

COUNCIL

Te Kaunihera o Te Whare Wānanga o Waitaha

EMBARGOED UNTIL 2pm WEDNESDAY 25 AUGUST 2021

Agenda

Date **Wednesday 25 August 2021**
Time 4.00pm
Venue Council Chamber, Matariki

Refer to
Page No.

1. APOLOGIES: None
2. REGISTER OF INTERESTS 3
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
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5. MATTERS ARISING
6. FROM THE CHANCELLOR
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6.2 Degrees Conferred in Absentia
7. FROM THE VICE-CHANCELLOR
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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 28 July 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	From the Chancellor Council Work Plan	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)
7.0 7.1 7.2	From the Vice-Chancellor The Vice-Chancellor's report Establishment of Ngāi Tahu Centre	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(f)(i)
8.0	Health Safety and Wellbeing 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)
9.0 9.1 9.2 9.3 9.4 9.5	Audit and Risk Committee Draft minutes of the ARC meeting of 16 August 2021 Centralised Vulnerability Management Health and Safety Wellbeing Council Charter Overview of UC's Health and Safety Framework/Management System 30 June Consolidated 'Full' Financial Statements	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 enable the University to carry out, without prejudice or disadvantage, commercial activities. 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) 7(h) 7(f)(i) 7(h)
10.0 10.1 10.2 10.3 10.4	From Agenda Items Domestic Fees 2022 Psychology Staff Building Business Case Pūtaiao Kōioria Facility Solution Final Internal for Audit for 2021	To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(f)(i) 7(f)(i) 7(f)(i) 7(f)(i)
11.0	General Business		

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
11. GENERAL BUSINESS
12. NEXT MEETING –Wednesday 29 September 2021 at 4.00pm

**UC COUNCIL
Register of Interests
August 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	Trustee
	2017	Crop Logic Limited	Shareholder
	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	Health One (2021) Limited Partnership	Director
	2021	House of Travel Wellington Limited	Director
	2017	Innovative Software Limited	Director, Shareholder
	2018	Lincoln University	Graduate (Post-Grad Diploma)
	2017	Mastaplex Limited	Shareholder
	2020	Medsalv Limited	Director
	2018	Murdoch Manufacturing Ltd	Director
	2017	New Zealand Health Innovation Hub	Director, Chair
	2017	Nutrient Rescue Limited	Director, Shareholder, Chair
	2020	Paenga Kupenga Limited	Director
	2021	Posbiz Limited	Shareholder and Director
	2017	Ravenscar Trust	Chairman
	2017	RHOAD Limited	Director
	2017	Saint Barnabas Fendalton Parish	Vestry Member, Synod Rep
	2017	Saint Barnabas Fendalton Trust	Chairman
	2017	Son, David Wakefield	Student at UC
2017	Steve Wakefield Services Limited	Director, Shareholder	

	2021	Swallowing Technologies Ltd	Director
	2017	Syft Limited	Shareholder
	2018	The Taurus Trust	Trustee
	2017	Townsend Fields Limited	Managing Director
	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
	2021	University of Canterbury	Guest lecturer/tutor in School of Law
	2020	Whanganui Iwi	Member
Kim FOWLER	2021	University of Canterbury	Student
	2021	UCSA	President
Jack HEINEMANN	2021	Tertiary Education Union	Member
Keiran HORNE	2019	AJ & MJ Horne Family Trust	Trustee and Discretionary Beneficiary
	2019	CEC Charitable Trust	Trustee and Treasurer
	2019	Conductive Education Canterbury	Treasurer
	2019	Hamilton City Council	Chair, Audit Risk Committees
	2019	Horne Wildbore Family Trust	Trustee and Discretionary Beneficiary
	2019	New Zealand Lotteries Commission	Chair Audit Risk Committee, Commissioner
	2019	Quayside Holdings Ltd	Director, Chair Audit Risk Committee
	2019	Quayside Properties Ltd	Director
	2019	Quayside Securities Ltd	Director
	2019	ScreenSouth Ltd	Chair
	2021	Son	Student at UC
	2019	Spey Downs Ltd	Shareholder
	2020	Television New Zealand Ltd	Director, Chair Audit Risk Committee
	2019	Timaru District Council	Member, Audit and Risk Committee
Warren POH	2020	Christchurch Netball Centre	Board Member
	2017	E&S Hop Holdings Limited	Director
	2021	FAN Advisory Board	Member/Independent advisor

	2018	GHD Limited	Employee
	2018	GHD Limited	Shareholder
	2017	M&W Nominees Limited	Director and Shareholder
	2021	Netsal Sports Centre Limited	Director
	2020	NOSSLO Group Limited	Director
	2017	Ofwarren Limited	Director and Shareholder
	2018	Olsson Fire and Risk New Zealand Ltd	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	Assoc of Commonwealth Universities: Academic Quality Agency	Council Member
	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 28 July 2021
Time	4.10 pm
Venue	Council Chamber, Level 6 Matariki
Present	Ms Sue McCormack (Chancellor), Mr Steve Wakefield (Pro-Chancellor), Professor Cheryl de la Rey (Vice-Chancellor), Mr Peter Ballantyne, Ms Liz Bond, Ms Rachael Evans, Ms Kim Fowler, Professor Jack Heinemann, Mr Warren Poh, Ms Gillian Simpson, Mr Shayne Te Aika.
Apologies	Ms Keiran Horne
In Attendance	Ms Adela Kardos, General Counsel/Registrar and Council Secretary Professor Catherine Moran, Deputy Vice-Chancellor (Academic) Professor Ian Wright, Deputy Vice-Chancellor (Research) Mr Keith Longden, Executive Director, Planning, IT and Finance Mrs Raewyn Crowther, University Council Coordinator
REGISTER OF INTEREST	The Chancellor requested that the Registrar be advised of any changes to the interests register.
CONFLICTS OF INTEREST	There were no conflicts of interest arising.
MINUTES	The minutes of the meeting held on 30 June 2021 were approved and signed as a correct record.
MATTERS ARISING	<p>Council Meeting Schedule 2022</p> <p>The proposed meeting schedule for 2022 was further considered by Council. The Vice-Chancellor confirmed that the potential clash of Council meetings with the College of Arts meetings had been resolved.</p> <p>Mr Longden advised that Audit New Zealand had confirmed that the timetable for the audit of the annual accounts would follow the same timeframe as this year, due to the ongoing impact of the pandemic and national staff shortages. There would therefore be no need for an extra ARC meeting in February 2022.</p>

