

Vice Chancellor's Report to Council

July 2020

Overview

The start of Semester 2 has brought with it an air of excitement as the students return to campus for lectures, labs and a range of other learning and social activities. While UC has returned to our regular timetable of activities, teaching staff are continuing to provide online support to individual students with special arrangements and those overseas. Arrangements are in place to support wider lecture capture so that we can be prepared to respond to any sudden shifts from National Alert Level 1.

Both students and staff have reported strong academic performance for Semester 1. Anecdotally many academics from across the University are reporting that grades are as or better than expected. Steps were taken to ensure that grading fairly reflected the challenging circumstances created by a rapid shift to the online environment. Mindful of the importance of reflecting and learning from events which took place during Semester 1, the Teaching and Learning Committee will lead a review of lessons learnt during the lockdown period. The review will encompass the views of both staff and students.

The Ministry of Education has expressed support for the return and admission of international students to New Zealand but no decision has been taken on when and how this may happen.

The semester break provided an opportune time for many staff to take leave and for those at the University to convene in-person meetings and workshops that had to be postponed because of the lockdown. An in-person Staff Forum on 1 July featured updates on strategy, finance and academic delivery with presentations by Keith Longden, Professor Catherine Moran and myself. A total of 205 staff attended and others followed the presentations online and engaged in Q&A.

Academic Board members participated in a half-day workshop on 25 June 2020 discussing at promotion criteria and assessment of teaching quality. The well-attended workshop considered pathways for academic promotion and what metrics should be used when considering promotion. Attendees also examined measures for supporting teaching quality and the linkage between the measure and promotion. Feedback from the workshop will be used to ensure UC's promotion policy better aligns with the UC strategy.

Rā Tōmene | Online Open Day on 9 July marked a historic first and attracted upwards of 620 log-ins – we don't know the exact number viewing as multiple people will have been at single screens in at least some cases. Over 100 students and parents also braved the cold weather to do on-campus tours, after they had not been able to change their tickets. Feedback on the Virtual Open Day was positive: attendees liked being able to use the online 'tote bag' to collect relevant information that they could digest at leisure. All 90 videos created for the event are now being repurposed for online use. An on-campus Open Day is scheduled for the end of August, which has over 1,300 registrations to date. This is part of our domestic campaign to secure students for 2021.

Engagement

Co-develop with our partners a research platform and commons to respond to identified needs, support city development and the wellbeing of all who live here.

Professor Ekant Veer has accepted secondment from the UC Business School to the Vice-Chancellor's Office for the remainder of this year to work on implementing the strategic objective of UC as an engaged university. Professor Veer is focusing on developing the concept of a city knowledge commons and multi-agency research platform, which has been supported by mana whenua Ngāi Tūāhuriri and a number of city leaders.

The new platform will seek to collaborate with as many people as possible on and off campus to share knowledge, networks, mana, resources and skills to achieve common goals. The first steps will be to coordinate with existing community engagement hubs that exist on campus and support their work with the people of Waitaha Canterbury as well as to increase UC's presence in the city as a place where people can seek support for issues they are facing.

Professor Veer and his team will be in touch with academics on campus to discuss ways we can increase the visibility of the work we are doing in our community so that we can learn from one another's research at the University as well as signal to the community how many projects exist to benefit the city and region. The remainder of the year will be focused on finalising the structure of the platform, building relationships with key partners and carrying out a few small projects that promote community wellness. A number of partnerships have been discussed already and we have made our first submission for external funding to support research between a community partner and UC researchers.

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

UC is also actively progressing a range of partnership agreements with key Christchurch and Canterbury organisations with the aim of clarifying roles and responsibilities and identifying opportunities of mutual interest. This is a starting point for developing more in-depth collaborative arrangements in the medium to long term.

Two memoranda of understanding (MOUs) have been finalised within the past month: with ChristchurchNZ and the Christchurch Foundation. Working within our partnership MOU with ChristchurchNZ, UC is delivering an event for the community together with Ara and Lincoln: "Explore your Study Options" for adult students links industry seminars based around the city 'Supernodes' with our educational offerings to support skills development in the planned growth areas of our city and region.

Education – Accessible, Flexible, Future-focused

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

Across UC, it was pleasing to see that students on the whole, demonstrated a strong academic performance with end of year grades being higher than average across the majority of qualifications. Teaching staff and students reported higher grades overall and there were fewer students who did not pass. In order to ensure students were not unfairly disadvantaged by lockdown, all Colleges used a process whereby student grades were compared across previous cohorts and grades adjusted where necessary. The process was clearly articulated to students so they were aware of how grades would be adjusted. For example, for the College of Engineering, the

overall performance was generally consistent with previous years, with just three courses outside the College's normal guidelines with a higher than expected grade point average. Students who did not perform as they had hoped, will be given extra support as meetings with Deans and other support staff have been put in place with communications going to those students. Colleges will also look for ways to support students as they readjust to campus living and invigilated assessment. For example, in Engineering, staff will brainstorming with the EngME mentors, student clubs, reps from Maths, and UniLife for ideas to support students.

