

# Vice Chancellor's Report to Council

March 2020

## Summary

At this time the well-being of our staff and students is uppermost in our minds as we navigate uncharted waters in dealing with the global COVID-19 pandemic and its impact on Aotearoa/New Zealand.

The University's Incident Management Team (IMT) is fully activated and is engaged with key stakeholders in planning for a variety of scenarios. Each morning I meet with the IMT to assess the latest information and revise our emergency response plans accordingly. Using expert advice particularly from health authorities, information and guidance on a wide range of issues is being made available to students and staff. This is updated daily, in part based on questions and issues raised by staff and students.

Our educators are pulling out all the stops to provide flexible and online learning options for students who are stuck offshore; who might be in isolation in the coming months and in preparation for partial or full closure. This includes beefing up our delivery through Learn, our online learning management system, ECHO 360, and using Zoom video conferencing.

The financial impact of the COVID-19 pandemic is being estimated and the scenarios that may play out continue to be modelled. Using enrolments to the end of February, the enrolment forecast projects 2020 full year enrolments of 15,320 EFTS, a 3% increase overall on 2019's final result, comprising 13,523 domestic (4% growth) and 1,797 international fee-paying EFTS (4% decrease). This equates to a 3% decrease on budget EFTS expectations, despite being an overall increase over last year. At this stage, the biggest negative impact on enrolments is on our international enrolments, however, this may change if the University has to close for some, or all, teaching.

In compliance with the latest guidelines, all events and gatherings have been deferred or cancelled. Regrettably, the April graduation ceremonies have had to be cancelled. Degrees will be conferred in absentia and our intention is to host celebratory occasions later in the year.

In spite of the disruptive impact of COVID 19, we have made a concerted effort to continue to focus on the implementation of the new strategy but there is a high likelihood that we will not fulfil all our 2020 goals. Within each subsection of this report, the impact of COVID 19 is signalled based on current information.

## Engagement

Our strategy aims to increase the University's presence and impact on Ōtautahi Christchurch and Waitaha Canterbury. In the initial stages of ramping up our engagement with our local partners, we have begun to develop a number of Memoranda of Understanding. The early agreements are with ChristchurchNZ and Paralympics NZ. These agreements reflect UC's increasing focus on

partnership and collaboration within a more structured framework, where we can measure progress and outcomes on a regular basis. Whilst progress in this area has slowed down due to each partner being focussed on managing the immediacy of COVID 19, there have been some important developments.

UC Business School academics, Professor Jędrzej Białkowski and Dr Moritz Wagner have partnered with the New Zealand Shareholders Association (NZSA) to provide a retail investor sentiment index to measure sentiment of the New Zealand Stock Market, New Zealand sectors and international markets. The index involves a weekly survey that tracks the sentiment of New Zealand's retail investors' short-term future (next six months) on the market. Sentiment is captured as being bullish (expecting increasing prices), bearish (expecting decreasing prices) or neutral (expecting no change) across eight sectors – energy, health care, information technology, primary sector, industrials, consumer discretionary, financial, and real estate. The survey design and methodology were developed in close collaboration with the NZSA to transform the data into a quantitative index.

Tony Mitchell, Chair of NZSA said, “This collaboration between NZSA and UC Business School fits well with our mission to be the voice of investors and will contribute to the understanding of investor behaviour and the overall market.”

UC's College of Education, Health and Human Development (CEHHD) co-sponsored a panel of health experts to present “The Science Behind the Coronavirus Covid-19 and what it means to you and your family.” The College worked with partners in the Te Papa Hauora Health Precinct Advisory Board: the University of Otago (UO), Ara, and the Canterbury DHB, to organise the event. Te Papa Hauora Christchurch Health Precinct was designed as a collaborative initiative to advance health research, education and innovation. More than 150 people joined this coronavirus public meeting on Monday 9<sup>th</sup> March. International infectious disease specialist Professor David Murdoch from UO led the panel discussion. Sarah Whitcome-Dobbs, lecturer in the UC School of Health Sciences in the child and family psychology programme, spoke as a panel member to the concerns of parents and families in supporting their children during this public health challenge.

The School of Teacher Education and the Teacher Learning and Innovations in Practice Research Hub hosted a workshop with members of Grow Waitaha. Grow Waitaha is an education consortium that was established to support schools in post-earthquake Canterbury through educational transformation. The co-designed and facilitated half-day workshop enabled staff from UC and Grow Waitaha to learn more about each other's work, establish the foundation for future partnership, and identify areas for future collaborations to support teacher education with the goal of enabling more equitable outcomes for all learners in Waitaha Canterbury.