In order to accommodate the CUAP approval process Council discussed delegation of the function to the Vice-Chancellor so that the tight timeframes could continue to be met. The Academic Board would continue to endorse the proposals which would then be approved by the VC rather than Council, and they would be reported to Council by the Academic Board.

An error with the November Council meeting date in the meeting schedule would be corrected before the schedule was distributed.

Moved:

That: Council approve the proposed meeting schedule for 2022, with Council meetings moving to the first Wednesday in the month from 11.00am to 5.00pm, each meeting to be preceded by a briefing session between 8.30am and 10.30am, and,

That: Council delegate authority to the Vice-Chancellor to approve the University's proposals to CUAP on receipt of endorsement from the Academic Board. All approvals to be reported to the Council at the next Council meeting.

Carried

FROM THE CHANCELLOR

Chancellor's Meetings

The list of Chancellor's meetings was noted.

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.

Moved

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

Carried

FROM THE VICE- CHANCELLOR

Monthly Report

The Vice-Chancellor noted that:

- The new Pastoral Care Code had been provided to Council members and would take effect in January 2022. An internal review was currently underway to identify gaps and address resourcing needs. Under the code there would be annual internal reviews.
- The Ministry of Education was seeking feedback on a high value international education strategy and the Sector response would be coordinated by Universities New Zealand.
- The Vice-Chancellor advised that after approval from the Chancellor she had accepted appointment as Chair of the

Association of Commonwealth Universities from September 2021.

- Australian university students' exchanges were unlikely to take place in 2021 and 2022 due to the pause of the Trans-Tasman travel bubble.

Moved

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

Carried

FROM THE ACADEMIC BOARD

Professor Matthew Turnbull presented the report from the Academic Board which included the discussion by the Board of a model for new academic structure and a number of course proposals for approval by CUAP.

In discussion of the academic structure model, it was noted that:

- A workshop with the Board had been conducted and would be followed by workshops for staff.
- There was support for the overall direction of the model:
 - 7 academic structures
 - Faculty Boards would be subcommittees of the Academic Board
 - The structure would provide academically coherent groups and a pragmatic approach to achieve "one university".
- Current structures and processes inhibited a consistent focus on students such that student experience differed between colleges. A student journey mapping process was underway.

In relation to the CUAP proposals it was noted that:

- the Bachelor of Māori Innovation degree was discussed in relation to the "in-work" component of the programme and changes were suggested.
- The process for creating or deleting courses was fully discussed. It was noted that:
 - the proposals included programmes that no other university was doing and CUAP provided checks and balances nationally.
 - While the means of creating courses was largely mechanical there was significant work done within the colleges before the proposals made it to this point.
 - It was evident that involvement at an early stage by the Vice-Chancellor would improve the process by including resourcing impacts.
 - The proposed academic structure would allow for better collaboration and alignment of programmes with the structures that support them.
 - Specialist courses would always be offered by academics at advanced levels rather than entry levels.
- As a result of the discussion, it was agreed that a workshop be held for Council to outline the course creation process through to approval.

Moved

That: Council approves the following proposals and forwards them to CUAP and TEC for their approval:

College of Arts | Te Rāngai Toi Tangata:

1.1 The introduction of a Master of Systems Change

1.2 The introduction of a Bachelor of Māori Innovation

1.3 The introduction of a Bachelor of Social and Environmental Sustainability

College of Education, Health and Human Development | Te Rāngai Ako me te Hauora:

1.4 The introduction of a 120-point Master of Education (Thesis)

1.5 The introduction of changes to the current Master of Education (180 points)

1.6 The introduction of:

1) Ako: Bachelor of Teaching and Learning with endorsements in Early Childhood Education, Primary Education and Mātauranga (Māori)

2) Diploma in Education and Learning

3) Certificate in Education and Learning

1.7 The introduction of an endorsement in Health Leadership and Management to the Postgraduate Diploma in Health Sciences, the Master of Health Sciences Professional Practice, and the Master of Health Sciences

1.8 The amendment of the admission criteria for the Graduate Diploma in Teaching and Learning

College of Engineering | Te Rāngai Pūkaha:

1.9 The introduction of a Master of Mathematical Sciences

College of Science | Te Rāngai Pūtaiao:

1.10 The introduction of a Master of Science in Geospatial Science and Technology

1.11 The introduction of a major in Business Analytics for the Bachelor of Data Science

1.12 The discontinuation of Ethics as a subject in the Graduate Diploma in Science (for noting)

1.13 The discontinuation of

1) The Master of Geographic Information Science (for noting)

2) The Postgraduate Diploma in Geographic Information Science (for noting)

Postgraduate Research Office | Te Tari Rangahau Tāura:

1.14 The introduction of a Master of Philosophy

UC Business School | Te Kura Umanga:

1.15 The introduction of a minor in Business Analytics to the Bachelor of Commerce.

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 30 June 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	From the Chancellor Council Work Plan	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)
7.0 7.1	From the Vice-Chancellor The Vice-Chancellor's 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	Health Safety and Wellbeing 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)
9.0 9.1 9.2 9.3.1 9.3.2 9.4	Finance, Planning and Resources Matters Draft minutes of the FPRC meeting of 19 July 2021 Budget Reset UCTF Quarterly Report UCTF/UCF Amalgamation Update LCES Ilam Boiler and Group 4 Buildings GSHP Business Case	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 enable the University to carry out, without prejudice or disadvantage, commercial activities. 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) 7(h) 7(f)(i) 7(h)
10.0 10.1	General Business Q2 Strategy Implementation Update (including Statement of Service Performance)	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 the public meeting at 6.05pm and confirmed for the public record:

- Health and Safety Report
- Council decision on UCTF/UCF Amalgamation be advised to the UC Foundation.

**GENERAL
BUSINESS**

There were no items of general business.

Shayne Te Aika closed the meeting with a karakia whakamutunga at 6.06pm.

NEXT MEETING

The next meeting was scheduled for 4.00pm on Wednesday 25 August 2021.

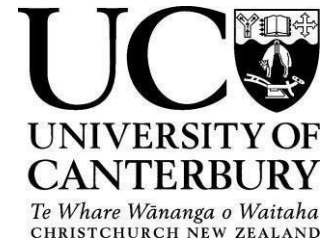
SIGNED AS A CORRECT RECORD: _____

DATE: _____

Memorandum

Chancellor's Office

Email: chancellor@canterbury.ac.nz



To:	Council Members
From:	Sue McCormack, Chancellor
Date:	18 August 2021
Subject:	CHANCELLOR'S MEETINGS

I outline for you the key events I have attended on behalf of UC since the last Council meeting:

- Regular meetings with the General Counsel/ Registrar
- Regular meetings with the Vice-Chancellor
- Risk Briefing with the Vice-Chancellor and Chair of the Audit and Risk Committee
- Attended the Audit and Risk Committee meeting
- Attended a UNZ Chancellor Group meeting

A handwritten signature in black ink that reads 'Sue McCormack'. The signature is written in a cursive, flowing style.

Sue McCormack
Chancellor

Vice Chancellor's Report to Council

August 2021

Introduction

Excitement was in the air when the students returned to Campus life at the start of Semester 2.

Semester 2 Orientation for Māori and Pasifika students, held on the first day back, attracted 60+ attendees who gave positive feedback. The Academic Skills Centre held two separate two-hour sessions over the first two weeks of the semester for Māori and Pasifika students to develop skills such as note taking and best study practices. International students, both onshore and online, also received a special orientation programme for Semester 2; new to UC and ongoing students online were also allocated to a mentor programme.

The full Incident Management Team (IMT) recently engaged in a desktop exercise focused on the scenario of a cyber-attack at UC. This desktop exercise provided an opportunity for the incident controllers, IMT and Director of Cyber Security to work through the initial response to a scenario in which all UC network-based services were compromised. Desktop exercises run by the IMT allow us to consider some of the contributing factors to and implications of an event of this sort in a way that builds awareness and confidence.

Engagement

The new Ben Gough Family Foundation Leaders Scholarship (for MBA students) was launched at the Christchurch Art Gallery on 27 July. Forty-five guests attended the event, including high-profile programme mentors Rob Fyfe, Phil Veal, Guy Horrocks and Catherine Drayton. The scholarship is now in the market, with applications open from 1 August to 1 October. To promote the scholarship, UC Business produced a video with Ben and Penny Gough, which featured in various media and on the newly created [scholarship website](#). The launch was covered by Stuff and the Otago Daily Times.

Through the College of Arts, UC is proud principal partner of this month's WORD Christchurch Festival 2021, which offers a programme of stories, histories, ideas, poetry and song. With over 80 events, the annual festival features many UC scholars and writers, alongside local and international literary stars who will be appearing either in person or in innovative virtual ways. For more details, please see: <https://www.canterbury.ac.nz/news/2021/uc-partners-word-fest-2021-full-of-canterbury-scholars-and-authors.html>

The Canterbury History Foundation (CHF) held its annual Jim Gardner Memorial Lecture and awarded the Rhodes History Medal for 2021. The CHF was founded in 1999 to support the work of Canterbury-based community historians and the History Department. This year's lecture, attended by about 100 members of the community, was given by Craig Thornhill of Christchurch Girls' High School on the topic "Whose History? Changing History curricula in Aotearoa New Zealand schools".

The Rhodes Medal, which recognises substantial contributions to community history, was awarded to Rita Wright for her 20 years' work at the Ashburton Museum.

Associate Professor Annelies Kamp has been appointed to the judging panel for the Engagement Australia 2021 Excellence Awards. UC remains the only New Zealand university working with Engagement Australia. Associate Professor Billy O'Steen, School of Educational Studies and Leadership, is a member of its board and three of our colleges are now active in the judging process.

Over 60 principals from secondary schools across New Zealand travelled to UC's Secondary Principals Day 2021 held at the Rehua building and hosted by the College of Education, Health and Human Development. This event gave principals the opportunity to connect with 160+ soon-to-be-graduating secondary student-teachers through personal interviews and panel sessions and to talk about opportunities in their schools. Feedback from both the principals and students was extremely positive.