In order to support the sudden transition to online learning, assessment was adjusted for the online environment. Many disciplines, ranging from Law to Engineering opted to use open book examinations. While others, such as Science and Engineering had invigilated assessment with randomised questions and/or more applied questions. While we continue to support students internationally, UC is currently trialling invigilation software for the end of 2020.

Another critical piece in supporting students through Semester 1 and into Semester two is our Analytics for Course Engagement System (ACE). ACE has received significant national media attention in June after the first semester of deployment. Now that Semester 1 has ended, planning for phase two of ACE is well underway. We are working with Catalyst, our industry partner, to map out the second phase, focusing on student performance and individual campus connection metrics. The Tertiary Education Commission has also shown considerable interest in ACE, and meetings are being arranged to explore a partnership (as well as potential funding) with a view to identifying sector-wide benefits.

Staff were given their first look at the draft teaching quality metrics framework at the Academic Board workshop in June. The 'teaching quality measures' provide pedagogically informed metrics to evaluate teaching quality. These will not only support academic promotions processes but also provide a useful lever for wider teaching improvement. The Board members were largely favourable in their view of the draft metrics and look forward to seeing the next steps from the working group appointed by the Learning and Teaching Committee.

Preparation for Semester 2 included a six-week programme of events in the Makerspace on Level 2 of Puaka-James Hight Library, participation in UC's Rā Tōmene | Online Open Day and a stall at the Winter Wellness Expo. COVID-19 has focused attention on the difficulties associated with equitable and affordable textbook access for students and the need for Open Educational Resources (OERs) to support learning online. The Library is working with the academic community to increase awareness of OERs and publishing open textbooks. To support the growth of digital content, the objectives of developing preservation and presentation layers for managing digital content and developing research management systems to improve access to research data remain on track. The latter objective is at an early stage of consultation across the University.

In all, 554 tamariki have joined Te Mātāpuna Mātātahi | Children's University, with tamariki at Rāwhiti School receiving their passports just before the school holidays. The Children's University team has started organising six campus experience events for the next school holidays and has begun planning for this year's graduation ceremonies, which will be held on 25 and 26 November at the Christchurch Town Hall.

As part of UC's outreach to under-served communities in Christchurch, the alumni team has secured 17 stories of UC alumni from nine local low-decile schools. These stories are being turned into posters to be delivered to high schools for their students returning for the new term in mid-July, as inspiration to future students and support for UC recruitment.

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

In collaboration with the Community Law Centre and UC School of Law, the Office of Ethnic Communities (Department of Internal Affairs) ran a four-hour session on “Navigating the New Zealand Legal System” at Tūranga Library on 8 July. A number of School of Law colleagues were involved in this event, which drew about 25 young people. Dr Che Ekaratne gave an inspirational lecture on her diverse experiences in her legal career. Associate Professor Debra Wilson and Senior Lecturer Dr James Mehigan then gave an excellent lecture on the New Zealand legal system, which included a criminal justice component (sentencing, appeals, and restorative justice). The audience was divided into groups for an exercise that elicited enthusiastic and intelligent participation.

Research – Impact on a Changing World

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

At mid-year, research publishing is tracking well, with 853 UC-affiliated publications published online and indexed within SCOPUS. If this publication rate continues to year-end, it is likely to return an increase on the last three years – an outcome that could be anticipated given that the number of academic staff continues to grow, with over 70 new staff appointed across the colleges over the last three years.

The proportion of publications indexed by SCOPUS remains an area of focus for UC, given that the major university ranking systems (including QS and THE) use SCOPUS as the single source of research publication impact. However, the productivity of papers per academic is declining. The proportion of SCOPUS-indexed publications is currently tracking at 67% for 2020, which represents a slight decline from 69% in 2018 and 68% in 2019.

It is pleasing to report that, to date this year, UC staff have published two papers in *Science* and a further 16 papers in Nature Group journals, including *Nature Astronomy*, *Nature Chemistry*, *Nature Communications*, *Nature Ecology and Evolution*, *Nature Microbiology*, *Nature Plants* and *Nature Review Genetics*, and in *Scientific Reports*. UC continues to place fourth in an index of New Zealand universities publishing in the top 84 journals and has the highest impact factors across the sciences, engineering and medicine.

The Deputy Vice-Chancellor (DVC) (Research) and Dean of Postgraduate Research have presented a historical analysis of UC’s and New Zealand’s postgraduate research (particularly doctoral research) to the Research Committee and Senior Leadership Team (SLT) in recent weeks. The analysis shows a decline in PhD enrolments at UC relative to the other New Zealand universities, and no real deliberative action on prioritising scholarship funding. New initiatives are in development in areas such as recruitment, student experience, supervisory best practice and scholarship funding.