## **Education – Accessible, Flexible Future Focussed**

Following an inspiring time in the US at the DREAM conference and meetings with key leaders in Georgia State, Associate Professor Julie Mackey, Dean (Assistant Vice-Chancellor Academic) and Kaylene Sampson, Team Leader, Learning Evaluation & Academic Staff Development, are working with relevant groups to identify strategies that will translate to the UC context to support widening student participation, transitions, equity and student success.

Some of the key themes that emerged during the visits were the value of predictive data analytics to inform proactive student advising, the importance of career links and clear academic pathways especially for those less sure of future goals, intentional and comprehensive academic support particularly in key ‘predictor’ courses, and the need to organise services from a student-centric perspective. It was also evident that leading institutions are investing in automated technologies and

AI to successfully engage and support students throughout the student life cycle from early enquiries through to graduation.

Julie and Kaylene noted the value of travelling with officials from the Ministry of Education, TEC and members of other tertiary institutions who are also actively pursuing improved equity and student outcomes.

UC already has in place several initiatives to create greater access and exposure to UC. Three of those programmes have progressed in the last month. First, the UC STAR Programme, for year 12 and 13 high school students, has had a great start to the year with over 420 students enrolling for courses thus far. The courses, delivered both face to face and online engage students both locally and nationally across 103 different high schools. This year we are particularly pleased to welcome students from new schools including Gisborne Girls' Grammar School, Mount Roskill Grammar School, Rangitikei College, Saint Peter's College (Gore), St Mary's College (Wellington) and Drury Christian School. Over half of this year's STAR students have enrolled in MATH101 with other popular courses being in Computer Science and Philosophy.

The second initiative ready for launch is the ChristchurchNZ University of Canterbury Pathways to Tertiary. Julie Mackey, has been working directly with Linwood School, and Haeta Community Campus in preparing for the initiatives which include, but are not limited to, UC academic student mentors in the schools and early engagement with industry partners.

Pleasingly, the Children's University Canterbury Partnership, which highlights the importance of engaging whānau and community in educational aspirations, has secured the external funding needed to expand in 2020 from 192 tamariki to 600. To date, 18 puni (schools and rūnanga) have signed up to participate from across four Council areas. The team is putting together a suite of campus experiences for tamariki and their whānau in school holidays, providing them with an opportunity to become familiar with the university and what it has to offer.

While pre-university initiatives can be an excellent start toward a successful transition, continued students success relies on our ongoing quality teaching. In 2020, *Learning Evaluation and Academic Development* will be focussing on fostering the use of data to improve outcomes for learners. In the last month, the first iteration of the 'teaching and learning' dashboard was presented to the Learning and Teaching Committee. The dashboard is a tool that provides a breadth of metrics related to teaching quality, learner engagement and learning resources. The dashboard also contains student evaluation of teaching scores and graduate attributes data measured across the lifecycle of the student from early experience through to graduation. The dashboard also allows teaching staff to look at relevant data and demographics to make decisions about their own teaching. The team have commenced working proactively across UC, to bring this data to the attention of all staff in support of improvements to teaching and learning at UC.

The strategic objective to ensure students are provided with lifelong learning opportunities through flexible degree and delivery options has strong resonance in the current context of the COVID-19 pandemic. In response, UC has developed a number of individual study plans. Students are engaging online through LEARN (the UC online Learning Management System), ECHO 360, and ZOOM video conferencing.

We are investigating the use of online proctoring services for the invigilation examinations. Many universities worldwide use these services and we are currently seeking feedback from those institutions that already use the service in China to see how robust the invigilation provided is in practice.

The Library team also continues to support UC's response to the COVID-19 through online delivery, by ensuring that teaching resources are open-access, or we have "extraordinary" permission from the relevant publishers of teaching resources

The College of Engineering is supporting first year Engineering students unable to travel to UC because of COVID-19, through a 2+4+2 course model, instead of the usual 4+4. The idea is to study two papers remotely in semester 1 (choosing from computer science, mathematics and statistics papers), then 4 papers in-person during semester 2 and finally 2 in-person summer courses. This allows lab and team project based courses to be conducted in person on campus with a delayed start. The lighter workload in semester 1 recognizes the difficulty of studying at distance and also allows for a late in-person arrival should that be possible. We have created an extra instance of ENGR101 over the summer to allow the 2+4+2 course model to cover all engineering intermediate for a 2021 start. Some students could not be accommodated with this model and so were offered an 18 month pathway.

