up rate, with the majority of students reporting few concerns or issues during their first weeks.

Te Waka Pākākano continues to work in collaboration with the DVC Academic to support the 36 Takere Māori and Pacific Success Academy students. This includes weekly advising appointments to check in on the students' transition experience and wellbeing. Takere students also attend weekly academic and personal cultural development workshops to maintain the group cohesion and connectedness. It is envisaged that advising appointments and workshops will decrease in number throughout the year as the students develop their skills as independent learners.

Te Waka Pākākano will also continue to deliver the 'Moana Rising' programme which was established in September 2020 with support from UC Foundation. Moana Rising is a programme of initiatives designed to improve the student experience for both Māori and Pasifika woman students at UC. The programme coordinators have set up weekly fitness classes at the UC Rec Centre in response to student feedback that health and fitness activities are important mechanisms for supporting their mental health needs.

On Monday 22 February, Te Waka Pākākano hosted more than 80 new to UC Rainbow students at an orientation lunch in the Rehua community hub. This gave our Rainbow advisor the opportunity to reconnect with Rainbow students they met at UC Orientation Day. Students also had the opportunity to network with student peers and Rainbow staff champions and supporters from across campus. In addition to delivering these key events the Rainbow advisor is meeting with students individually to provide pastoral care. A student intern is also working with the advisor to review Rainbow student needs and develop a programme of initiatives to enhance their student experience in 2021.

Adopt the Te Pae Māhutonga wellbeing model to guide staff and student support and services.

The arrival and orientation of student residents was successfully completed at all facilities, including during a period when COVID-19 Level 2 provisions were in place, with monitoring systems addressing a small number of students who were of concern and at risk. Accommodation Services is working with the Wellness teams on streamlining referral processes and feedback for halls, using an online portal for UC support services.

The Emerging Leadership Development Programme retreat was held at Tupuānuku before students arrived on campus, receiving excellent feedback on the facilities.

Accommodation occupancy is at 75% as at 4 March (up from 73% on 4 February). Self-catered apartments are currently 39% occupied (up from 33% on 4 February). With a further 641 vacant beds in halls normally occupied by international and returning students, incentivised offers for mid-year

and pending international intakes have been developed by Campus Living Villages and the University.

People and Culture – organisational design

After feedback from recent Academic Board and other staff workshops on organisation design, a number of projects are beginning or underway to ensure that the key University processes are best designed to support the implementation of the Strategic Plan. For instance, student advice processes are under discussion, to ensure that they are student centric. Another example is the work of a group of academic staff working with Keith Longden, looking at the University's resource allocation model. Process improvement will in turn determine the best organisational structures needed for the future of the University.

The main People and Culture processes are also under review to ensure they best recruit and develop the workforce needed for implementation of the plan. These processes cover staff recruitment, staff orientation, professional development and review, staff development, the academic promotions and the general staff remuneration review.

Internationalisation – Locally Engaged, Globally Networked

International student recruitment

The Government exemption programmes for returning students continue to be supported by the UC team, and in the latest exemption 82 UC students have been granted places to return. Our earlier exempted PhD students continue to return to New Zealand, however the difficulty involved in gaining places in managed isolation and quarantine (MIQ) continues to hamper a speedy return. MIQ costs have increased from 25 March and, given all eight universities are sharing half of these costs with returning students, we also face a higher bill for these places.

For our offshore, online students a mentoring support programme is in place, with the dual objectives of supporting offshore students to succeed in their online studies and making them feel part of the UC community. UC student peer mentors have been employed and are undertaking a programme of outreach calls and small group mentoring sessions, backed up by online support from International Relationships Office (IRO) staff. A number of live sessions and events are also offered for the online cohort, while some events are being planned together with the UCSA.

Recruitment of international students for 2022 continues with nuanced market plans to take account of the continued closed border and international students' inability to apply for visas. Agents and students have responded negatively to the messaging around Immigration New Zealand offshore visa offices closing and MIQ costs increasing significantly. Independent research shows New Zealand's key brand attribute of being "open and welcoming" is decreasing significantly (conversely the UK is showing strong growth in this area). The team continues to run virtual events in China, India and Malaysia and balances building the pipeline for today with growing a future pipeline when the borders are more likely to be open.

Organisational Efficacy – of a sustainable scale by 2030

Increase the economic impact of the University on the city and region.