The former CEO of Goldman Sachs Asset Management International, UC alumnus Andrew Wilson, will take part in the UC Finance Speaker series this month. He will be talking to Finance students and young alumni in an interactive online webinar session, "A Changing Investment World: Challenges and trends for asset management".

The School of Physical and Chemical Sciences provided a range of Physics and Chemistry activities and demonstrations for KidsFest at Tūranga from 10–25 July, taking science out of the labs and into the community.

A range of initiatives will celebrate Ernest Rutherford's 150th birthday at the end of August. Among them are a series of videos to be released on social media channels; a Facebook and Instagram competition offering the prize of a \$100 note (on which Rutherford is depicted); digital slides to be displayed across the campus; and the homepage banner featuring Rutherford's birthday. In addition, the UC Foundation is hosting an afternoon tea with John Campbell, who will also give a guest lecture; Rutherford's Nobel Prize Medal will be on display at this event and 140 guests are registered to attend. The School of Physical and Chemical Sciences is also providing activities in the Ernest Rutherford building on Sunday 29 August from 1 to 4pm, in conjunction with the New Zealand Institute of Chemistry, the Royal Society Te Apārangi and the MacDiarmid Institute.

The School of Music held its annual Gala Concert on Monday 2 August. A total of 45 students, along with 15 staff and crew, participated before an audience of over 250, which included members of UC's Senior Leadership Team and UC Foundation, and the wider Christchurch community. The programme reflected the cultural and artistic diversity of the School of Music: items drew on Balinese, Chinese and Indian traditions as well as Western classical and popular music. Audience members praised "the variety, the multicultural focus, the skill, the relationships between staff and students and the very professional production", as well as "plenty of sublimely beautiful musical moments in a very well organised and seamless show".

UC Careers recently hosted a very successful 2021 Volunteering Expo in collaboration with the UC Students' Association (UCSA) and Volunteering Canterbury. Over 600 students and staff took the opportunity to engage with 28 registered charities and not-for-profit organisations, and feedback from both attendees and exhibitors was overwhelmingly positive. UC is the only New Zealand university to offer all of its careers fairs on-campus and in person during 2021.

Our inaugural alumni event in Taranaki New Plymouth took place with about 30 guests and Professor Milo Kral as the speaker. Even with an increased capacity for 144 guests, the Golden Graduates afternoon tea at the end of the month – on what will be Ernest Rutherford’s 150th birthday – has sold out and has a waiting list. Deputy Mayor Andrew Turner will attend to represent the City. Events in Napier, Dunedin, Invercargill, Tekapo and Wellington are being organised for later in the year.

The New Zealand Aerospace Summit is to be held in Christchurch in November 2021. As this event aligns well with ChristchurchNZ’s ambitions to develop Canterbury as a future transport hub, as well as with the Ministry of Business, Innovation and Employment’s (MBIE’s) view of this area as a massive export opportunity and with UC’s objectives, we are exploring ways in which UC can actively support and be involved with the Summit. For example, UC will host a national research hui on future New Zealand space missions.

UC has agreed to host the annual New Zealand eScience Infrastructure Research Conference and the 13th International Conference for Southern Hemisphere Meteorology and Oceanography in February 2022. Both conferences will have a focus around model development and super-computing techniques, with one joint day-long session, and hybrid conference interactions with a mix of face-to-face and international webinar reach.

UC hosted Mayor Lianne Dalziel to update her on how we contribute to the local innovation ecosystem. The same evening we hosted Dr Chris Kirk’s ‘Later in Life Innovators’ group, again demonstrating how we continue to forge strong relationships with industry.

At the Red Bull Start-up Speaker Series, hosted by University of Canterbury Entrepreneurship, the audience heard from a panel of inspiring entrepreneurs. This event promoted the First Cut Start-up Challenge, which is backed by Icehouse Ventures’ \$5 million First Cut fund. The Challenge is looking for business start-ups to enter to find 10 finalists for its showcase event next month.

Young alumni (aged 35 years and under) July e-news was sent to over 24,000 alumni and had an open rate of 31.5%, continuing the trend of a steady increase in the response with each edition. The 35+ July news went to 22,000 alumni, with the same open rate.

Education – Accessible, Flexible Future Focussed

It is always exciting to recognise the excellence of staff at UC who are making a difference to our students through their commitment to outstanding teaching. This month, the UC Teaching Award winners were announced. The winners for 2021 are Tracy Clelland, Lecturer in Health Education, Associate Professor Ann-Marie Kennedy, who teaches Marketing, Associate Professor Sarah Masters for her teaching of Chemistry, Senior Lecturer Dr Miguel Morales Trujillo in the College of Engineering and Associate Professor Billy O’Steen in the College of Education, Health and Human Development. The awards and the achievements that led to them will be celebrated at an event later in the year.

To provide more flexible offerings, the Department of Management, Marketing and Entrepreneurship (UC Business School) has launched three micro-credentials in Marketing in Semester 2, in collaboration with the New Zealand Marketing Association. They lead to three Professional Certifications in Marketing: the Foundation Skills; the Strategic Marketer; and the Digital Marketer. In addition, the New Zealand Marketing Association is working with The Growth Project | Whakaahu Whakamua to take 16 young Māori through the Professional Certification in Marketing – Foundation

Skills. Each of these students has been sponsored by 14 Aotearoa companies, which are funding their participation in the micro-credential and supporting their progress towards a career within the marketing industry. Seven of these students are now enrolled at UC to complete the assessment portion of this micro-credential, and the Department of Management, Marketing and Entrepreneurship has sponsored a portion of their fees.

