

# Vice-Chancellor's Report to Council

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## January 2023

### Introduction

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By the end of January, most staff will be back on campus after a well-deserved break. 2023 is an exciting year for UC, featuring several special events to mark our 150th year. Applications to enrol at UC are tracking well and we expect the number of enrolments in our anniversary year to reach a historic high.

This report covers a few events in the quiet month of January, outlines work in progress and takes a look at plans for the year ahead.

### Engagement

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Engagement activities have begun for a busy year that marks the 150th anniversary of the University. The main fundraising appeal this year is for the Te Kakau a Māui scholarship, which has been well received and is contributing to the positive picture for Semester 1 enrolments. This scholarship covers tuition fees for 300 students from South Island decile 1–7 schools. The first intake of 150 scholarship recipients is in progress for Semester 1 this year, while an intake of another 150 is planned for next year. One major gift has already been confirmed and will be announced at the Chancellor's Gala Dinner at Te Pae on 27 April.

Twelve bronze busts of Local Heroes on granite plinths, on loan from the Canterbury Museum, have been installed across the campus. They form a sculpture trail, along which followers can use QR codes to link to text explaining the significance of each hero. Commissioned by the Local Heroes Trust, the busts had been installed outside the Arts Centre in the central city shortly before the 2010–11 earthquakes and have not been in public view since. UC – half are UC honorary doctorates. Among them, four are alumni, two have UC buildings named after them, two were donors and two were involved in designing or constructing UC buildings. One Local Hero, Sir Tipene O'Regan, is of course also our former Assistant Vice-Chancellor Māori. The Vice-Chancellor hosted a morning tea for the families of the featured Local Heroes on 27 January before they visited the installations.

The University's anniversary events will further strengthen ties with community partners. Ngāi Tūāhiriri will present a gift to the University on 8 February. The anniversary will feature in the content of the Word Festival this year. The Christchurch Symphony Orchestra will perform the world premiere of a commissioned work on 24 August in a concert focused on UC. Further work will be undertaken with our partners in Te Pae Raka Hau | the Canterbury Knowledge Commons, who – along with the Ngāi Tahu Centre – include Te Whatu Ora Health New Zealand Waitaha Canterbury, the Canterbury Police, the Canterbury Employers' Chamber of Commerce, Christchurch City Council, ChristchurchNZ and The Press.

In this vein, the Vice-Chancellor recently hosted newly elected Mayor Phil Mauer, his Principal Advisor Boyd Becker, Riccarton Ward Councillor Tyla Harrison-Hunt and ChristchurchNZ's CEO Ali Adams. The Executive

Deans of Arts, Business and Engineering, the Assistant Vice-Chancellor Engagement and UC Students' Association President Pierce Crowley also participated in hosting the delegation. The visit included a tour of the Dovedale campus and discussion about future plans for the Digital Screen Campus.

In this meeting, the Vice-Chancellor thanked Christchurch City Council for its strong collaboration on the community impact assessment undertaken by Research First and Public First. The report from this assessment is in final phases of review. It provides useful information for our anniversary planning and revisions to the University's engagement strategy.

The Faculty of Law launched the Judges' Common Room Series, where academics present their research to judges and clerks in the High Court Common Room, and judges, in turn, present guest lectures and student seminars on campus. Led by Associate Dean Research Professor Karen Scott and Assistant Dean Students Simon Dorset, the series will expand into 2023.

The Faculty also plans a 150th lecture and dinner at Te Pae in July, presented by Supreme Court Chief Justice, Dame Helen Winkelmann GZNM. In the same month, the Faculty will host two international scholarly conferences: the Australasian Property Law Teachers conference and, after that, the annual Australasian Law Academics Association meeting, which is the pre-eminent gathering of delegates from law schools in New Zealand, Australia and the Pacific.

Associate Professors Cheryl Brown and Kathryn MacCallum, Faculty of Education are preparing to host the 2023 conference of the Australasian Society for Computers in Learning in Tertiary Education (ASCILITE). The event is expected to bring 400–500 visitors to Christchurch.