A 22% increase in new domestic students at UC this year will help boost the Canterbury economy. We currently have about 18,500 UC *domestic and international students*, compared to 17,000 at the same time last year— an overall increase of 9%.

Our *domestic student* enrolments have increased significantly – by 13% over last year. We've also seen an increase of 21% in Māori students, and a 16% increase in Pacific students studying at UC this year, compared with last year.

However, after border closures, UC has fewer *full fee international students*. By the end of February, we had 1,606 more domestic EFTS, and 653 fewer full fee international EFTS.

Grow and diversify revenue to become an economically sustainable university able to initiate new, high impact projects.

UC has a target of being economically sustainable by 2030.

The University had budgeted for an increase in student enrolments in 2021, but the growth has been significantly higher than forecast. We have some confidence that the TEC will fund this year's recession-driven growth.

The following figures show our current enrolments in relation to budget:

- 2021 budget expects domestic EFTS to increase by 3.9% above 2020, but the *new* forecast for the end of 2021 is now 12% above 2020.
- Draft figures indicate that UC International College had a positive Term 1 intake with total student numbers increasing by 40% compared with Term 1 2020 (a total of 17 additional EFTS).
- When comparing February 2021 with February 2020, the total international student numbers are tracking (43%) down, which is on budget.

Finances

The first official forecast for 2021 will be completed in the next few weeks and reported in this month's financials. However, the following are early indications of some positive developments:

- The University is forecasting higher revenue than budgeted for 2021, with the most significant change relating to our allocation of Tertiary Education Commission (TEC) funded Student Achievement Component (SAC).
- UC is currently forecasting to be \$17.6 million or 6.7% ahead of budget this year. This is driven by a strong increase in domestic students following the national COVID related recession.
- There are also some positive variances in actual vs budget year to date that may result in lower operating expenditure for 2021 than forecast.

Recruitment for 2022

Recruitment kicked off for 2022 with school visits in Canterbury, Wellington, Auckland, Southland, South Canterbury, Bay of Plenty, Nelson/Marlborough and Waikato. With the end of the lease on the Auckland Queen Street office we were able to make significant savings by relocating to a shared office space in Parnell, which is more central to our priority school recruitment areas.

At the end of March, the 2022 recruitment campaign UCME will be launched. It will feature more Māori and Pasifika students than we've ever received nominations for previously, plus international students from Papua New Guinea, Zimbabwe, Malaysia, Samoa, Germany and the USA. The widely diverse group includes adult students. A next generation of this campaign is "UCWE", where students are photographed and profiled with significant others who have helped them on their journey. This is aimed at showing students who are first in family and/or from lower decile schools that university is for them too.

A new "News" area of the website has gone live, which enhances searchability by topic on our research and latest news. The homepage of the website has also been further developed to incorporate topical interest banners that change more frequently, with links through to more information on the website. These changing images help enhance the positioning of UC and make the website feel current and fresh. For example, to date we have featured Takere students, a special International Women's Day photo, Orientation Day welcome and a Pride banner.

Philanthropy and alumni relations

Two new Alumni Ambassadors have been appointed for South Korea and Thailand while Alumni Chapters for India and Samoa have been established in Christchurch. Alumni e-News was opened by 14,000 people within 48 hours of being sent, with almost 2,000 alumni completing the Alumni Survey. A postcard to alumni for whom we had no email address secured almost 1,400 new emails.

Philanthropic and sponsorship income to UC at the end of February was \$2.1 million, (\$320,000 directly to UC and the remainder via UC Foundation (UCF)). The University has also drawn down \$230,000 from UCF. New Zealand education benefited from a \$3 million legacy from [Dr Elman Poole](#), UC has received \$1.5 million of that legacy and made a joint press release with Otago University about it. An additional \$75,000 was also received from the estate of Amy Jamieson, a former UC librarian, on top of the original bequest of \$1 million.

Simplify, automate and reduce business processes with a humanistic approach.

The People and Culture team has led a project to further streamline and automate the staff hire process. Robotic processes were deployed at the beginning of February and have processed over 500 hires, saving the payroll team approximately 2.0 full time equivalent (FTE) staff that would otherwise be required for manual data entry and processing. This in turn frees the team up to proactively work with staff and managers providing input into each fortnightly pay cycle.