As part of this work, a new initiative to transition UC’s top students into PhD studies – UC Accelerator Scholarships – was announced in early July. Promising UC students, aligned with a project and supervisory team, will be offered a \$6,000 scholarship to complete a three-month supervised research project (12 weeks of full-time work). This smaller project gives each student a ‘taster’ to research and enables both supervisors and students to gauge one another in a low-risk environment. Upon successful completion of the accelerator project, each top scholar will be guaranteed a high-value UC Accelerator PhD scholarship valued at \$28,000 per annum plus

tuition (at the domestic rate). Full details and application criteria will be available at the end of August.

The 2020 UC Thesis in 3 (3MT) competition was recently announced. This year, the format of the finals for New Zealand and other Asia-Pacific universities will be virtual so, to give our students the best chance of success, the UC final (8 September 2020) will follow the same format. Here, the student finalists from each college will be introduced and their videos shown to the audience, followed by live voting for a people's choice award and the announcement of the UC competition winners.

On 9 July the DVC (Research) and Professor Ekant Veer (Associate Dean of Postgraduate Research – Scholarships) spoke at an event for postgraduate research students, University of Canterbury Students' Association (UCSA) Re-Ori. It was an opportunity to welcome students back to full-time postgraduate research, as well as to share experiences of being a postgraduate student and how to develop a research career.

The College of Engineering has repurposed some small scholarship funding that was originally targeted at supporting academics who were impacted by other domestic circumstances (such as home schooling) during the COVID-19 lockdown. Now the funds are being used to support students and postdoctoral researchers to accelerate their paper preparation, which was delayed due to other circumstances related to COVID-19. So far approximately 10 staff have applied and been given this short-term support.

Canterbury University Press (CUP)

Canterbury University Press has developed Open Access titles to improve the international reach of UC research. We are starting to see some good levels of engagement through this new channel:

- *Rape Myths as Barriers to Fair Trial Process: Comparing adult rape trials with those in the Aotearoa Sexual Violence Court Pilot* (2020) brought 210 total visits to UC's research repository page in June. Top country views: New Zealand, China, United States, Australia, United Kingdom.
- *Ngā Kōrero a Mohi Ruatapu: The writings of Mohi Ruatapu* (CUP, 1993; OA facsimile digital edition 2020) brought 50 total visits to UC's research repository page in June. Top country views: New Zealand, United States, China, Australia, Germany.
- *Ngā Kōrero a Pita Kāpiti: The teachings of Pita Kāpiti* (CUP, 1997; OA facsimile digital edition 2020) brought 54 total visits to UC's research repository page in June. Top country views: United States, New Zealand, China, Germany, Australia.

CUP published three books in June. *Merchant, Miner, Mandarin: The life and times of the remarkable Choie Sew Hoy* by Jenny Sew Hoy Agnew and Trevor Agnew was launched at the University Bookshop on 11 June by Julia Bradshaw, Canterbury Museum Senior Curator Human History. The other new releases were: *From Gondwana to the Ice Age: The geological development of New Zealand over the last 100 million years* by Malcolm Laird and John Bradshaw; and *Rape Myths as Barriers to Fair Trial Process: Comparing adult rape trials with those in the Aotearoa Sexual Violence Court Pilot* (print edition) by Elisabeth McDonald.

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

Funding for the current Centres of Research Excellence (CoREs) was due to wind up at the end of the year. However, because COVID-19 has delayed the CoRE bidding process to award funding for CoREs due to start in 2021, funding for the current CoREs has been extended for six months. As a

result, QuakeCoRE | Te Hiranga Rū, hosted at UC and led by Professor Brendon Bradley, has received an additional \$2.1 million in funding for further research up to 30 June 2021.

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

To support new interdisciplinary research groups, the College of Business and Law established a new contestable research fund this year, specifically to support interdisciplinary research groups and projects. As a consequence, three new groups have been established: the Social Impact Group, led by Dr Ann-Marie Kennedy and Professor Ekant Veer (both from UC Business – Marketing); UC Meta, led by Professor Bob Reed (UC Business – Economics) and focused on meta-research studies aimed at enhancing the reliability of academic findings; and the Institute of Law, Emergencies and Disasters (LEAD), which is led by Professor John Hopkins and linked to QuakeCoRE. Each of these groups brings together UC colleagues from several disciplines as well as other academic researchers and other key stakeholders from within New Zealand and overseas.

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

Professor John Hopkins (UC Law) has been appointed as a ‘curator’ of the COVID-19 research repository (hosted by Victoria University of Wellington in collaboration with the University of Auckland). To access the repository, go to:

<https://www.wgtn.ac.nz/law/centres/nzcpl/projects/covid-19>

People – Nurturing Staff, Thriving Students

Create a diverse and inclusive community where all staff and students have a sense of belonging, building on our bicultural foundations.

With the start of Semester 2, a wide range of communications and activities has been launched, involving collaboration across UC and with UCSA, to welcome students back to campus and offer them support to re-engage with their studies and social life. From tips on managing ‘fear of failure’ to induction modules for newly enrolled students, study support options, fitness bootcamp and a Mid-Year Welcome, the initiative has something for every student.