Likewise, the School of Educational Studies and Leadership was approached by Cultivate Urban Farm to lead the development of a micro-credential to meet the needs of young people in Ōtautahi who are not in education, employment or training. This micro-credential will build on Cultivate's community engagement and will enhance re-engagement in formal learning, and a pathway to tertiary education through normalising the enrolment process and academic identity.

Students are also gaining opportunities to work in various ways to make a difference to both their learning and to society. Extensive work has gone into organising and recruiting students to participate in the Future of Health Challenge, commissioned by Te Papa Hauora | the Health Precinct. Over 60 students participated in the two-day event, tackling some of the biggest problems facing the New Zealand health sector. Acting CEO of Pegasus Health Mark Liddle was so impressed with calibre of the students that were involved, he has committed to doubling the prize fund for the best solutions presented by the teams (amounting to an additional \$3,000).

Finally, in the spirit of accessible resources, the Council of New Zealand University Libraries (CONZUL) has agreed to fund the creation of an open access textbook as a proof-of-concept pilot. The UC Library will be managing this project and will work with Canterbury University Press to publish a Criminal Justice text that will be used across all New Zealand universities. This semester the Library will be focusing on working with academics to provide open textbooks where appropriate, increasing equity of access and reducing costs for our students.

Research – Impact on a Changing World

As we move into Semester 2, research across the University continues apace. Over 1,040 Scopus-indexed research papers have been published, making 2021 potentially UC's most productive year for this type of publication. Additional research papers are being published in other journals, including a number of journals where UC is the publishing host. External research income success continues to track above previous years, as does research expenditure across college and research centres. The impact and profile of UC's research again expanded in the second half of Semester 1, with the media impact score for UC research increasing by 25% to a score of 4.4 against an overall sector benchmark of 2.9.

Over the coming weeks, 12 College of Arts graduate students with National Centre of Research on Europe (NCRE) European Union scholarships will be presenting their theses as part of the Connor Pokoati Research Seminar Series. This series has just been established by the NCRE in honour of Connor, a former NCRE master's student who sadly died from cancer in 2018. The series was launched on 4 August with a reception for Connor's parents Lynne and Mana and the current graduates. The schedule for the seminars, held at the NCRE on Fridays at 2pm, is: 6 August, 27 August, 17 September and 24 September. It is hoped that the series can be repeated for many years to come.

Dr Laurie McLay and Senior Lecturer Lisa Emerson, School of Health Sciences, have been awarded the Better Start | Cure Kids grant to fund their project on child- and caregiver-focused interventions

delivered via telehealth. The research will use a randomised, controlled trial design to evaluate the efficacy of telehealth-delivered, parent-implemented naturalistic developmental behavioural interventions and parent-focused acceptance and commitment therapy – alone and in combination – on children’s social communication and behaviour and on caregivers’ mental health and wellbeing. Participants in the study will include children aged two to five years who are on the autism spectrum and their parents.

Dr Matt Hobbs, School of Health Sciences, is part of a team who received a Better Start | Cure Kids grant of \$499,933 for the project “Does the environment young people grow up in promote or obstruct mental health?”. It is a nationwide geospatial study.

A research paper from the School of Earth and Environment has been shared by 134 media outlets, achieving an altmetric attention score of 1233. The international paper was led by Nicholas Patton, a PhD candidate from the University of Canterbury’s School of Earth and Environment, and Dr Chris O’Byrne of the University of Queensland. It highlights how, by uprooting carbon tapped in soil, wild pigs are releasing around 4.9 million metric tonnes of carbon dioxide annually across the globe, the equivalent of emissions from 1.1 million cars.

Dr Michele Bannister, School of Physical and Chemical Sciences, was among the first in the world to identify a huge new comet. With an estimated size of between 100 and 370 kilometres, the object has the potential to be among the largest comets ever discovered. Dr Bannister was accessing the image of the comet from the Las Cumbres Observatory (LCO) telescopes located at the South African Astronomical Observatory as a member of the international LCO Outbursting Objects Key (LOOK) Project.

The College of Arts’ Professor Nik Taylor has just published a new book with Cambridge University Press, *Queer Entanglements: Intersections of gender, sexuality and animal companionship*. This co-authored book is the result of over a decade of collaborative work in this area (<https://www.cambridge.org/core/books/queer-entanglements/7B3392D8A210207E4D2210A1A9E76715>).

Innovation Jumpstart 2021 is being launched this month. It gives UC staff a chance to transform their innovative ideas into commercial reality. Five prizes of \$20,000 are available to support the ongoing commercial development of their idea, with one award specifically looking for the idea with the greatest social or environmental impact. An awards event in November will celebrate the winners. Sponsors/supporters include Kiwinet, Bridgewest, WNT Ventures and AJ Park.

Dr Clémentine Gritti is one of three New Zealand academics invited to the August session of the Parliamentary Speakers Science Forum to present to members of Parliament (MPs) about cybersecurity and information security. This event is an ‘information backgrounder’ for MPs given recent information breaches across New Zealand, particularly with the Waikato Health Board ransomware attack. Dr Gritti is a recent academic appointment in Computer Science and researches cybersecurity and cryptography.

On 4 August the Postgraduate Research Office held an information session for staff and students regarding the Aho Hīnāore | Accelerator Scholarship. The event was very popular, attended by approximately 60 people. Applications close on 3 September.

Despite recruitment issues associated with COVID-19, doctoral student enrolments have continued at levels above 2020, and are more akin to 2019 levels. At 30 June 2021, 84 doctoral students had

submitted and 84 had completed their thesis and 123 were enrolled, compared with 58, 88 and 90 respectively at the same date in 2020. However, it remains challenging to recruit appropriate doctoral students in some areas of research, including one of the transdisciplinary research clusters.