Use technology and data in a responsible, ethical, effective and efficient way to enable and empower our people and communities.

Under the leadership of Chief Digital Officer Michael Oulsnam and Director of Digital Architecture & Strategy Ken Lai, the new Digital team has kicked off a programme of work to co-create UC's Digital Strategy.

Much work is to be done in defining what Digital for UC will look like in the next 5 to 10 years. The team is considering the technologies we need, how these will share information, the skills our workforce need to thrive in the digital age and the experience UC offers that will distinguish it as a leading digital hybrid university.

A Digital Strategy wraps up all these elements into a single coherent plan that provides a blueprint for UC's digital journey.

This work is being progressed in three phases throughout this year: co-creation of Digital Vision; co-design of Digital Experience; and co-development of Digital Capabilities and Roadmap.

Phase One commenced at the start of March with an initial workshop at which Digital Governance Board looked at the 'case for change'. The team is running a series of inter-related interviews, workshops, and interactive surveys over this month and April.

Environmentally Sustainable

Grow and leverage our local, national and global sustainability networks to bring new thinking to our challenge and to share our practice

An Environment Institute of Australia and New Zealand accreditation team is visiting UC to assess the Bachelor of Environmental Science (Hons) degree on 7-9 April. Accreditation will provide greater differentiation in the market to promote the degree as a professional qualification.

The Climate Change Risk Register is in a final draft stage. After Facilities Management staff have workshopped it, the register will be presented to Senior Leadership Team (SLT) for consideration.

Our aim is to utilise as much of the UC estate as practicable for the purposes of carbon sequestration (or ‘insetting’) so that we can fully understand what the financial implications of offsetting our remaining emissions will be. Work is progressing on extending the area of Mount Barker that is in the Emissions Trading Scheme (ETS) from 97 hectares to approximately 250 hectares. At the same time, we are exploring the opportunity to bring parts of Cass Mountain Research Area into the ETS – in particular areas of naturally regenerating indigenous forest that were farmed prior to 1990.

In working on our partnerships and engagement, UC is co-hosting the Sustainable Development Goals Summit Series. The second on-line event on Thursday 25 March has 15 speakers, including UC’s Professor Bronwyn Hayward, and Sacha McMeeking and will be MCed by Corban Te Aika. Invitations have been sent to Prime Minister the Rt Hon Jacinda Ardern, Minister the Hon Nanaia Mahuta and the Rt Hon Helen Clark to take part in late instalments of this 2020-2021 Summit Series.

In our endeavour for environmental sustainability, the four-yearly campus-wide waste audit will be conducted in May this year. The results will help us to understand how well the UC community is doing on sorting waste and reducing consumption of items destined for landfill.

The twice-yearly bike count (for Christchurch City Council) is occurring on campus the week starting 22 March.

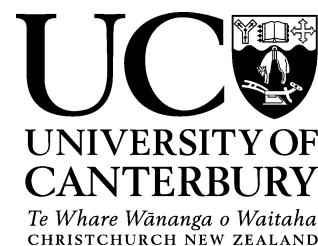
A campus-wide analysis of degrees, majors and minors has highlighted 14 directly related offerings including one micro-credential, which have been brought together under a single heading on the new Sustainability Hub website. When this website goes live, it will enable prospective students to search study areas by sustainability and then subheadings, which guide them to degrees in Business, Science or Engineering.