The Faculty of Education has forged a community partnership with the Step Ahead Trust. Dr Myron Friesen, Associate Professor Billy O'Steen and Dr Veronica O'Toole are involved in helping those with mental illness, and are using their research expertise to assist with planning and to evaluate the effectiveness of activity programmes.

In continuing its focus on building employability skills, the UC Business School organised a number of three-week internships at the start of the semester break. The internships saw 28 international students from China, Malaysia, Vietnam, Singapore and South Korea working with eight domestic students on projects to help five local organisations develop plans for overseas expansion. The organisations involved were Gourmate Pet Treat Co, JIX Reality, Trickett's Grove Walnuts, UC Business School and Vortex Engineering.

The Faculty of Arts held two sessions to conclude 2022's "Evenings With" series of talks at the Arts Centre. The first was led by the CEO of the Christchurch Symphony Orchestra, Dr Graham Sattler and Head of School of Humanities and Creative Arts, Associate Professor Peter Field. Topics included community engagement, the place of heritage art forms in modern culture and Dr Sattler's research into effective community music leadership. The second session featured staff and interns from WORD Christchurch in conversation with Erin Harrington (English). On the panel were Steph Walker (WORD Executive Director), Kiran Dass (WORD Programme Manager) and Tessa Boraston (UC Student Programmer). The topics they covered included words in all their forms, the role of festivals in today's society, and the evolution and relevance of 'literary festivals'.

UC's Summer Science Camp was held for 60 year 12 students from around Aotearoa New Zealand. Students were involved in a range of activities including making aspirin, undertaking an astronomy challenge (mission to Mars), environmental psychology, GIS mapping, activities during a day at the Cass field station, and an evening in the central city. The five-day residential camp finished with students presenting their group projects on the future of the Cass field station to a 'Dragon's Den' of judges – Head of School of Biological Sciences Professor Matthew Turnbull; Field Station Manager Jenny Ladley; Marketing Director James Helmore; and Head of School of Earth and Environment Professor Jamie Shulmeister.

In addition, 36 Māori students from Year 10 completed a six-week science experience in water and marine health through the He Puna Pūtaiao (Research, Youth and Science) programme.

A new collaboration between the School of Earth and Environment and the School of Biological Sciences has established a project to microchip and monitor the little blue penguin colony at Pohatu/Flea Bay, along with the Pohatu penguin. The 'Penguin Paparazzi team' has already tagged more than 20 birds and recovered GPS tracking devices, and is continuing to monitor the colony.

The Teece Museum of Classical Antiquities, a significant part of UC's presence in the city, ran special summertime stories sessions on myths and deities of the ancient world. The current exhibition at the Teece is "Myths and Mortals", featuring an array of marble sculptures, elaborate vases, jewellery, armour and more. The Museum recently logged its 60,000th visitor. After alumnus David Teece visited the Museum recently, the Vice-Chancellor, Assistant Vice-Chancellor Engagement and Director Advancement hosted him and explored opportunities for additional collaboration.

In mid-January, Engineering held the annual Women in Engineering five-day, four-night residential programme (WiE CAN) supported by the Tait Foundation. Sixty young women from across Aotearoa (selected from 227 applicants) attended the programme to explore Engineering as a possible study and career path, before they begin their final year of high school. 2023 will be an important year for WiE CAN, as it celebrates the successes and graduation of our first cohort of WiE CAN attendees (from the inaugural 2019 programme) who will be completing their BE(Hons) this year.

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

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The start of the year, while quiet for many, has been busy for students and staff alike involved in Summer School. Over 2,500 students enrolled in Summer School for November 2022 and January 2023, making it the highest Summer School attendance in the past five years. The continuous growth in study outside the traditional academic year highlights the need for a broad range of educational options for students within the University.

Flexible learning options remain an important focus for 2023 as UC Online increases its offerings through microcredentials as well as larger qualifications. The new offerings reflect the University of Canterbury's commitment to enhancing access to higher education in partnership with government agencies such as New Zealand Police, the Department of Corrections, and the Ministries of Education and Health, where upskilling key staff is a vocational demand. For instance, the Faculty of Education is offering microcredentials in digital education and mentoring for pre-service teachers enrolled in 2023. In addition, the Faculty of Law, in coordination with UC Online, will launch several of its (nationally unique) criminal justice offerings online in 2023.