On 30 June more than 50 staff from across the **College of Education, Health and Human Development** participated in the College’s Pasifika Fa’afaletui Professional Development Day. Designed to support staff in enhancing Pasifika student success, the half-day event was organised and facilitated by the CEHHD Kaiārahi Pasifika Tufulasi Taleni. Participants had the opportunity to hear from Riki Welsh from the Pacific Development Team (PDT) about enabling student engagement, and provided information PDT initiatives. Staff were provided a curated selection of journal articles on engaging Pasifika knowledge and content in the disciplines of education, health and sport, and joined in small groups for discussion. Members of the PDT supported the event, joining colleagues for conversations to generate ideas for implementation this semester.

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

In terms of progressing our UC Strategy, the drafting of the updated Wellbeing Implementation Plan has almost been completed and it is expected that this critical document will be ready soon for review and approval. The UC Strategy will guide the actions associated with its Nurturing Staff,

Thriving Students component and show how those actions deliver against UC's wellbeing framework Te Pae Māhutonga.

With a more operational focus, based on the demand at peak times at the RecCentre and the level of awareness our community now has for ongoing safe distancing, the RecCentre team has reallocated spaces within the existing facility to provide for greater distancing between fitness equipment. In this way, more people can access the facility during peak times, which will increase participation levels and encourage more student and community engagement through the better distribution and use of space.

The UC Sports team, as part of UC's level of support to its premier sporting clubs (rugby, netball, hockey, football and basketball), engages and coordinates interns to film each of the club teams' competitive games as a way of supporting coaching staff in their performance analysis. Not only is this a great practical experience for the student interns from the College of Education, Health and Human Development Sport Coaching Programme, it is also a valuable performance tool for the teams to analyse and assess each week's performance. A valuable spin-off from these filmed games is that the team members get sent a link to the related YouTube channel that they can share with their friends and whānau: <https://www.youtube.com/channel/UCBcmjQjtJUHEYIKwvT2-hOA>

Work is continuing with the independent halls to educate and integrate the interim code of pastoral care into their practices and processes. Final recruitment has been completed for the new Campus Living Villages structure, which has increased the number of key staff providing enhanced pastoral care. In collaboration with wellbeing services, UCSA and the halls, we have targeted communications to students on alcohol and drugs, and looking out for your friends.

In response to a wellbeing idea from a staff member, a new email etiquette guideline has been introduced. It focuses on minimising email activity outside normal work hours, particularly from the viewpoint of the email receiver. It also sets out some expectations about email behaviour.

The University's annual health monitoring programme is being conducted over the next three months. Involving about 300 staff whose roles have been assessed according to potential health risk, it assesses vision, hearing, skin health and lung function among other factors.

On the back of the lessons learnt during lockdown and in response to staff feedback, the Flexible Working Policy has been expanded and a new Working From Home guideline introduced. Staff can now apply to their manager to work from home for part of their working week, subject to conditions.

Congratulations to Richmond Tait who has been appointed as Director of Finance. David Mather is the Acting Manager of Health and Safety pending a recruitment process for a permanent Director of Health and Safety.

After the appointment of Rob Oudshoorn as Director of Facilities Management, a recruitment process will take place to fill the vacancy of Asset Operations Manager. The other three reports to the Director are confirmed as Ken McEwen (Security Manager), Mark Homewood (Asset Planning and Delivery Manager) and Leanne Keenan, who is joining the FM team as Support Services Manager.

Internationalisation – Locally Engaged, Globally Networked

Develop UC's global partnerships, particularly in the Asia-Pacific region, to support research and teaching excellence.

UC's development of international research collaborations is progressing. We have become a Tier 4 partner in the Australian "Reliable Affordable Clean Energy (RACE) 2030" consortium, which is a new Australian Cooperative Research Centre with about \$350 million in funding from industry and government. RACE 2030 is dedicated to enhancing energy consumer access to and efficient deployment of distributed renewable resources, and is closely aligned with UC's Electric Power Engineering Centre (EPECentre) in working on distributed and green energy grids. Among the significant academic partners in RACE 2030 are University of Technology Sydney, University of New South Wales, Monash University and University of South Australia.

Another invitation extended to UC has been to join the proposed Heavy Industry Low-carbon Transition (HILT) Cooperative Research Centre, which is led by University of Adelaide and, if successful, would provide opportunities to develop external research networks, as well as leverage membership into UC's own research proposals, staff exchanges and joint funding of PhD students. Collaboration would align with a portfolio of emerging materials and processing research across the Colleges of Engineering and Science, including titanium from steel making and advanced manufacturing, energy efficiency in high-temperature processes, carbon dioxide capture, cement materials with lower carbon dioxide emissions, synthetic fuels and the electrification of heat.

Finally all New Zealand universities (including UC) have joined a new teaching and research collaboration with the Indian Institute of Technology (IIT) Delhi. In 1918 the Indian Government declared public university IIT Delhi to be an "Institution of Eminence" with a grant \$21.5 million. The initial areas of potential research collaboration include robotics and automation with particular application in agriculture, cyber-security, wastewater treatment, cancer genomics and medical technologies.