VC Activities

Past Events	
25 February 2021	<ul style="list-style-type: none"> • Attended New Zealand Qualifications Authority (NZQA) Board meeting in Wellington. • Attended the Association of Commonwealth Universities (ACU) meeting via Zoom to discuss the UK Turing scheme.
26 February 2021	<ul style="list-style-type: none"> • Convened a staff workshop.
1 March 2021	<ul style="list-style-type: none"> • Co-hosted Tim Fowler for dinner with Chancellor.
2 March 2021	<ul style="list-style-type: none"> • Hosted Tim Fowler on campus to discuss the Takere Programme.
3 March 2021	<ul style="list-style-type: none"> • Attended Minister the Hon Poto Williams' talk to Bachelor of Criminal Justice and Law staff and students on campus.
4 March 2021	<ul style="list-style-type: none"> • Attended Universities New Zealand Vice-Chancellor' meeting via Zoom.
5 March 2021	<ul style="list-style-type: none"> • Attended Academic Quality Agency (AQA) Board induction via Zoom.
8 March 2021	<ul style="list-style-type: none"> • Hosted UCSA President and Vice-President for lunch with Chancellor for International Women's Day.
9 March 2021	<ul style="list-style-type: none"> • Attended the International Science Council 2021 Elections Committee meeting via Zoom. • Attended and spoke at the Times Higher Education (THE) Southern Africa Impact Forum via Zoom.
10 March 2021	<ul style="list-style-type: none"> • Convened SLT strategic planning day.
13 March 2021	<ul style="list-style-type: none"> • Attended Ko Tātou, Tātou We are One National Remembrance service.
18 March 2021	<ul style="list-style-type: none"> • Met with Simon Draper and Alistair Crozier from Asia New Zealand Foundation on campus.
19 March 2021	<ul style="list-style-type: none"> • Met with CEO, John Snook, from Western Institute of Technology on campus.
22 March 2021	<ul style="list-style-type: none"> • Met with Adair Bruorton on campus regarding Christchurch's Antarctic Gateway strategy review.
24 March 2021	<ul style="list-style-type: none"> • Met with Tom Lambie, New Zealand Order of Merit (ONZM) on campus. • Attended Tertiary Education Union (TEU) Branch Committee meeting.
25 March 2021	<ul style="list-style-type: none"> • Convene the UC staff forum.
Upcoming Events	
26 March 2021	<ul style="list-style-type: none"> • Attended AQA Board meeting via Zoom.
29 March 2021	<ul style="list-style-type: none"> • Presented to career advisors and international directors from New Zealand secondary schools at Rongo o te Wā. • Attended UCSA Executive workshop.
30 March 2021	<ul style="list-style-type: none"> • Hosting CEO and General Manager of Partnerships and Marketing from Education New Zealand on campus.
31 March 2021	<ul style="list-style-type: none"> • Attended a NZQA Board meeting.
15 April 2021	<ul style="list-style-type: none"> • Attending and speaking at UC celebration for Māori graduates. • Attending UC Pasifika graduation celebration.
16 April 2021	<ul style="list-style-type: none"> • Attending UC graduation ceremonies.

21 April 2021	<ul style="list-style-type: none"> • Hosting Peter Lennox and Libby Harrison from Institute of Environmental Science and Research (ESR) with Professor Wendy Lawson. • Speaking at the CASE Asia Pacific conference 2021 in the President's Plenary via Zoom.
22 April 2021	<ul style="list-style-type: none"> • Speaking at Times Higher Education Innovation and Impact Summit via Zoom.
29 April 2021	<ul style="list-style-type: none"> • Attending NZQA Board meeting in Wellington.

Memorandum/Pukapuka



To:	Ki:	University Council
From:	Nā:	Professor Cheryl de la Rey, Vice-Chancellor
Date:	Rā:	18 March 2021
Subject:	Kaupapa:	Academic Board report

Recommendation:

- *that the Council notes the report of the Academic Board;*

Purpose:

To advise Council on the Academic Board proceedings at its March meeting.

Executive Summary:

The main item considered by the Board was the proposal to disestablish the College of Business and Law.

Attachments:

- Academic Board report

Full papers commence overleaf.

Paper Progress:

To:	Date:	Decision:
PFRC/RAC	N/A	
SLT	N/A	
FPRC/ARC	N/A	
COUNCIL	March 2021	Pending

TE POARI AKORANGA | ACADEMIC BOARD

RECOMMENDATIONS TO THE COUNCIL FROM A MEETING OF THE ACADEMIC BOARD HELD ON FRIDAY 12 MARCH 2021

BUSINESS FROM THE CHAIR

The Chair acknowledged that this was the last meeting for Professor Roger Nokes. She thanked him for his contributions over a sustained period and wished him well in the future. She extended her congratulations to Professor Gail Gillon and Professor Steven Ratuva for their appointment as Fellows of the Royal Society Te Apārangi.