In curriculum matters, this year features the launch of the Bachelor of Digital Screen with Honours. It has been pleasing to see considerable interest in the programme from students. The degree reflects the responsiveness of UC to changing needs and is an exciting opportunity for growth. While curriculum development is ongoing, I am delighted to acknowledge the success of the UC Business School's application to participate in the Chartered Financial Analyst (CFA) University Affiliation Programme (UAP) with the Master of Business (Financial Management major). This major in the MBus will join the Finance major in the BCom under the UC listing on the CFA Institute website. This achievement is an important signal to students that this degree provides good preparation for undertaking CFA exams.

Student success continues to be a major focus of 2023 as Kia Angitu leads a range of initiatives across the University. The expansion of Analytics for Course Engagement (ACE) is ongoing, with the aim of supporting more proactive responses to student needs and allowing teaching staff to interact easily with the platform. Peer Assisted Learning Support (PALS), which has proven effective in selected courses, is being rolled out more widely to become part of 12 courses across UC. These include key courses with strong numeracy and literacy requirements that contribute to successful outcomes at graduation, such as Product Design, Physics, Arts and Māori courses. PALS has been unique in supporting academic needs while building cohorts and has had strong support from teaching staff in the faculties that have been involved in the programme. For 2023, the 150th Kakau a Māui scholarship recipients will have specific enrichment support.

To support our educators to be the best in Aotearoa, this year we will focus on building blended learning, working with new and existing technologies and enhancing engagement. Workshops are being offered throughout the year and faculty Learning and Teaching committees are developing their teaching goals.

Finally, a major event in 2023 is the Academic Quality Agency's Academic Audit. This year's audit is the sixth in the audit cycle and engagement across the University community in contributing to and preparing for the audit has been excellent. We will look forward to hosting the audit panel in July.

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

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With the start of 2023, before Semester 1 teaching is underway, research is progressing well, and activities from 2022 are still being recognised. Professor Paul Millar (Faculty of Arts) won the prestigious Royal Society Te Apārangi Pou Aranui Award for distinguished service to humanities. It recognised his exceptional contributions to the humanities, including his commitment to growing capacity and expertise in the digital humanities in Aotearoa New Zealand. Similarly, Professor Anne Brower was the recipient of the Royal Society Te Apārangi Charles Fleming Award for Environmental Achievement for her research on the impacts of high-country pastoral land sales, which prompted a change in New Zealand legislation. Within UC, staff also continue to be recognised for their research endeavours. At the Faculty of Engineering's joint Teaching and Research Awards event late last year, Professor Aaron Marshall received the Established Researcher Award, and Dr Natalia Kabaliuk and Dr Tham Piumsomboon both received the New and Emerging Researcher Award.

Te Kura Tāura | UC Graduate School was established in December 2022 as the basis of growing the footprint and impact of UC's postgraduate research. This marks a significant transition from a primarily administrative Postgraduate Research Office to a school that provides wraparound support, in conjunction with faculties, for our research master's and doctoral students. Recruitment of student advising/support (kaitoko) and kaiārahi roles is underway, in anticipation of offering enhanced services for research students and staff over the next few months. The development of the online Graduate Education Management system is in process and tracking towards implementation in quarter 3 of 2023. Te Kura Tāura | UC Graduate School has been a long time in the making, and will be formally launched alongside UC's 150th anniversary celebrations. We anticipate that Te Kura Tāura will deepen the development of research students and enhance UC's portfolio of research that has impact locally and globally. Te Kura Tāura will build on the success of 2022, which saw 236 doctoral students start their studies at UC, 17% above the target of 201. They contributed to the total of 1,086 doctoral students undertaking study in 2022. The 212 doctoral completions were even higher, at 37% above the target of 155.

With the border restrictions easing, in 2022 UC welcomed on campus about 60 of our PhD students who had started their studies while overseas. Another 28 PhD students are still to travel to New Zealand, many of whom are set to arrive in the next few months. The final round of UC Foundation Doctoral Publication Prizes is under evaluation, with a total of 140 funding prizes expected in 2023. Publication Prizes were developed

to encourage doctoral students to publish their work in leading peer-reviewed publications, and are awarded to students who publish their research in Scopus-indexed journals.