If students are in their second or subsequent year in Engineering, responses include: additional on-line content being arranged, and special provision made to enable students who will miss Semester 1 in any of the Professional years to be able to take their full and normal Semester 2 courses. This includes creating a special on-line "prerequisite module" (formatted so that it can be emailed to individuals) to make sure that students have all appropriate prerequisite knowledge to carry on in S2 without disadvantage. The special provision includes year-on-year specific and individual programme modification that enables students to complete their degree with only a single semester delay.

In consultation with the UC e-Learning team, the College of Business and Law has conducted a survey of all UC Commerce students based in China and currently studying on-line, to learn more about these students' on-line learning experience and support needs. This feedback indicates that many students are feeling isolated. Thus, one simple, but effective teaching innovation that students appreciate is the appointment of a dedicated student class representative, preferably a native speaker, who maintains regular contact with impacted students in China via WeChat, updating them with important information and feeding issues back to lecturers.

In other initiatives to support the aim to ensure students are provided with lifelong learning opportunities through flexible degree and delivery options, the College of Arts is aiming to expand a popular and successful trans-global degree. Discussions are currently underway on expanding the Media and Communication course, currently co-delivered with the University of Helsinki and the National University of Singapore, to include a top-tier university in Australia. There are discussions with other parts of UC, including Biological Sciences and flexible learning advisors, on using the course's distinctive structure in other programmes, including virtual field trips with a southern African partner.

Staff in the College of Science and across UC, led by Prof Peyman Zawar-Reza, continue to develop the case for a new Bachelor of Data Science degree, with a number of majors within data science, science and humanities domains. This degree track should attract new students into science and fits with UC expertise in big data. It is proposed that this new qualification will go to the New Zealand universities approval body, CUAP in the second round of submissions in 2020.

Similarly, staff in the School of Earth & Environment are leading the development of a proposal for a 4-year professionally accredited Bachelor of Environmental Science (Hons) degree. This inter and trans-disciplinary degree will build on the rapid recent growth in Environmental Science at UC. It will focus on 'grand challenges' and Canterbury strengths such as Water, Sustainable Landscapes,

Biodiversity and Biosecurity, and Antarctica (titles provisional). It is proposed to go to the second round of CUAP submissions in 2020.

To strengthen students' bicultural confidence and competence across a range of programmes offered in the College of Education, Health and Human Development, including all of the initial teacher education programmes, Sport Coaching, and the new Bachelor of Youth and Community Leadership, more than 300 students have had the opportunity to participate in a noho marae experience. These experiences offer groups of 40-50 students the opportunity to have an immersive learning experience grounded in Māori learning-teaching pedagogies (Ako), and mātauranga Māori. The noho take place in a number of marae within the Canterbury region, expanding UC engagement with local hapū.

The first combined Business and Arts Careers Fair on 4<sup>th</sup> March provided the opportunity for students from both Colleges to engage with employers. The many visitors to the Professional and Community Engagement (PACE) stand included students who have recently graduated, and we are exploring ways in which we might be able to offer a PACE Internship to UC graduates preparing to secure their first job.

This semester, 43 interns from the PACE programme have started in 30 different work places in or around Christchurch, including a record number of US Study Abroad students. PACE partners include: City Mission, Food Resilience Network, Envirohub, Terra Cat, NZ Institute of International Affairs, Waimakariri District Council, Cantabrainers Therapeutic Choir Charitable Trust, Canterbury Museum, Christchurch City Council, Christchurch Art Gallery, ChristchurchNZ, Duncan Webb Offices, ECAN, Plunket, Water and Wildlife Habitat Trust, Sustainable Ōtautahi Christchurch, Teece Museum, Christ's College, Christchurch Foundation, Christ Church Cathedral Reinstatement Trust, Shirley Village Project, Delta Community Support Trust, Mates Media, Avebury House Community Trust, Arion Farm Park, Burnside Primary School, Richmond Community Garden, Ōtautahi Creative Spaces, UC Sustainability and Winter Worlds Cycle Event.