The Chair thanked members who had been involved in the ongoing discussion about the future structure of UC. She invited Associate Professor Ozanne and Associate Professor Horton to share a summary of the workshops which they helped facilitate. The following matters were highlighted:

- It was a positive experience with a sense of staff collectively embarking on a new journey to support the Strategy which they want to be part of;
- There was agreement that there needs to be change, but evolutionary rather than revolutionary change;
- Priorities identified were: improving student experience, building trust and addressing culture, decreasing the complexity of processes and greater equity and transparency;
- The workshops had been well run, and the Vice-Chancellor had made it clear that she welcomed hearing staff views;
- Any issues spoken about were solvable.

The Chair said that there were further workshops intended to gain student feedback and that a report would come to the next Board meeting including mapping future timelines and key actions and work streams.

REPORT FROM THE VICE-CHANCELLOR

The Vice-Chancellor took her report as read. She thanked staff for their work as the national alert levels changed. She was pleased to note that student enrolments have increased to the highest number ever, but acknowledged that this has created extra work for staff. Universities are waiting to hear whether the TEC will fully fund the additional numbers, and when this decision has been reached, additional resources will be allocated to those areas which have been more stretched. She said that the next challenge will be the retention and progression of the larger cohort of students.

She also noted the outstanding success of the recent Takere programme, overseen by Dr Russell. This was a four week residential immersive experience for Māori and Pacific students, partly funded by the TEC. She acknowledged the work of Jo Dowling in UC Foundation that despite the difficult year, philanthropic giving to the University had increased. A number of workshops were due to be held in the run up to UC's 150th anniversary and she encouraged members to get involved.

PROPOSAL TO DISESTABLISH THE COLLEGE OF BUSINESS AND LAW

Professor Ballantine and Professor Boister made the following opening remarks:

- the creation of the College in 2012 had not lived up to the predicted synergies between the two Schools, although they had worked together well and learnt from each other;
- the Business School had continued to mature and grow and raise its global reputation, but its accrediting body reports had queried the College structure. Of the hundred or so triple crown accredited Business Schools in the world, only two or three are not separate entities, almost all are standalone Schools.
- The Law School fought long and hard at the time of the creation of the College structure to not be amalgamated. The prominent Law Schools in New Zealand are all separate identities. Law would prefer to be focussing on its external competitors and the ability to be agile in its decision-making rather than be a small part of a big College.

A member commented that this proposal was premature as the discussions on UC's future structure were not yet finalised. He suggested that the proposal lacked detail – was it intended that the Head of each school would be a member of the SLT? The Chair said that the proposal was for the Board to recommend - or not - to Council, but that if Council agreed to go ahead, she would be willing to include an extra report at SLT. She cautioned against too much consideration of the operational impact of the change at this stage; this was an in principle recommendation to Council, which was the body which would take the decision. She reminded members that when the College was established, the Board had been divided and Council had made the final decision.

A member asked if it was intended that the existing Schools would remain static, or would there be the possibility of the School of Law extending to include Criminal Justice for example? What were the implications for students, staff and resource? Professor Boister said that this was intended as a high level initial proposal, but that the Law School would be open to further negotiation and would be interested in having oversight for Law teaching, which was currently carried out across UC including Arts, Business and Engineering for example. The current name might be inferred as a description of a Business Law School, but the Law School was obliged by national requirements to offer a broad spectrum of law including both Public and Private Law and it was not practical to become a Commercial Law specialist school as many of its staff were primarily experts in other fields.

Other members spoke in support of the proposal, whilst acknowledging that this was 'in principle' and that further details would need to be worked out. If the academic experts in the Schools felt that the current structure was not serving them well, then they should be trusted and supported, but the final decision must be equitable. The current structure was a strategically poor configuration which led to the duplication of processes, such as producing separate and joint academic plans.

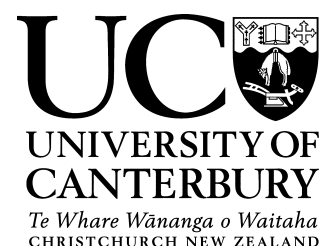
What were the academic merits in separating? Law was a junior partner, with Business being around three times bigger so that in meetings the interests of Law were inevitably peripheral in discussions. There had been numerous meetings to try to find cross-pollinations, but this had not been possible. There were different epistemological traditions between the two and Law Schools were traditionally separate across the Commonwealth.

Moved:

That the Academic Board give its in principle support for the academic case for the disestablishment of the College of Business and Law and the reconstitution of the Business School and the School of Law as standalone Units.