The UC Business School has secured sponsorship from the Asia New Zealand Foundation to deliver four "Focus on Asia" online panel discussions in 2020 as part of the School's series *Hihiko*. This series aims to support and engage our business community, stakeholders, students and alumni through presentations featuring national and international experts, notable UC alumni and the UC Business School's world-class researchers. The purpose of the "Focus on Asia" sessions is to bring together industry experts, alumni and academics to share insights with New Zealand organisations and individuals interested in developing or strengthening connections with Asia. Discussions are also underway to establish a wider strategic partnership with the Asia New Zealand Foundation for 2021 and beyond.

On 6 July, New South Wales Minister for Customer Service, the Hon Victor Dominello, launched the new UC MBA course, Data-informed Strategy, via video link. He spoke to the 50+ MBA students in attendance about the digital-data journey underway in New South Wales to place the citizen at the centre of service delivery. In attendance were industry adjuncts from IBM and Google, industry collaborator ChristchurchNZ and course facilitator Chris Vas. For more information, go to <https://www.canterbury.ac.nz/news/2020/new-mba-course-maximises-data-to-drive-post-covid-strategy.html>.

Expand the nationalities and cultures represented in our student body.

Now that SLT has discussed the International Equivalent Full-time Student (EFTS) Recovery Group's proposed recovery and diversification plan, further work is underway focused on creating sustainable long-term value from international student recruitment. Paramount will be diversification across source countries and across channels, with particular emphasis on the development of online and transnational education pathways. Further improving customer service and the student experience will be another focus of UC's commitment to creating an engaged and globally connected community.

Semester 2 2020 full-fee enrolments are tracking more positively than forecast, with the 1,641 full-fee EFTS enrolled on 11 July exceeding the June year-end forecast of 1,544 EFTS. However, because the current global environment will undoubtedly continue to impact student mobility for the foreseeable future, UC will need to continue to accelerate complementary options in TNE and online.

There was a three day, online orientation for all new international undergraduate Commerce students from 6–9 July 2020. Following a welcome to UC, students attended sessions on academic support, life outside the classroom and Tikanga Rua/UC Bicultural, along with a student sharing session involving a UC student-led panel discussion and Q&A break-out sessions. These activities were supported by a dedicated LEARN page with additional resources and activities aimed specifically at new international students.

The College of Business and Law is the entity within the University that has been most impacted by the closure of the border. The UC Business School is endeavouring to mitigate the impact as much as possible.

Term 3 of the BTM programmes starts on 31 August. The BTM team is currently working hard to enrol as many students as possible in its 'online to on-campus' option for the BTM programmes, for which three new online course offerings have been specifically developed. Current enrolments stand at 20 'new to UC' students and this number is increasing daily.

The UC Business School has just welcomed a new cohort of 34 students from KYS Business School, Malaysia into the second year of the Bachelor of Commerce programme. Though this is a well-established 2+2 TNE pathway programme, this year's cohort is the first one to commence their two years' study at UC online.

Organisational Efficacy

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

Student Recruitment

The most important element of our approach to ensuring that the University is a quality university of sustainable economic size is the growth in the number of students enrolled and learning with us.

Domestic student recruitment for Semester 2 has been a priority to boost numbers, given that international students cannot enter the country. Targeted communications have been sent to non-school leavers including gap-year students, students who graduated in April and those former students who started (and were passing) but did not graduate, encouraging them to enrol now. We also shared with our alumni some of the key selling points of the University to encourage them to promote UC. Each of the campaign communications has had good engagement, and, along with

stimulus from our digital campaign, the mid-year recruitment numbers are strong with new domestic student enrolment currently tracking 28% up on the same time last year.

Our domestic school-leaver campaign UCMe is in market currently, with a multi-channel approach of targeting priority schools (including our lower-decile schools) with posters placed on bus shelters near schools, the backs of buses, and prime billboards in our key markets. Digital marketing continues and numbers for our Online Open Day were strong, with 1,005 students registered and around 600 attendees, including nearly 100 prospective students on campus. The virtual event remains available for 30 days, and international students are encouraged to view this as well. Marketing for our on-campus Open Day has commenced, and will ramp up post the virtual event. Currently we have 1,073 registrations for the 27 August on-campus Open Day. Overall, engagement is in line with previous years (albeit in different ways).

Accommodation is a key part of the decision making process for prospective students. The first ensuite room at Tupuānuku was completed to allow UC to take photos and 360 views for Open Day. There was a high level of interest at both the webinar, which has had 385 views, and the information hub. The virtual tour platforms are consistently seeing 2,000 engagements with students each week. Take the tour at <https://www.canterbury.ac.nz/life/accommodation/halls/tupuanuku/> Good feedback is being received about Tupuānuku through our Facebook advertising campaign. The online campaign has had 2,127 Facebook clicks, 1,075 Instagram clicks and 2,927 Snapchat clicks.

UC scholarships, which were revised for 2021, are being promoted currently too. From 2021 the Go Waitaha Canterbury scholarship recipients will be housed in Tupuānuku to support target occupancy levels agreed within the business case. Since hall tours resumed on 13 July, demand to attend has been high and the halls were happy to welcome students back after lockdown.