## **Research – Impact on a Changing World**

The 2020 QS subject rankings have been recently announced with UC having two subjects (Civil and Structural Engineering and Linguistics) in the global top 100, four subjects comprising Accounting & Finance, Law, Earth & Marine, and Geography, in the top 150, and Environmental Sciences, Education, Politics & International Studies, and Sociology in the top 200. A further 14 subjects ranked in the top 400. This outcome although reasonable, is being actively pursued for improvement. It should be noted that only UC, University of Waikato, and Lincoln University didn't have a top 50 QS subject. Auckland, Otago, Massey, Victoria University of Wellington, and AUT had, respectively, 13, 4, 2, 2, and 2 subjects in the top 50.

February and March are busy times of the year in the research funding calendar, with the submission of funding applications to the Marsden Fund and MBIE Endeavour Fund Research Programmes. This year UC has submitted 108 applications to the Marsden Fund, which supports excellent "blue skies" investigator-led research. Short proposal applications were submitted from all Colleges, with 34% targeted for emerging researchers (Fast-Start) and the remaining 66% for established researchers (Standard). Those applicants progressing to the full application stage will be known in May. Within the Endeavour Fund, UC submitted eight Research Programme bids totalling \$53.1 M, which invests in excellent research leading to economic, environmental and societal impact for New Zealand.



UC is also a collaborating partner in a further 27 proposals led by other research providers, with the value of UC's contributions totalling \$15.6M. UC is also part of nine bids to the MBIE Strategic Science Investment Fund Advanced Energy Technology Platform, totalling \$30.9M (including 2 led by UC to the value of \$24.5M). Year to date, UC has completed contracting for 37 projects worth \$7.6 M as the university works toward a strategic goal of expanding our research income.

One of our key aims is to grow PhD student numbers who are undertaking high-quality and impactful research. In order to increase the number of doctoral student numbers, funding has been approved for new scholarships at an increased stipend of \$28,000 per annum for three years. A total of 20 of these scholarships will be aligned with the newly formed research clusters in 2020. These new scholarships will aid UC in attracting more high quality students and achieving its target of increasing doctoral enrolments to 1200 students. A further five of these scholarships will be available for the LU-UC doctoral school partnership.

The increased funding also allows for a total of 55 scholarships to be available in 2020 for new doctoral candidates, funded at \$21,000 per annum for three years, a total increase in scholarships allocated centrally from 70 to 80. These 55 scholarships are being allocated on a rolling basis throughout the year with our best candidates being made an offer of a scholarship far sooner than in the previous allocation model.

The impact of UC's research to New Zealand society has been in the media recent weeks. Professor Elisabeth McDonald has published a new book with Canterbury University Press on rape trial processes and made very practical reform recommendations to the whole life-cycle of such trials, which received excellent media and online coverage, while Professor Lianne Woodward has shown the need for greater health and educational support for children born very pre-term given they typically develop cognitive impairments.

Dr Pan Zheng, Lecturer in the UC Business School, has been awarded the 2020 'Application of the Year' prize by the International Membrane Computing Society (IMCS) for his 2019 publication "Spiking Neural P Systems with Learning Functions", which appeared in IEEE Transactions on Nanobioscience.

From the School of Earth and Environment, Dr Michelle La Rue published a paper in *Global Change Biology* (a high impact journal) with the front cover photo coming from her work. Dr Kelly Dombrowski published a book (with JK Gibson Graham) *The handbook of diverse economies* published by Elgar and checking in at 578 pages. It represents 3 years of hard work by Dr Dombrowski.

The College of Engineering continues to provide engineering solutions to medical and physiological issues. Recently the College has been awarded funding to academics doing very different projects in Mechanical Engineering. Dr Debbie Munro is funded to develop a Wireless, Implantable Sensor for Early Detection of Spinal Fusion, and Dr Jennifer Knopp is funded to research Blood Glucose Sensing Using Pulse Glucometry and also to carry out investigations of Lung Mechanics and Breathing Effort.

Successful recipients for two new College of Science research awards were recently announced. The recipients of the New Ideas Seeding Grant were:

- Jodie Johnston from Te Kura Matū | School of Physical and Chemical Sciences for the project on 'Regulating Vitamin K Biosynthesis in Human Pathogens.'