Carried by a majority, two against

Memorandum/Pukapuka



To:	Ki:	University Council
From:	Nā:	Professor Cheryl de la Rey, Vice-Chancellor
Date:	Rā:	22 March 2021
Subject:	Kaupapa:	Academic Board motion on the disestablishment of the College of Business and Law

Recommendation:

- *that the Council approve the motion passed by the Academic Board regarding:*

In principle support for the academic case for the disestablishment of the College of Business and Law and the reconstitution of the Business School and the School of Law as standalone Units.

Purpose:

To advise Council on the detailed background of the proposal to disestablish the College of Business and Law.

Executive Summary:

The Academic Board was presented with a rationale from both the UC Business School and School of Law for the disestablishment of the College of Business and Law. The Board debated the proposal in detail – as described in the main report - and agreed to recommend to Council that the motion is approved.

Attachments:

- **Rationale for change proposed by the UC Business School and the UC School of Law; and**
- **Timeline of key decisions taken over recent years including minutes of the Council meeting establishing the College structure at UC.**
- **Council minute 25 May 2016**

Full papers commence overleaf.

Paper Progress:

To:	Date:	Decision:
PFRC/RAC	N/A	
SLT	N/A	
FPRC/ARC	N/A	
COUNCIL	March 2021	Pending

Academic Board paper considered at its meeting on March 12 2021
Proposal to Disestablish the College of Business and Law

1. Proposal to Disestablish the College

Following the departure of its PVC, the College of Business and Law should be disestablished and the Business School and the School of Law should be re-established as standalone Schools. Both Schools have previously advised the Vice-Chancellor that they see benefits in operating separately, rather than as one College. The text which follows seeks to inform Academic Board of the rationale from both Schools as to why they should separate.

2. Rationale from the UC Business School

The Business School should be an autonomous and standalone School; similar to what we were prior to the merger with the School of Law. The UC Business School is now a triple-crown accredited School, having achieved AACSB, EQUIS and AMBA accreditations. Just over 100 Business Schools globally hold these three accreditations and with the exception of two or three Schools, the majority of triple-crown accredited Business Schools are separate to the other Faculties or Colleges in their respective University. This is encouraged by accrediting bodies so that Business Schools can develop clear and distinctive strategies in relation to all aspects of research, teaching and engagement. This is reflected in the EQUIS standards where it is expected that a Business School “must show that it operates with reasonable decision-making autonomy in setting its own strategy for future development, in establishing its portfolio of programmes, and in the management of its resources”.

Thus for accreditation purposes, the Business School requires a degree of autonomy and the ability to be able to develop its own mission and strategy rather than having these combined with another discipline that does not have the same strategic outlook. Additionally, the main accrediting bodies have repeatedly emphasised that our current College structure and leadership reporting lines are confusing. This is exemplified by the following three excerpts from the EQUIS Peer Review Team (PRT) report in February 2019.

The PRT is not convinced that it is most efficient to have the Business School and the Law School form a College and, thus, have an additional level between the University and the Business School. The PRT did not observe much interaction between the two Schools within the College and, hence, no significant synergies from this structure.

Regarding the internal governance, the PRT believes that the organisational structure is unusual and can even be confusing ... One sign of the confusion for outsiders became evident, when the PRT talked to corporate representatives. They told the PRT that they occasionally do not know whom they should address when they would like to discuss a business issue with the School.

...the PRT recommends that the University and the School jointly re-consider these organisational structures in order to secure effectiveness of the decision-

making processes and of the design, implementation and execution of a strategy that will be required to move the UC Business School to the next level.

In addition to accreditation expectations, a standalone Business School allows for a more distinct brand and identity for the School to be created. A consequence of the creation of the College of Business and Law in 2012 was the need for a “College Identity”, which lessened the ability for both Schools to build their own identity and culture. Both Schools agree that there is an urgent need to develop a unique identity and brand for the Business School and Law School, thereby providing students and other stakeholders a clearer understanding of what we do and our positioning in market.

Additionally, the Business School needs to be in a position where it can be agile and responsive to current trends and developments in the global business environment. The current College structure has restricted this by adding an unnecessary layer of College committees and meetings, which add little value to either School, other than to further endorse decisions already made by the respective Schools. Moreover, current College delegations and processes have often not worked well and have restricted timely responses. There is duplication and confusion over what is at the School level and what is at the College level both internally and externally to UC.