As in previous years, UC academic staff are attracting external funding to develop new international research collaborations. Dr Joya Kemper, UC Business School is a visiting researcher at Wageningen University for five months, where she is exploring food waste initiatives in the Netherlands, with the aim of identifying best practices that can be applied to New Zealand. Her visit has drawn interest from industry associations and government agencies, locally and abroad, and her visit is funded by the Organisation of Economic Co-operation and Development's Co-operative Research Programme: Sustainable Agricultural and Food Systems. The purpose of the programme is to strengthen scientific knowledge and provide relevant scientific information and advice that will inform future policy decisions related to the sustainable use of natural resources in the areas of agriculture, food, fisheries and forests.

UC Business School Associate Professor Tyron Love (Te Atiawa, Taranaki, Ngāti Ruanui) will take up a Fulbright award at Washington State University (WSU) during the first/spring semester of 2023 to research the university work experiences of Native American faculty. Tyron will be hosted by Assistant Professor Joe Gladstone (Kainai, Piikani, Nimiipuu) and the Carson College of Business at WSU in Everett/Seattle. Elliott Hughes, master's student in Mathematics, Faculty of Engineering, is one of three New Zealand students awarded a Rhodes Scholarship at Oxford University this year.

The first three to four months of the year is the main period for developing and submitting research proposals. The Research & Innovation Office is supporting proposals for Ministry of Business, Innovation and Employment (MBIE) Endeavour Smart Ideas and Programme bids, plus Marsden Fund submissions. UC staff are winning other sources of funding as well. Associate Professor Justin DeHart (School of Music) was recently awarded \$60,000 from Creative New Zealand to commission six New Zealand composers to write solo percussion works for him in 2023. Dr Ritodhi Chakraborty (School of Earth and Environment) has been awarded a Ministry for Primary Industries Sustainable Land Management and Climate Change grant (worth \$250,000) for his project on maladaptation in Aotearoa New Zealand. This year-long project aims to prevent climate adaptation strategies from inadvertently exacerbating existing social-ecological vulnerabilities, by considering the multiple systemic inequalities that communities are embedded within. Academic researchers from the School of Earth and Environment, the Macmillan Brown Centre and the Faculty of Law will work together on this project, which offers a good example of UC's transdisciplinary research efforts.

In the final tranche of national Rutherford postdoctoral fellowships in late 2022, the Royal Society Te Apārangi awarded two-year Rutherford Postdoctoral Fellowships to three UC academics: Dr Daniel Gomez Isaza, Dr Ryan Ridden-Harper and Dr Katherine Yates. With these awards alongside the success of Associate Professors Michelle LaRue and Laura Revell (School of Earth and Environment) and Dr Phoebe Macrae (School of Psychology, Speech and Hearing) in winning five-year Rutherford Discovery Research Fellowships, UC has secured 33% of all Rutherford fellowships offered nationally in 2022.

Similarly, UC has had success with Health Research Council funding, which is increasingly important to support our expanding health-focused research. Tracy Clelland and Dr Fabian Gilson have won funding to research relationship and sexuality education, while Kenny Ardouin and Dr Phoebe Macrae have gained research funding to study cleft lip and palate. Others to secure funding for health-based research are: Dr Vanessa Morris for "shared equipment" investments to purchase a Pure liquid chromatography purifier system; Dr Rachael Wood for an onstage incubator for fluorescent microscopy; and Dr Heather Hendrickson for a laser confocal microscope.

Publication in prestigious journals is ongoing. In *Nature Geoscience*, Professor Jamie Shulmeister and PhD graduate Dr Nicholas Patton (School of Earth and Environment), working with international scientists, have

published research that provides new insights into the origins of K’gari (Fraser Island) – the world’s largest sand island – and the iconic Great Barrier Reef in Australia, which they suggest date back to a time of climate change on Earth over 800,000 years ago. This new research has established the age of K’gari as older than the Great Barrier Reef, proposing that the reef became established only after the island protected it from the northward drift of sand.