- Claudia Meisrimler from Te Kura Pūtaiao Koiora | School of Biological Sciences for the project ‘In the dark: Understanding how plant roots sense pathogens and tune immune responses under drought stress conditions.’
- Amy Osborne from Te Kura Pūtaiao Koiora | School of Biological Sciences for the project ‘Smoking gun or smoke and mirrors? Probing the molecular basis of the association between maternal tobacco use during pregnancy and poor psychiatric adjustment in offspring.’

## People – Nurturing Staff, Thriving Students

UC aims to develop and provide targeted interventions and a positive environment to support student success. One of our most important interventions is our Herea-Tō Waka Orientation.

A wide range of Herea-Tō Waka Orientation activities was delivered during February and early March, including new welcomes for mature and Rainbow community students. 86% of those surveyed agreed that they felt welcomed by UC and that they have made the right choice. The annual call out to first year students commenced in the week of 2 March and will identify information gaps and support needs. The Academic Skills Centre has seen a significant increase in workshop and seminar attendance and will be commencing extended hours this month to provide support to students in the evening.

The Library has provided another successful Herea-Tō waka-Orientation stall for student transition into the university that saw large numbers of students seeking information about the Library. A core skill in university education is understanding the practice and usage of “academic referencing”. The Library are providing direct online support to students to learn this skill, and to staff to update online modules (including any course in Learn) with recent changes in APA referencing.

One of the foundations for successful study is to create a sense of belonging. The Pasifika “Get Fresh” Orientation attracted over 100 students with a shared BBQ lunch on Okeover lawn. In addition to an afternoon tea attracting 90 students, the Rainbow Orientation market stall was very successful and handed out 300 rainbow packs with information and goodies, and over 100 students signed up to Q-Canterbury. An unfortunate homophobic incident at an event at the Foundry at the end of February demonstrates the importance of creating a welcoming environment for all students and plans for Orientation 2021 will include an enhanced focus on values. That said, it was heart-warming to see the response of the student community, who initiated a “Pink Mono” in support of the Rainbow community.

In the Engineering College, the student mentor leaders in the ENG ME! have personally offered to run extra peer mentoring groups when new students eventually arrive if they have delayed travel. We have also extended the ENG ME! scheme to repeating Intermediate year students for the first time, in order to improve the student experience if they had to repeat our first year for any reason.

‘LawME’ is running for a second-year. Inspired by the Engineering ‘ENGMe’ scheme, LawME mentors are senior students who provide group mentoring to new students enrolled in first year law papers at UC, offering direction, encouragement, motivation and friendship through weekly contact for the first 10 teaching weeks of semester 1.

The Law School held a ‘trivial pursuit’-style quiz in a timetabled lecture hour. Questions ranged from UC-related orientation questions to popular culture, from NZ history to introductory legal system questions. The students appeared to enjoy themselves thoroughly, more so as spot prizes of chocolate fish were liberally awarded!

UC and UCSA are working jointly on a range of social integration initiatives for students. These have included enhanced training for club executives and leaders, focusing on inclusiveness and respectful behaviours, bystander intervention, and the delivery of online modules for first year students introducing them to UC and providing information about health, wellbeing, making friends and study. Over 600 students have completed all the modules so far, with a spot prize winner commenting: “The modules were quick and easy to complete as well as being full of useful information. The content spanned several important areas of wellbeing, with tips and tricks that will be valuable for life at uni and beyond!” We are working to resolve a few glitches in the delivery mechanism and planning for a re-launch in Semester 2.

On International Women’s Day UC publicly committed to close the gender pay gap and to realise this academic and HR staff are working on some early interventions such as balancing the gender composition of staff recruitment panels, analysis of any unconscious bias in the language used in our advertisements and other recruitment documentation, and development of a survey of female academic staff about the barriers to participation in the academic promotions process.

## **Internationalisation – Locally Engaged, Globally Networked**

This is a strategic objective where COVID 19 is impacting most negatively. Erskine Fellows and other international fellows have been encouraged to return home. This is deeply disappointing especially after the successful Morning Tea on 27<sup>th</sup> February to welcome the latest cohort of Visiting Fellows to UC. The event, which was attended by many of the 36 fellows at UC during Term 1, was a particularly special occasion as the University welcomed its 2,000<sup>th</sup> Erskine Fellow, Professor Jon Shaw from the University of Plymouth.