To date the relationship between the staff of both Schools has generally been collaborative, but the distinct identity of both Schools has been lost since we were merged together in 2012. For the Business School, this lack of autonomy has led to confusion in many areas of activity, and in key areas like strategy and governance, it is often not clear to our stakeholders what makes us distinct as a Business School. These are critical areas to address in order to effectively contribute to the academic mission of the University and to meet the expectations of accreditation bodies who expect a Business School to have a greater degree of autonomy and clearer sense of independent identity within a University.

3. Rationale from the School of Law

The School of Law was involuntarily merged with the College of Business and Economics into the College of Business and Law. This merger has had unfortunate consequences. While the two Schools have worked hard to form effective working relationships within the College and have been well served by some College resources (the College Finance team in particular), these positives have been of an entirely administrative nature and have not compensated for the negative academic impact of alignment and merger. The main negative effects have been:

- The Law School’s separate well-known and respected professional identity has been (and is being) inexorably submerged.
- The Law School has neither an easily identifiable separate physical presence on campus nor a separate presence on the UC webpage, which makes branding difficult, and separate statistics relating to the Law School are difficult to locate and utilise.
- Agility in decision-making has been lost as ultimate decision-making with respect to staffing, finance and the student experience has been subordinated within College structures, processes and identity.
- The disproportionate size and different character of the Business School mean that its issues have dominated College executive meetings and considerable energy is

required to maintain any separate identity, severely diminishing and distracting from effective Law School leadership.

- Strategic leadership of law as an independent discipline within the University has been neglected. It appears that rather than a simple administrative marriage, the College structure encouraged a strategic emphasis on developing the Law School into a Business Law School, a character to which, as a broad-based School of Law, it is ill suited. The School has often found itself at odds with College led initiatives, which did not fit comfortably with the LLB degree structure or the control over that structure exercised by the professional body, the Council for Legal Education. The Law School is hampered by an inability to engage independently in outward-facing strategic activities such as positioning in the national and international market, and the necessary branding to facilitate that positioning.

The Law School is highly motivated to take back decision-making to support and improve its fiscal success, and to continue to improve the student experience and staff research. The Law School can better meet UC strategic goals by enhancing its capacity, status and reputation independently of the Business School. Time, effort and resources are now essential to reveal and enhance the true independent character of the Law School. This should not be a return to the Law School of the 1990s but to a Law School fit for the demands of the 21st century, in terms of both general education in law and education for modern legal practice.

4. Proposed motion from the Business School and School of Law to the Academic Board

The following motion is thus put to the Academic Board:

“That the Academic Board give its in principle agreement to the disestablishment of the College of Business and Law and the reconstitution of the Business School and the School of Law as standalone Schools.”

Proposers – Paul Ballantine and Neil Boister

Seconders – Ursula Cheer

Professor Paul Ballantine Head of School UC Business School	Professors Neil Boister and Ursula Cheer Head of School and Dean of Law School of Law
----------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------

1 March 2021

TIMELINE OF RECENT HISTORY AROUND DISCUSSIONS ON THE SCHOOLS OF BUSINESS AND LAW

- 2004: The Cole report resulted in a restructure of the University into four Colleges and the School of Law (later to be joined by the former Christchurch College of Education). The College structure intersected with a Faculty structure, forming a matrix of vertical administration and line management with horizontal stewardship of awards and academic regulations. The matrix highlighted some tensions: some SMT members felt Faculties were an impediment to strategic activity, in particular where Faculty interests and responsibilities did not align with College interests and responsibilities. To other staff however, Faculties were the academic heart of the University. They would argue that College responsibilities should be supporting the academic direction rather than constraining or directing it.
- Due to the impact of the earthquakes, discussions about the structure were largely put on hold until 2014/2015. A discussion document was sent to the Academic Board in November 2015 to Unite Colleges and Faculties and was discussed in multiple meetings from that date.
- At its meeting on 20 April 2016, the Academic Board was unable to support a motion to support in principle the proposal to unite Colleges and Faculties. The relevant extract from the minutes of the subsequent Council meeting on 25 May 2016 are attached. Council took the decision to unite Colleges and Faculties into a new College structure.