UC’s research continues to be relevant and have impact both globally and locally. Dr Kaaren Mathias (School of Health Sciences) has been looking at the rise of wellbeing apps and whether they can replace person-to-person care. The growth in ‘e-mental health care’ has been huge as both public and private providers have deployed the technology, but to date very little research has examined whether these apps actually improve mental wellbeing. Also in the health domain, Tracy Clelland and Dr Rachael Dixon have been studying the impact of the lack of relationship and sexuality education (RSE) in both primary and secondary schools. A nationwide survey, in collaboration with Family Planning and the New Zealand Health Education Association, sought secondary school teachers’ perspectives on teaching RSE in Aotearoa New Zealand. The results of the survey showed that a lack of time and lack of subject status for RSE are significant barriers in New Zealand schools that prevent many young people from receiving the 12–15 hours of RSE recommended by the Ministry of Education and Education Review Office. The researchers also advocate for RSE in primary schools, arguing that it should begin with five-year-olds in Year 1.

With the retirement of Ms Anne Scott as the UC Librarian last year, and after an extensive recruitment process, Ms Kat Cuttriss has been appointed as the new University Librarian. Kat has moved from her role as an Associate Librarian at Massey University’s Manawatū campus and, since taking up her new position on 16 January, has started a programme of induction and university introductions.

Over the summer break, the Library upgraded various search and collection management platforms in preparation for the new academic year. The most significant upcoming technological changes will be the move to a new Library Management System, the beta launch of VuFind and the roll-out of Figshare as a portal for research data management and archiving. Together these three changes will enhance the ability of academics and students to access and use collections as well as making publicly accessible their research data on a secure locally managed platform.

## **People – Nurturing Staff, Thriving Students**

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One of the major areas of focus for People and Culture in 2023 will continue to be developing our leaders, supported by the People and Culture business partner model. Part of this work involves providing modern digital tools to our leaders and staff. In January, People and Culture launched three digital initiatives to change and enhance the way leaders and staff engage with People and Culture and each other. First, staff are able to request services through the single UC Services portal, which has smart work processes for actioning those requests. Second, DevelopMe – UC’s Learning Management System – enables staff to access a wide variety of learning opportunities. Third, after a successful pilot, roll-out has begun on Whaowhia tō Kete, UC’s online Performance Development and Review system.

After the collective employment agreement bargaining concluded in December last year, the focus has been on implementing agreed items beyond just the across-the-board and other monetary increases. People and Culture and the unions will work together on further standardising some remuneration practices across UC, and on ways to simplify the approach to administering some elements of the collective agreement.

This year the UC Academic Staff Mentoring Programme will include mentoring for mid-career as well as early-career staff. This programme matches staff with more senior academics who are outside of the mentee’s

school, department or faculty. Since the early-career mentoring programme began in 2008, it has supported almost 250 pairings. Early indications are that 25–30 pairs may be matched in this year's round.

The induction programme for new Tumuaki Kura | Academic Head of School and Tumuaki Tari | Academic Head of Department has been refreshed and relaunched. The programme has been designed to be available at any time, an important consideration because academic heads are not appointed as a cohort. The varied elements in the programme are: activities led by the relevant Amo Matua | Executive Dean (as the Head's line manager); one-to-one meetings with key people; self-directed activities and resources; peer support with optional mentoring via the Academic Heads' Teams site; and the monthly Heads' Forum. In addition, leadership and professional development opportunities are planned for launch in 2023, focused on the needs of this group. The programme is underpinned by Ngā Uara | Our Values. We aspire to enable and support Heads as critical UC leaders (Manaakitanga), as well as to encourage them to establish and reinforce connections in their new role (Whanaungatanga) and to have the skills and knowledge to undertake this role well (Tiakitanga).

The current model of Communities of Practice (CoPs) has been reviewed and refreshed. Already formally in place is a CoP for Academic Heads which is managed by People and Culture as well as the Admin Plus group, which connects administrators across campus, sponsored by People and Culture. CoPs support UC's strategic vision of kotahitanga by bringing people together to look 'horizontally' at process and practice, enabling sharing and sparking innovation. A pilot CoP for technical staff will run in 2023, for which a steering group has been formed and an initial meeting held. The People and Culture team is looking to run the first event in April or May.