UC currently has 225 online students in China, although deferrals are increasing as the reality of online study kicks in. We have 51 students from this group who have indicated that they would now like to commence in Semester 2 and this is likely to increase. Normally UC could expect another 100 Chinese students to start their programme at Semester 2 and about 240 non-Chinese students to start then. However, this will be highly dependent on government guidelines and travel options available. UC currently has 190 Study Abroad students from US universities on campus, some of whom are being recalled by their home university. We are seeking to support these students’ return and course completion by delivering the remainder of their course online. This will help support student outcomes and safeguard revenue.

Recent efforts in international recruitment have focused on alleviating the impact of Covid-19 on our student experience and boosting Semester 2 enrolments. Around 280 students are enrolled online and arrangements are being made with Alibaba Cloud to deliver an enhanced online experience. This initiative plus increased use of WeChat, Zoom and other technologies demonstrate the opportunity to leverage an unfortunate situation to build better capability for UC’s future online learning options. Academic Skills and StudentCare have established support mechanisms for students in China and support is also being provided to academic course coordinators. Despite these efforts, there is some evidence of increased deferrals. Our pathway college UCIC has experienced significant impact on EFTS. We are working with them on retention and nurturing strategies and have identified a number of areas for collaboration in recruitment

A diversification strategy is in preparation to progress growth in a greater range of markets over the medium term, with an initial focus on Semester 1, 2021. International education has experienced a significant shock and many universities are responding with discounts and financial packages. One university in Australia has offered students A\$1500 to support travel costs if they transited through



a third country to reach Australia, remaining in that third country for 14 days and with no contact with a confirmed case. Other institutions have broader offerings e.g. La Trobe, with \$2000 travel fund plus 20% tuition discount. In New Zealand AUT has offered 30% discount on fees. UC has assessed our position and will be utilising Deans Awards previously approved by Council, to attract students from China and more broadly from South East Asia, which offers good growth opportunities.

While the main markets of China, India and Malaysia remain an important focus for international student recruitment, the College of Business and Law is actively exploring ways to develop new markets, with a particular focus on attracting students from South East Asia (including Indonesia, Philippines, Singapore, Thailand and Vietnam). To support this strategy, the College plans to introduce new 'South East Asia Awards for applicants from the region applying to come to UC in Semester 2 this year and in 2021. This model is being considered for application across the University.

The Ambassador programme is another new initiative underway to support diversification. This programme will engage UC students from priority recruitment countries in creating social media content, as well as hosting live podcasts and Q&A sessions with prospective students. According to the QSES International Student Survey 2019, existing students are an important source of information for prospective students. The College of Business and Law will pilot the Ambassador Programme this year with two current students, one from Indonesia and one from Malaysia.

Many events have been cancelled or deferred but prior to the escalation of COVID 19 to pandemic status there were many. On 21 February, the Department of Global, Cultural and Language Studies received a visit from the German Ambassador to New Zealand, Stefan Krawielicki, and the Vice-President of the German Bundestag (Parliament) Wolfgang Kubicki, who were in Christchurch for the Canterbury Earthquake anniversary. The German visitors discussed the challenges and opportunities for promoting German language in the South Island, given the relatively low numbers studying the language in the Canterbury region.

The National Centre for Research on Europe began its 2020 weekly diplomatic seminar series "New Directions & New Leadership" in March. The first of these lively, interactive events saw a vibrant mix of students, academics, and members of the public fill the room to capacity, and were delivered by the Ambassador for the European Union, HE Nina Obermaier, and the Italian ambassador, HE Fubrizio Marcelli.

Individual and programme level collaboration continues within the current constraints. The College of Arts philosophers regularly collaborate with Swiss philosophers. In one of the most recent collaborations Professor Jack Copeland, Professor Diane Proudfoot, and Dr Aneta Cubrinowska, worked with colleagues from ETH Zurich and the University of Fribourg to found the Bocheński Centre. Although neglected by modern scholars, Józef Maria Bocheński (1902-1995) was one of the twentieth century's most significant logicians and philosopher-historians. Based in , in Fribourg, Switzerland, the goals of the Bocheński Centre are (1) to affirm Bocheński's legacy at Fribourg through public lectures, international conferences, and a digital archive of Bocheński's published and unpublished papers; (2) to open up Bocheński's work—much of which is written in Polish, German or French—to the anglophone world, by means of an extensive programme of transcription, translation and publication; and (3) to re-awaken scholarly interest in Bocheński by means of new research relating to his work.