**FACULTY/ COLLEGE
MERGER PROPOSAL**

The Chancellor noted the papers that had been provided for the Council's consideration:

- The proposal, which had been deferred to this meeting to allow further consultation, and management's recommendation to Council that the proposal be approved.
- Advice from Emeritus Professor John Burrows and Dr Robin Mann, independent governance advisors to Council, in response to the request from Council that they review the process followed (but not the actual proposal) to ensure Council was fully compliant with its statutory obligations.
- The advice from the Academic Board including feedback from the Faculties, which indicated that the proposal had not been supported by the Academic Board at their meeting of 18 May 2016.

The Chancellor noted that it was clear that the Academic Board was divided on this issue but that only a limited number of Academic Board members had engaged in the process and the margins of division were slim. The Council members were advised to consider the information and advice provided with open minds and to decide individually what weight to give the advice from the Academic Board.

The Deans had been invited to the meeting for Council to hear their views on the proposal, following on from the previous meeting when the PVCs had been invited to speak. Council could decide, after listening to the Deans, whether they wished to direct further questions to the PVCs before making its final decision.

Dr Alison Griffith, Associate Dean (Undergraduate) of the Faculty of Arts, Dr Ross James, Dean of the Faculty of Commerce, Dr Julie Mackey, Academic Dean of the Faculty of Education, Professor Conan Fee, Dean of the Faculty of Engineering and Forestry, Professor Ursula Cheer, Dean of the Faculty of Law and Associate Professor Catherine Moran, Dean of the Faculty of Science were all invited to the table.

Each of the Deans recounted the process followed within their respective Faculty to reach their decision on the proposal. Three Faculties were in support (Education, Commerce and Engineering), while the Law and Arts Faculties were firmly against and the Science Faculty evenly split.

Dr Griffith, Associate Professor Catherine Moran and Professor Ursula Cheer spoke against the proposal on behalf of their Faculties. The reasons provided in opposition to the proposal included:

- Limiting the academic voice
- The proposal was seen as the dissolution of the Faculties rather than a merger with the Colleges

- The position of Dean was threatened
- The proposal provided no guarantees that PVCs would delegate academic matters
- The position of the PVC would be too powerful
- There were no sound reasons for the proposed change
- The language of the proposal did not provide clarity

Dr James, Professor Fee and Dr Mackie spoke in favour of the proposal on behalf of their Faculties. The reasons provided for supporting the proposal included:

- The issues raised in earlier proposals around the retention of the Deans and student representation had been addressed in the final version
- Other concerns would be addressed in the implementation process
- Could not envisage already-busy PVCs taking over the academic work of the Deans
- Strong Advisory Boards existed that had oversight of some professional degrees and this would not be affected by the change
- Better inclusion of general and professional staff within a single structure
- Academic, resourcing and financial considerations needed to be taken into account together.
- Provided for transparency of financial and strategic matters
- Better clarity for external stakeholders
- Would assist to build a constructive staff culture.

In questioning, the opposing Deans were asked to advise if it was the proposal or the fundamental principle of alignment they were opposed to. In response, all reiterated the loss of autonomy, the dissolution of the Faculties and the desire to retain two separate bodies were major concerns.

The concern of the Law Faculty, expressed in written feedback in relation to legislative requirements, had been researched and the Vice-Chancellor was confident that the University would remain compliant if the proposal was accepted. The Chancellor emphasised that this was in fact a Council obligation rather than a management one. He stressed that Council was required to attest to UC's compliance with all legislation, thus providing an inbuilt safe-guard.

The Deans were thanked for their input and the PVC's invited to the table to respond to final questions from Council, in response to which the following comments were made:

- The two key reasons for the proposal coming forward were noted:
 - To link up and clarify academic and financial leadership

- To provide clarity around line management
- Accountability rested with PVCs
- The PVCs made an undertaking that the implementation process would be inclusive and that all elements of the proposal would be considered.

The Chancellor advised the meeting that were the resolution to be passed, the implementation of the changes would be a management responsibility but that Council would expect to be kept fully informed and updated throughout the process.

The Chancellor ensured that all questions had been asked by the Council and comments provided before putting the resolution to the vote.

Moved

THAT: Council adopt the proposal to unite Colleges and Faculties

Carried

The vote was carried unanimously and the Chancellor was acknowledged for providing a comprehensive opportunity for consideration of this matter.