The Future of Work at UC is another area of priority for People and Culture in 2023. Using the results of a review conducted in 2022, the team will lead the roll-out of policy and procedure to enable leaders and staff to access a standardised set of options for flexible working arrangements.

In 2023 the Student Wellbeing team will focus on developing and implementing a University Wellbeing Plan, in conjunction with the Wellbeing team in People and Culture. In many respects, this work is about integrating the many wellbeing initiatives that UC is already undertaking and ensuring good communication with students, staff and other stakeholders. The Student Wellbeing team will advance current programmes and projects to meet its obligations under the Pastoral Care Code. This includes its approach to continuing to give voice to students. Another focus for the team will be developing our connections with external agencies and other stakeholders. As a recent example of the team's growing connection with the community, the Director of Student Wellbeing, Gilbert Taurua, co-facilitated the national Pātikitiki Māori Frameworks Symposium on the Waitangi Treaty Grounds in late November. This hui, run by Te Rau Ora, looked at kaupapa Māori models and frameworks for healing.

Accommodation Services also has a strong focus on student wellbeing. One of its initiatives for early 2023 is to develop pastoral care messaging for students about how to access wellbeing support services.

Dr Rosie Cameron of Mathematics and Statistics was recently awarded a prestigious Higher Education Academy (HEA) Fellowship. The HEA Fellowship is an international recognition of a commitment to professionalism in teaching and learning in higher education. It demonstrates that the Fellow's practice is aligned with the UK Professional Standards Framework.

Associate Professor Daniel Stouffer from the School of Biological Sciences (SBS) has received the 2022 New Zealand Association of Scientists Hill Tinsley Medal, in recognition of his research in quantitative ecology. Professor Jack Heinemann (SBS) was selected by the Varieties of Democracy (V-Dem) Project to be a New Zealand Country Expert. V-Dem is a global effort to measure 600+ indicators on democracy from 1789 to the

present. Lecturer Dr Essie Rodgers (SBS) has been awarded a L'Oréal-UNESCO fellowship recognising her "achievements of exceptional early-career female scientists" and highlights the "critical importance of ensuring greater participation of women in science from a young age".

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

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The New Zealand government announced the re-opening of our borders to the International Education (IE) market in May 2022 when Minister the Hon Chris Hipkins spoke at the largest IE conference in the world, NAFSA: Association of International Educators in Denver. This opening was one year later than Australia and even later from re-opening of the other major English-speaking destinations. Thanks to increased visibility, a new brand campaign from Education New Zealand and more senior government travel, brand New Zealand is slowly seeing an uptick in demand.

We are seeing double-digit increases in international applications. The demand for postgraduate places is nearly double that for undergraduate study, compared with the same time last year, although it was a record low base in 2022. The system is tracking ahead of forecast for international enrolments but caution is advised given arrival planning is complex. The international team continues to work closely with Universities New Zealand, Education New Zealand and Immigration New Zealand to address barriers, such as visa processing times and availability of flights, and to monitor the arrival of international students who are undertaking study on campus in Semester 1.

Deputy Vice-Chancellor Research Professor Ian Wright, Professor David Frame, Assistant Vice-Chancellor Engagement Brett Berquist and Associate Director International Monique van Veen will take part in partnership development meetings in India in February. They will also deliver a master class on sustainable cities and speak on a panel on sustainable futures at the QS India Summit in Goa. This event draws 150–200 senior leaders across Indian higher education, is sponsored with the Ministry of Education and has been deemed a sideline event for the G20 meetings.

International travel for academic staff has resumed, with UC both receiving Erskine Scholars and sending staff overseas. Associate Professor David Monger (History) completed a five-week residency as a Visiting Oxford Fellow where he supported a UC student studying on the Edward Gibbon Wakefield Scholarship and worked on his new book on World War One propaganda.

UC visibility in key markets is expected to increase this year as the Chancellor and Vice-Chancellor lead delegations to celebrate our 150th with alumni in strategic locations, which will reinforce high-level partnerships and provide opportunities for government consultation.

## **Organisational Efficacy – of a sustainable scale by 2030**

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The organisational efficacy strategy stream has another busy year of significant investment and delivery, especially in relation to Digital Services and Digital Screen Campus activities. Both these investments will enable the University to grow and diversify its revenue streams and minimise costs through process efficiency gains. The Digital Services projects should also improve the student experience and the staff work experience, in turn strengthening the retention of both groups.