A new UC Research website homepage will be launched in August or September. The homepage will showcase the six new research themes to improve our research profile. Each research theme will have its own showcase page, with news stories on research being done in that area, and will link to related Sustainable Development Goals (SDGs). Research & Innovation, UC Communications and Engagement and the UC Digital/Marketing teams have contributed to the project.

The Performance-Based Research Fund (PBRF) is a block funding grant managed by the Tertiary Education Commission (TEC). It rewards institutional research excellence from peer-reviewing individual research portfolios (the Quality Evaluation), alongside the number of research degree completions, and external research income success. For 2021, total PBRF funding for UC is some \$21 million. The 2025 PBRF will assess individual academics' research from 1 January 2018 to 31 December 2024. The significant changes to the 2025 PBRF are a wider definition of 'research excellence', greater emphasis on impact, greater weighting for Māori and Pasifika academics and portfolios submitted to the Indigenous Knowledge Panel, and a greater weighting for income other than New Zealand public funding.

SciVal has been purchased and is now available. The tool will be implemented across the University in the second half of 2021. Training on how to access and use research performance data will be offered over the coming months. Training is open to all staff and will be of interest to anyone who wants quantitative data about their research performance. The Library is also looking at developing a research reporting framework to provide a regular series of reports on this part of the University's work. Professor Nick Draper, School of Health Sciences, gave a UC Connect public talk on "Tackling Knock-on Effects: Protecting young rugby players' brains". With a specific focus on helping young rugby players, UC Sports Science and Engineering researchers, in conjunction with industry, are testing whether safer protective headgear could make a difference.

People – Nurturing Staff, Thriving Students

Analytics for Course Engagement (ACE) won the Improving Student Success award at the international 2021 Council of Australasian University Directors of Information Technology (CAUDIT) Awards. CAUDIT supports Australasian universities in leading the application of digital capabilities to transform education. The award is timely as we are beginning negotiations with Catalyst developers about strategic partnering for the development and rollout of ACE 2.0, which has been funded by the TEC.

We have commenced a series of equity workshops with students and staff that provide an opportunity to co-design an institution-wide response plan. Approximately 17 workshops will be delivered throughout August and early September. The feedback collected at these workshops will form the basis of an equity response plan that will be presented to the Senior Leadership Team and the wider University community later this year.

In a new model, Professor Shaun Ogilvie, Te Arawa (Ngāti Whakahemo), Ngāti Awa (Ngāti Pūkeko) and Pākehā, has been appointed in collaboration between the Ngāi Tahu Research Centre (0.8 FTE) and the School of Biological Sciences in the College of Science (0.2 FTE). Professor Ogilvie is a

recognised expert in the ecology of Aotearoa, with a focus on Mātauranga Māori and Māori aspirations for better management of natural and managed environments and taonga species.

The Library has appointed a new Kairuruku Wāhi-auaha | Engagement and Learning Librarian to work in Te Rua Makerspace. The Makerspace now offers a range of structured workshops, informal drop-in sessions and activities with groups inside and outside the University, which has resulted in an increase in engaged makers using the space. The Library will focus on expanding its reach in Semester 2.

Currently showing at Tūranga Central Library, “We Stand Here: Celebrating five years of the Christchurch Documentary Project” is a selection of images from more than 1,500 taken by UC student photographers between 2014 and 2019. The exhibition “celebrates the extraordinary in the ordinary”, showcasing overlooked moments of everyday life and the vibrancy of our communities, says UC Senior Lecturer in Photography Tim Veling. “We are a bicultural city with an increasingly multicultural makeup. The collaboration between our students, Christchurch City Libraries and Place in Time: The Christchurch Documentary Project presented a challenge to document real people in real places across Ōtautahi.”

Throughout August, the “Models of Wellbeing Display” is being showcased in Puaka – James Hight L2 (in between the lifts). George Haswell, UC’s Kaihāpai Oranga Health and Well-Being promoter, worked with Dr Rachael Dixon, School of Health Sciences, to showcase pieces of student work from Introduction to Health Education (HLED121). George graduated with a Bachelor of Health Sciences, majoring in Health Education. Wellbeing is a personal journey. While models such as The Five Ways to Wellbeing, Te Whare Tapa Whā, Te Pae Māhutonga and Fonofale are fantastic leaders, each individual has their own model of wellbeing, made up of different components that they see as important in their own lives. The aim of the display is to encourage students outside of HLED121 to think about what is important to them and what their own model of wellbeing might look like.

Work is continuing on the messaging and rollout of the new organisational values. Staff orientation processes are being improved with the support of the new Enboarder online staff orientation software.

All People and Culture policies are being reviewed and rationalised to become more user-friendly and aligned with UC values and the Strategic Plan. Of note are revised policies on the prevention of sexual harassment and bullying, which will be followed by education programmes for staff and students.

The new Health and Safety team is in discovery and planning mode and has developed a refreshed health and safety framework. The team is also undertaking an in-depth review of the University’s health and safety risks and how to mitigate those risks. Planning is underway for the rollout later in the year of new health and safety software that staff and students can use to report hazards and risks.

The teams focusing on student and staff wellbeing – Student Care, the Health Centre, the Recreation Centre and the Student Accommodation team – have had some recent leadership changes and are now reviewing the University’s wellbeing plan. One of the main reasons for doing this is to ensure the University has a clear plan to fully implement with the new Pastoral Care code.. A gap analysis is being conducted against the detailed standards in the Code, from which we will know by September what the gap is and the level of additional resources we will need to close it.