The new accommodation guide:

(<https://www.canterbury.ac.nz/media/documents/brochure/accommodation-guide.pdf>) has been mailed to all targeted high schools. This approach offers greater transparency and more detailed information to help guide students and whanau in their decision making. Changes to the application form and process go live on 1 August. For 2021, students can indicate three preferences, which should help them get into one of their top choices for accommodation.

GradFest, running this year from 8 to 11 June, was held online, with a mixture of live Zoom sessions and pre-recorded presentations. The event was very successful, with the number of students taking part online similar to the number who participated face to face in previous years. A benefit of the recorded events is that these are now available to postgraduate research students as professional development experiences via UC's Learn site. The event was delivered as a collaborative effort by staff from the Postgraduate Research Office, Library and Academic Skills.

The UC Business School's postgraduate recruitment campaign "Study Business in 2021" for July and August focuses on promoting the School's suite of postgraduate qualifications. The campaign targets three key domestic audiences: students graduating in 2020; mature students with a degree, especially those whose jobs and/or career opportunities have been adversely impacted by the COVID-19 pandemic; and professionals with management experience looking to advance their leadership skills via an MBA-level qualification. The School is also continuing to promote the UC-wide FutureU campaign to the mature student audience.

Advancement

The University has a programme of 'institutional advancement' work to improve our capability to raise funds from sources other than students and research customers. To assist with this work, UC

commissioned the More Partnership, which has provided the first draft of the Advancement Strategy and Case for Support for UC to review. This will be further developed in coming weeks.

The Sir Admiral Tait Scholarship received \$340,000 from Lady Tait, allowing the three-year undergraduate scholarship to be offered in perpetuity for a student from Timaru Boys' High School.

The Teece Museum was awarded \$12,282 from the Lottery Environment & Heritage Fund towards a heritage collection survey project. Information from the survey can be used in due course to support upcoming celebrations for UC's 150th anniversary. The Annual Appeal for 2020 is due to be sent in August focusing on Bright Start Scholarships, Children's University and COVID-19 research in Antarctica. Ngaio Marsh Theatre seats are almost sold out and plaques are in place for those purchased so far.

Finances

The University has worked very hard to mitigate the financial impact of the COVID-19 pandemic response. This work is paying off for 2020, with a modest deficit currently forecast. The University was budgeting for an operating **surplus** as at the end of 2020 of \$3.818 million, but it is currently forecasting an operating **deficit** of \$2.022 million.

June 2020	Actual Year to Date \$000	Budget Year to Date \$000	Budget Variance Year to Date \$000 Fav/(Unfav)	Budget Full Year \$000	Forecast Full Year \$000	Full Year Forecast to Budget Variance \$000 Fav/(Unfav)
Net Surplus/(Deficit)	(1,704)	(18,324)	16,620	3,818	(2,022)	(5,840)
Capital Expenditure	46,321	59,103	12,782	111,988	99,183	12,805
Cash/ Short Term Investments	256,991	232,723	24,268	153,628	178,271	24,643

UC is currently running a favourable variance to budget of \$16.620 million. This favourable variance relates mainly to \$17.274 million less operating expenses (largest savings are in travel and conference expenses, consultancy expenses, outsourcing/contracts, scholarships, contractors, promotional activities and laboratory consumables). Some of these favourable variances will be sustained and have been reflected in the year-end forecast.

Other favourable variances relate to \$6.642 million more Student Achievement Component (SAC) and domestic student fees. Of this total, \$0.730 million relates to the 2019 SAC wash-up (although actual year-to-date SAC for the current year is favourable by \$3.595 million, this is forecast to be unfavourable against the full-year budget by \$1.793 million) and \$1.189 million to lower personnel expenses.

This favourable variance has been partially offset by unfavourable variances coming from (\$4.074 million) less research external income, (\$1.675 million) less sundry income and (\$1.495 million) more depreciation.

We are forecasting for a deficit below budget for the full year. Expected reductions in revenue in relation to international tuition fees, domestic tuition fees and SAC, the Performance-Based Research Fund and research income and forecast increases in expenses in relation to depreciation

expenditure are partially offset by improved interest revenue and forecast reductions in expenses in relation to personnel and operating expenses.

Capital expenditure is \$12.782 million below budget. Most projects are under budget but expenditure related to the UC Futures projects is \$8.480 million over the year-to-date budget of \$0.731 million, largely as a result of making the final Rehua payment of \$9.184 million in March, which was not considered in the budget as it was expected in 2019. The remaining capital spend (excluding UC Futures) is favourable by \$21.262 million, against a year-to-date budget of \$58.372 million. As one might expect, the COVID-19 lockdown significantly curtailed capital expenditure, but it is now returning to normal levels.

The June 2020 cash position of \$256.991 million is higher than budget by \$24.267 million. The higher than expected opening cash balance and lower capital spend have been partially offset by less cash from operating activities (largely due to less income).