In December, Digital Services upgraded a number of core systems, including Moodle and ourUC. The Moodle v4 upgrade provides students with better navigation, accessibility and responsiveness. It also provides for a consistent experience between desktop and mobile, as well as consistency on course details across all courses. The ourUC release v42 provides features that enhance the student record maintenance functionality within ourUC, advance the functionality that makes up the Assess Change of Enrolment (ACOE), and deliver



doctoral admission functionality so that Admissions staff can assess doctoral applications in ourUC. It also provides features that will enable myUC Application and Profile pages to capture student equity data.

2023 will be another year of extensive digital project deliveries in cyber security, customer relationship management (CRM), web experience, work integrated learning, higher degree and ethics management, new enterprise resource planning (ERP) for Finance and Human Resources, and UC Online.

The Digital Screen Campus programme continues. The appointment of a new Director is pending, and many new recruits will support the students enrolled in the first academic programme in this field – the Bachelor of Digital Screen with Honours. The number of applications for this programme is far greater than the business case expectation of 50 students in the first year: currently 196 students have applied. While the first year is taught on the Ilam campus, the first stage of the Orakipaoa (Dovedale) campus construction is a priority for 2023 so that teaching can take place there from the beginning of the 2024 academic year.

The Finance team is working on the final details of the draft Annual Report and preparing for Audit New Zealand to begin the annual financial audit. To complete the draft consolidated accounts, it needs the pending private equity valuations for both the University of Canterbury Trust Funds and the University of Canterbury Foundation investments. The main focus of the Finance team in 2023 will be on implementing a new Enterprise Business Capabilities (EBC) system.

One 2023 priority for the Facilities Management team is to lead and support the provision of in-flight and planned projects. Notable among these projects are the boiler and ground source heat pumps, the Digital Screen Campus programme, the Ann Ballin building refurbishment, the Recreation Centre, the Pūtaiao Koiora building, the relocation of Law to the Karl Popper building, and the Student Accommodation planning.

## **Environmentally Sustainable**

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The Beatrice Tinsley building project team has won the Southbase Construction Excellence in Sustainability Award for innovative technology that is low carbon in creating Aotearoa New Zealand's tallest post-tensioned timber laminated veneer lumber (LVL) building. The winning project team included Jasmax, Aurecon, Beca, Cosgroves Ltd, Rawlinsons Ltd, Dominion Construction, Nelson Pine Industries Ltd, Thermosash Commercial Ltd, PTL | Structural Consultants and Janus Façade.

The UC Business School has just been named one of 47 global business and management schools to be accepted into the 2023 Principles for Responsible Management Education (PRME) Champions Programme. The Programme aims to bring business schools together to work collaboratively toward addressing shared barriers and deliver value for business and society at large. As a part of this Programme, the UC Business School will work closely with fellow champions to contribute to thought and action leadership on responsible management education in the context of the United Nations Sustainable Development agenda, exemplified by the 17 Sustainable Development Goals.

UC has finalised our Sustainable Food and Drink Plan, which focuses on research and teaching options about sustainable food futures, together with practical steps the University can take to make better-quality food from sustainable sources more accessible to students and staff. A working group has been convened to oversee the implementation of this plan.

Before Christmas, we executed the contract for the main contractor for the Ilam Coal Boiler Conversion project and attained Building Consent Exemption from Christchurch City Council, marking a significant milestone in the journey to eliminating the combustion of coal at UC. Drilling for the ground source heat pump to the central campus progressed throughout December.

The biodiversity coordinator will continue to drive the implementation of the UC Biodiversity Plan, which pursues the vision for the Ilam Campus, Gardens and Fields to become a link in the ecological corridor of the north-west of the city, and act as a reservoir of biodiversity, for the benefit of all.

The FM Building Controls team, in conjunction with the Energy and Carbon Manager, has concluded the procurement of a building analytics software package supporting the smart and dynamic management of building electricity use via artificial intelligence. This will initially be implemented as a proof of concept to selected buildings in 2023, with options for future roll-out across the campus.