The Student Accommodation team is also working on a long-term accommodation plan. Its shorter-term focus has been on finalising partnership agreements with the individual halls – which are all in place now – and on further improving relationship management with each hall.

Internationalisation – Locally Engaged, Globally Networked

The Government has shared a draft policy statement, “High-value international education which looks to reshape international education as it’s rebuilt for the future”. Universities New Zealand has prepared a response paper and UC will also submit our own response. We are currently reviewing our international education strategy in alignment with the new value statement.

UC hosted the public affairs officer and senior education advisor from the United States Consulate General Auckland, with a focus on exploring opportunities for future engagement. The United States is an important study abroad market, and now that most United States students are vaccinated they are looking to recommence studying overseas. While our borders remain closed, we are working hard on our relationships and partnerships so that other countries keep UC in mind for the future.

As part of a focus on diversity, staff from UC’s Mobility team will undertake Diversity Abroad’s Diversity and Inclusion Certificate programme in the coming months. Through this programme, the team will further develop their skills to champion and implement diversity initiatives in student mobility.

At a UC event early this month, mana whenua and I welcomed back international students who returned to us under the 1,000 New Zealand Government Exemption Cohort. As part of my official welcome, I noted the loyalty of these students to UC and the persistence and resilience they showed on their difficult journey back to campus. We joined with local dignitaries and guests to celebrate the students’ return ‘home’ to UC, hear from student speakers, watch videos of the students’ journeys and enjoy a waiata performed by our international staff before we shared kai.

The Semester 2 calendar of support events for offshore international students is well underway. Events so far have included ‘meet your UC mentor’, virtual games nights and employability talks. Online students also received a video containing messages of support written by their on-campus counterparts, during the UCSA Winter Wellness Event. The international student experience group continues to meet, with a current focus on the pastoral care reforms and listening to the student voice as the group develops new processes and arrangements in line with these requirements.

We were also delighted to host the New Zealand Ambassador to the Philippines (and former alumni) at an afternoon tea with South East Asian students.

UC Business School has partnered with Taylor’s University to launch a new Bachelor of Accounting (Fintech) (Honours) degree. The new three-year programme is the first in Malaysia to enable students to specialise in Fintech at an undergraduate level.

A key feature of the programme is that interested students can spend their final year of study in Aotearoa New Zealand on the University of Canterbury campus. In this way, they can graduate with a UC Bachelor of Commerce in Accounting, with a minor in Information Systems, in addition to their Taylor’s University degree.

Dr Will Shannon and Monique van Veen spoke as panellists for the launch of the *International Education Association of Australia’s Student Voices* report. They presented examples of how UC fosters engagement between domestic and international students.

Organisational Efficacy – of a sustainable scale by 2030

The Digital Unit, in partnership with Research & Innovation, is currently conducting the discovery phase of the Research Ecosystem. Its findings will inform a series of recommendations for how the University can improve the research experience, better manage the research process and identify the tools that can deliver greater visibility, transparency and timeliness for all.

We aim to open an enlarged student services hub to better serve students for routine, academic and support services, cloaked in manaakitanga. We learned a lot through the COVID-19 lockdown about how to better serve all students, including those in traditionally under-served groups, and we are using that knowledge to provide students with a simpler, more effective service experience. This will be underpinned by increasingly easy-to-use digital systems.

UC reached a significant milestone with the migration of MyUC and OurUC, our Student Management System, to new host Amazon Web Services.

This year the Library's focus in reviewing subscriptions is the journal packages from Elsevier, Springer, Taylor & Francis, SAGE and Wiley. The Council of Australian University Librarians is currently negotiating with the publishers for the 2022 renewal agreements, including options of moving to read and publish agreements and unbundling package content.

The University Recreation Centre has expanded its services to students and staff by offering livestreamed classes via its new Rec and Sport app.

The Business Insight and Reporting team has evolved a long way from its original function of routine tabulated corporate reporting to providing information, analysis and data visualisation to inform staff decision making. UC currently has 31 dashboards, each with multiple tabs showing information that ranges from course completion rates to how well we use our space (space utilisation).

UC continues to refine our Business Continuity Plans and our approach to implementing them to improve the institution's ability to work through crises and recover from them. Each business unit has its own plan and all new or revised plans have been received by the Risk and Business Continuity Plan unit. Overall this part of the project is 95% complete. Evidence indicates that the Business Continuity Champions are well versed and taking up their responsibilities, running workshops and scenario tests, and referring new staff to the Business Continuity Plans.

In the wider UC community, engagement continues with the UC halls, which are actively working on their own plans and engaging with each other to ensure their approach to a potential incident is well-thought-out and coordinated. The new Emergency Management and Business Continuity Manager, Sonali Chandratilake, begins at UC on 30 August.

Environmentally Sustainable

UC has again been recertified under the Toitū Envirocare Carbon Reduce programme (to ISO 14064), making it our 11th year under the scheme.

Since our baseline year in 2010, the UC has reduced greenhouse gas emissions by 50%. This includes 2020 as an exceptional year when the COVID-19 pandemic contributed to a large proportion of the

reduction. Yet even allowing for this, we are progressing well. The 2019 greenhouse gas emissions performance was a 23% reduction over the baseline year, exceeding our target at that stage of 20%.