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

Ensure that the University's costs and funding mechanisms are efficient, simple and transparent.

The University has recently completed a full review of the economics of its courses by analysing the course size and financial position of each course. This has revealed that larger courses remain more financially viable than small courses, even taking into account significant differences in government subsidy for each one. This information has been placed on a dashboard for internal use and to further our aim to provide transparency for staff about our costs and funding mechanisms.

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

UC has simplified the applicant journey for school leaver scholarships by making it possible to apply for all our scholarships on one form. Applications opened in June and the University has begun to promote these scholarship offerings for new students in 2021.

In June we were also able to offer the May round of UC Master's Scholarships. Processing of these scholarships was expedited to assist students affected by COVID-19. The Pōhā Iti Bursary has also been set up to provide financial assistance to UC students negatively affected by COVID-19.

The Process Improvement Programme started as a Robotics Process Automation (RPA) proof of concept at the beginning of 2019. This proved very successful and the full project kicked off in July 2019. In the year since then, significant milestones that the project has reached include:

- establishing a process automation Centre of Excellence
- having 13 virtual robots (called 'bots') in production
- saving over 12,000 annualised work hours
- processing nearly 100,000 transactions and saving 3,700 hours during COVID-19 lockdown (26 March – 25 May)
- completing several bot enhancements
- establishing a user group
- running a process automation training workshop on 8 July 2020, which enabled 20 UC staff with a mix of skills to develop their own simple bot to enter transactions
- assessing over 60 opportunities to automate.

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

The University recently advertised for a new Chief Digital Officer, signalling the beginning of an evolution in our approach to designing and delivering our information systems and technology

services. Michael Oulsham has now been appointed to this role and will start in October. Michael was previously at Air NZ and based in Silicon Valley in the US.

Environmentally Sustainable

To enable the sustainability projects defined in the Strategy for 2020, and to prioritise projects from 2021–2030, we are setting up a new Programme Board, chaired by Professor Jan Evans-Freeman, Pro-Vice-Chancellor Engineering, and supported by staff in the Sustainability Office. The Board will meet three to four times a year to oversee implementation plans and guide direction throughout the coming years. There is a diverse range of expertise on the Board, and Ngāi Tūāhuriri is represented.

Establish a carbon neutrality initiative to ensure that UC will be carbon net neutral by 2030.

The University of Canterbury's (UC) goal of becoming carbon net neutral by 2030 has received a \$6.24 million boost with the announcement of Government funding towards new energy infrastructure at UC's Ilam campus (covering a large amount of the cost of a new \$15.6m biomass boiler at the Ilam Campus). The biomass boiler will replace two coal boilers by March 2022, and will run on waste-wood from renewable plantations. Installing biomass boilers will result in an immediate reduction of coal emissions at the Ilam campus from 11,000 tonnes annually to 2,200 tonnes annually – an 80% reduction.

Minister for Climate Change the Hon. James Shaw, co-leader of the Green Party and the Minister for Climate Change, visited UC on 15 July to announce the funding, which is part of the Government's \$200m State Sector Decarbonisation Funding (SSDF) project via the Energy Efficiency and Conservation Authority. He was welcomed by myself, Chancellor Sue McCormack and the team behind UC's Low Carbon Energy Strategy (LCES).

Communications and Profile

News media

Over the period 10 June to 8 July 2020, UC had 645 mentions across national online, print and broadcast media. A range of topics was covered, including a celebration of UC's 147th Foundation Day. A video on new research into humpback whale migration caught media attention, as did funding for research into whether kea experience joy.

There was high interest in the new CUP book *Merchant, Miner, Mandarin* for its intriguing and topical account of late 19th-century society, industry and race relations. Research into necessary steps behind championing inclusivity and diversity in academia was also of interest to media. Coverage of COVID-19 continues to decrease, although expert warnings against complacency still appear to be sought after from time to time. In addition to the positive media coverage UC generated, we handled 70 media queries over this period.

The following UC news stories appeared in national media over this period:

- Climate Explained: what was the climate and sea level like at times in Earth's history when carbon dioxide in the atmosphere was at 400ppm?
- New Zealand needs to prepare for the arrival of medical "AI"
- New MBA course maximises data to drive post-COVID strategy
- Did a tragic family secret influence Kate Sheppard's mission to give New Zealand women the vote?