In preparation for recovery post COVID 19, UC is partnering with ChristchurchNZ, Tourism NZ, and Te Pae to secure important international conferences for UC and Christchurch. A formal launch to senior academics occurred on 10 March to demonstrate the support available from

external organisations such as Tourism NZ and ChristchurchNZ to prepare bids, make pitches and win conferences.

## **Organisational Efficacy**

In our strategy we aim to ensure that “the University’s structures and systems empower those who work with them, are integrated and streamlined, promote a constructive culture, and have one focus – quality learning, teaching and research...” To enhance our organisational efficacy, I have been working with Senior Management Team (SMT) members to best organise ourselves for implementation of our strategy.

Following the resignation of Alex Hanlon, the Learning Resources portfolio has been disestablished. Responsibility for Information Technology has been allocated to Keith Longden, the Facilities Management to Paul O’Flaherty, the Library to Ian Wright and e-Learning to Catherine Moran. The position held by Alex has been disestablished.

After consultation with the Academic Board and in alignment with the Strategy, Catherine Moran will assume full responsibility for learning and teaching, e-learning, academic quality assurance and student academic success. To reflect this her title will change to Deputy Vice-Chancellor (Academic) and she will report to me. Ian Wright will continue as the VC’s alternate when I am away with Catherine Moran as the alternate for Ian. To achieve better workload balance across SMT and after consultation with Associate Professor Te Maire Tau in his capacity as Upoko of Ngāi Tāūhuriri, mana whenua, and other stakeholders, the Pasifka Development Team will report to Darryn Russell.

HR is working with the SMT members who are in consultation with staff about implementing structures that best support the new functional responsibilities. I have also taken the opportunity to change the name of the overall team to Senior Leadership Team to signal a shift in organisational culture. This is more descriptive of its mandate – to focus not just on management processes but on leading the cultural change we need to enable the strategic plan to come to life.

Other organisational changes include the appointment of Dr Jarrod Gilbert as Director of the Criminal Justice programme. Dr Gilbert, whose profile includes a ground-breaking study of New Zealand culture, plans to strengthen the core of the bachelor degree, develop the programme at Masters level, and establish a Criminal Justice Research Centre that will draw together research expertise across at least three Colleges.

The new School of Psychology, Speech and Hearing | Te Kura Mahi ā-Hirikapo has implemented a new governing structure with committees, policies and processes being reviewed. Associate Professor Rebecca Kelly has been appointed as Deputy Head of School.

A recent commercial partnership in the health sector exemplifies the dual aims to grow and diversify revenue and to make a positive impact on hauora wellbeing of the people of Ōtautahi Christchurch and Waitaha Canterbury. The Canterbury District Health Board have accepted the University’s tender to be the sole provider of paediatric audiology services for the region. They have offered a three year term starting June 2020, worth approx. \$500k per annum. As the University currently only provides adult hearing services, this contract enables our clinicians to expand their scope of delivery with economies of scale due to the use of existing clinic space and resources.

Whilst the contract is commercially attractive to us, diversifying our revenue streams, it is also of strategic import as it clearly demonstrates that we are an engaged University providing much

needed services which will make a positive impact on the hauora wellbeing of our local community. It also enriches our students' experience as it provides them with direct and immediate access to paediatric practice as opposed to having to be placed with other providers. Professor Greg O'Beirne and Dr Jonny Grady have led the bid from the newly formed School of Psychology, Speech, and Hearing.

Donors have again been very generous in supporting UC to become *an economically sustainable university able to initiate new, high impact projects*. The UC Foundation year end income for 2019 has been confirmed at \$9m, with distributions of \$6.5m. The Foundation recently received an important \$1.2m legacy for Māori and Pasifika postgraduate study and research. The bequest was from world renowned geographer, Emeritus Professor Peter Holland who died in January 2019 aged 79. Peter received his BSc & MSc in Geography at the University of Canterbury and was an academic at Otago for 40 years until his retirement.

I was the invited speaker at Riccarton Rotary Club's annual general meeting and I used the opportunity to share our new ten-year strategy. Riccarton Rotary have contributed \$25k to the Children's University, which has now received sufficient philanthropic funding to extend the programme to 600 children in 2020. Rotary groups have now contributed over \$355k to UC over the last eight years, mostly to support scholarships. In addition to progressing the campaign for Children's University, the Alumni team have recently held two highly successful events for young alumni in Auckland and Christchurch.