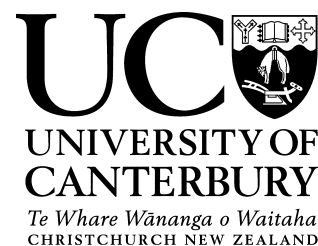
The SDG Summit is to be held on 2–3 September. The programme, which is still being finalised, includes over 20 interactive sessions, plus field trips and a community feast. It will start with Distinguished Professor Dame Anne Salmond joining in a kōrero with Sacha McMeeking about the SDGs in Aotearoa, and a research-based panel with Dr Rod Carr and UC staff will conclude the Summit. On Day 2, participants (including UC) will have an opportunity to sign the SDG Summit Declaration, which affirms an intention to collaborate across sectors to achieve the SDGs. Free tickets for approved UC staff were announced 6 August. To date, 135 tickets have been sold.

The Air Travel Survey was open until the end of August, receiving 445 responses at the time of the report. We anticipate an initial analysis of the results by October.

Our waste audit report shows worsening contamination, especially by organics in landfill. This will become more expensive as the landfill levies continue to increase dramatically. A strategy is being drafted to address this issue, which needs to include discussion with all food vendors on campus.

Waterways monitoring assistants have been recruited to guide the implementation of the UC Waterways Monitoring Framework. Planning has begun for the Okeover Stream stormwater retention pond along part of the edge of Ilam Stream.

Memorandum/Pukapuka



To:	Ki:	University Council
From:	Nā:	Professor Cheryl de la Rey, Vice-Chancellor
Date:	Rā:	18 August 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 August meeting.

Executive Summary:

The Board discussed options for the University's future structure, a proposed Graduate School and received the new Code of Practice for Pastoral Care.

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	August 2021	Pending

TE POARI AKORANGA | ACADEMIC BOARD

REPORT TO THE COUNCIL

FROM A MEETING OF THE ACADEMIC BOARD

HELD ON FRIDAY 13 AUGUST 2021

REPORT FROM THE VICE-CHANCELLOR

The Vice-Chancellor:

- thanked those staff who had been involved with the Equity review to date. A number of workshops were still to be held and she encouraged members to get involved.
- noted that the government had recently announced a reset over border restrictions and a team at UC was currently considering the best approach for the next quarter. The Minister has also released a discussion document on high value international education which UC and UNZ will respond to.
- congratulated staff who had received various awards detailed in her report.

PROPOSAL ON FUTURE ACADEMIC STRUCTURE

Professor Heinemann presented a summary of the three recent workshops on the future academic structure which would best enable UC's student-centred academic mission. He thanked colleagues who had contributed. He said that there had been general support for the model based on kotahitanga, cognateness and pragmatism, based on seven or eight overlapping faculties, with parallel workstreams on academic leadership and resource allocation.

The Vice-Chancellor thanked Professor Heinemann for his contributions throughout the evolving process. She explained that the Board was not being asked to agree to the formation of particular named faculties at this stage. A report on the possibility of a Health Faculty had been prepared by Professor Janet Carter and this would be shared with those who had participated in its production in the first instance. The Vice-Chancellor was asking the Board to focus on the architecture and work still to be done at this stage. She said that the resource allocation working group was due to report to Heads of Schools and other staff at a brown bag lunch on 20 August.

Various iterations of the motion were discussed and voted on. A revised motion was proposed:

Moved

That Academic Board endorses a change from the current College structure to a Faculty structure and support further work on identifying how existing provision will fit into the new structure taking into account new resource attraction and allocation and leadership models.

Carried

A4 GRADUATE SCHOOL

The Dean of Postgraduate Research took her report as read. She thanked those who had been involved with recent discussions about the scope of the Graduate School including staff from Te Waka Pākākano, the UCSA and those involved with postgraduate student focus groups. It was intended that the Graduate School address issues raised by staff and students, whilst reducing the bureaucratic burden and not taking away from discipline-specific experiences.

Professor Heinemann summarised the three primary models in the report – Doctoral only, Doctoral and Research Master’s and students with an undergraduate qualification. The recommendation was the second option, not least because Research Master’s students reported as being least satisfied with their experience at UC. Should the Board support the proposal, a business case would be co-developed. If agreed, it was also possible that this could form the basis for the third option in later years if desired. The Deputy Vice-Chancellor (Research) said that the proposal reflected the values emerging from the previous debate about structure – student centredness, cognateness and pragmatism. The Board endorsed the preferred option 2 and its ongoing development.

CODE OF PRACTICE FOR PASTORAL CARE

Paul O’Flaherty, Executive Director People, Culture and Campus introduced the Code. He said that the Code places expectations on all staff from 1st January 2022. A project team is currently undertaking a gap analysis and planning is underway on how to support staff awareness and provide training. A member asked if the review would be considering resourcing for counselling and support services for students and the Vice-Chancellor confirmed that it would. The gap analysis work was urgent to allow resources to be included in the budget for Council consideration.

SUPPORTING TOMORROW’S ACADEMIC LEADERS

Associate Professor Horton said that the Academic Board terms of reference commit it to developing effective strategies to recruit and retain high-quality staff in accordance with policies of equal opportunity, and suggested it was timely to create a working party to look at this.

The Deputy Vice-Chancellor (Research) commented that work is ongoing in this area – work on the funding model includes equity in staffing, the Heads’ forum is considering provision of sabbaticals and R&I and the Postgraduate Office are talking to new academics about their research trajectories, and to successful established researchers to help support research output and impact. Associate Professor Horton said that it would be good to pull these threads together. Several members spoke of the importance of aligning staff with the wellbeing and equity strategies and recognising the different needs of Māori, Pacific and staff from other equity groups as well as general staff and technical staff. Members agreed to create a working party to review, explore and report back, via recommendations to Board, on Board’s important goal of developing effective strategies to recruit and retain high-quality staff.