As part of our key objective to simplify, automate and reduce business processes, our work to automate more processes continues. Two new "bots" were delivered in March to add to the existing 9 "bots" in production. The two new bots were for automating payment request forms and assisting with the Early Alerts (ACE) workflow. Upcoming candidates are HR alerts and automation of the verification of study process including fees free.

## **Environmentally Sustainable**

In a very important first step in our aim to ensure that UC will be carbon net neutral by 2030, a revised business case for the Ilam Boiler is being considered by Council this month. This exciting sustainability initiative is the first stage in a bigger programme of work to have all University buildings heated by ground-source heat pumps over the next decade. An interim objective is, by temporarily converting our boilers to burn Biomass (wood chip), to have no coal burnt on campus by 2025. The University has been working closely with the Energy Efficiency and Conservation Authority (EECA) in developing our long-term energy plan.

In support of our aim to weave opportunities for students to learn and contribute to resolving the Sustainable Development Goals through UC teaching, the UC Centre for Entrepreneurship (UCE) recently held a two-day challenge with 50 students to develop innovative concepts to help UC to achieve net-zero carbon emissions by 2030. Students came together from diverse disciplines, representing all five Colleges and ranging from first-year undergraduates to postgraduates. The winning team pitched a small-scale pyrolysis plant that would take UC's organic waste, as well as waste from wider Christchurch, and convert it into biofuels that could be used in both ground transport and aviation.

## Vice-Chancellor's Activities

<b>Past Events</b>	
27 February 2020	<ul style="list-style-type: none"> <li>• Attended the Erskine Programme Morning Tea</li> <li>• Met with Eruera Prendergast-Tarena from Ngāi Tahu Research Centre</li> <li>• Hosted Dr John Wood on campus</li> </ul>
28 February 2020	<ul style="list-style-type: none"> <li>• Met with Ambassador of the European Union, H.E. Nina Obermaier</li> </ul>
2 March 2020	<ul style="list-style-type: none"> <li>• Spoke at Riccarton Rotary Club function</li> </ul>
3 March 2020	<ul style="list-style-type: none"> <li>• Attended the NZIST Evaluation Panel luncheon</li> </ul>
5 March 2020	<ul style="list-style-type: none"> <li>• Met with Wolfgang Bopp (Director of Botanic Gardens) and Andrew Rutledge (Head of Parks) from Christchurch City Council</li> </ul>
9 March 2020	<ul style="list-style-type: none"> <li>• Spoke at Year 13 Transition Event at Papanui High School</li> <li>• Keynote Speaker at EY function</li> </ul>
10 March 2020	<ul style="list-style-type: none"> <li>• Spoke at Tourism NZ Conference</li> </ul>
11 March 2020	<ul style="list-style-type: none"> <li>• Spoke at Student Forum</li> </ul>
12 March 2020	<ul style="list-style-type: none"> <li>• Attended Student Exec dinner</li> </ul>
13 March 2020	<ul style="list-style-type: none"> <li>• Attended Academic Board</li> </ul>
16 March 2020	<ul style="list-style-type: none"> <li>• Attended Audit &amp; Risk Committee</li> <li>• Attended Finance, Planning and Resources Committee</li> <li>• Attended Council and SMT Farewell for Alex Hanlon</li> </ul>
18 March 2020	<ul style="list-style-type: none"> <li>• Attended Health, Safety and Wellbeing Committee meeting</li> </ul>

<b>Upcoming Events</b>	
20 March 2020	<ul style="list-style-type: none"> <li>• To speak at Staff Forum</li> </ul>
24 March 2020	<ul style="list-style-type: none"> <li>• To speak at Welcome to New Staff</li> </ul>
25 March 2020	<ul style="list-style-type: none"> <li>• Attending UC Council Meeting</li> <li>• Attending UC Council Dinner for Jeff Field's retirement</li> </ul>
15 April 2020	<ul style="list-style-type: none"> <li>• Attending Academic Board</li> </ul>
16 - 17 April 2020	<ul style="list-style-type: none"> <li>• Attending Universities NZ VC meetings in Wellington</li> </ul>
20 April 2020	<ul style="list-style-type: none"> <li>• Attending Finance, Planning and Resources Committee</li> </ul>
23 April 2020	<ul style="list-style-type: none"> <li>• Attending Executive Team Meeting for College of Science</li> </ul>