- Corporate governance: ruled by code not a CEO
- Water fluoridation saves poorest children from hospitalisation
- \$1.2m funding boost for Parkinson's disease study
- New Zealand academics rediscover the joy of kea research
- UC sponsors Young New Zealander of the Year Award
- Reserve Bank walks the post-COVID tightrope
- New tool puts New Zealand on track for safer state highways
- Forestry scholarships grow diversity
- US engineer designs resilient building
- Climate Explained: what Earth would be like if we hadn't pumped greenhouse gases into the atmosphere
- Human impact throws tree seeding out of sync – new study
- UC professor explores the changes that are being made to contempt laws in August
- Emergency nurses warn against Covid complacency
- New discovery tracking humpback whale migration from space
- Community minded UC student helps struggling migrant workers
- I can't stand by – calling out sexism in academia
- Innovation aims to boost safety for young rugby players
- *Merchant, Miner, Mandarin* shines light on race relations in late 19th century NZ
- Young recorder virtuoso goes for Baroque
- UC academic and students researching newly discovered ancient forest
- ACE system supports success of all first-year students at UC
- 2 new COVID-19 cases in New Zealand, but elimination of community transmission still stands
- 'Shovel-ready' projects ignore important aspects of community resilience
- Happy 147th birthday, University of Canterbury!
- New strategies needed for marketing in the New Normal
- UC interns go 'inside the rope' with Crusaders
- Unravelling the bimolecular secrets of bacteria

Our @UCNZ Twitter account following and engagement continue to grow. In the period 10 June to 10 July 2020, we tweeted our teaching and research stories on average twice per day (up 11.5% from the previous month) and followers grew by 94.

In the same period we published nine articles for The Conversation (up from one in the previous month). In total, UC content reached around 600,000 views for this period.

On 13 July Professor Geoff Chase and some research students appeared on TVNZ 1 discussing how, as engineers, they have responded with a technical solution to a global demand for ventilators amid the COVID-19 pandemic.

The following were among the other academics featured in the media.

Associate Professor Debra Wilson (UC Law) was interviewed on the RNZ Nine to Noon programme on public perceptions of surrogacy and the laws surrounding it. Her research findings are being used to inform law changes in the United Kingdom and may impact on a private member's bill in the ballot here in New Zealand. See <https://bit.ly/2AFhwGo>

Professor Ursula Cheer (UC Law) was also interviewed on the Nine to Noon programme. She explained the changes that will come into force in August under the Contempt of Court Act 2019,

which was passed last year, and the implications of these changes for the media and the public. See <https://bit.ly/3dquyW8>

Associate Professor Alfred Guender (UC Business – Economics) was one of 16 experts and economists giving views on future Reserve Bank of New Zealand official cash rate movers and other economic trends, including mortgage rates and monetary policy. See <https://www.propertynoise.co.nz/rbnz-survey-negative-cash-rate-is-imminent-say-experts/>

Professor Elisabeth McDonald (UC Law) presented a webinar for the Institute of Judicial Studies (the educational arm of the New Zealand judiciary) on the key findings from her recently published book *Rape Myths as Barriers to Fair Trial Process* (Canterbury University Press, 2020).

Professor Annick Masselot (UC Law) gave an interview entitled “Women, Pandemic and an Uncertain Future” for the religious online media platform A Thoughtful Faith Podcast, in which she focused on the many gender inequalities that the COVID-19 pandemic has exposed. Listen to it at https://www.athoughtfulfaith.org/333-women-pandemic-and-an-uncertain-future-prof-annick-masselot/?fbclid=IwAR3WTxlvlKr44JYkIBVWS-HNUapUORmVXzxSYRavy_fzVtbxrsH7PwG95Co

Finally, I am pleased to record that I have been appointed to the Board of NZQA for a three year term. This will enable UC to contribute to and learn from wider discussion on relevant educational topics across the sector.

Past Events	
25 June 2020	Attended a workshop for Academic Board Hosted a Brown Bag Lunch on Social Sciences at UC
26 June 2020	Met with Anu Nayar, Partner Deloitte - Cyber, Privacy and Resilience Zoom meeting with Prof. Bruce McKenzie, Acting V-C Lincoln University
29 June 2020	Hosted Christchurch Knowledge Commons meeting
30 June 2020	Spoke at UC Staff Forum
1 July 2020	Attended Zoom meeting with Tristan Denley – Executive Vice-Chancellor and Chief Academic Officer of University Systems, Georgia Attended the signing of the MOU with ChristchurchNZ
3 July 2020	Attended a Recovery Opportunities meeting hosted by Christchurch City Council CEO, Dawn Baxendale Appointment with David Meates, CEO CDHB
6 July 2020	Attended the Heads’ Forum
7 July 2020	Met with Margaret Austin and Michele Bannister Zoom meeting with the VC of University of Auckland, Dawn Freshwater
9 July 2020	Met with Gabrielle Moore, TEU Zoom meeting with Prof. Bruce McKenzie, Acting V-C Lincoln University
10 July 2020	Zoom meeting with a Partner of More Partnership, Moss Cooper Meet with Board Chair and Principal of Bishop Julius Hall Met with Dom Dowding Attended a Zoom meeting hosted by Universities NZ Attended Academic Board
13 July 2020	Zoom meeting with Prof. Neil Quigley, Vice-Chancellor, Waikato University
14 July 2020	Spoke with Pat Ahluwalia, MFAT
15 July 2020	Spoke at engagement for Minister Shaw’s visit to UC Attended seminar by Jeremy Lightfoot’s Met with Canterbury Police District Commander, Superintendent John Price
16 July 2020	Met with Southern Parallel Sports Campus Project Director, Catherine Stuart

17 July 2020	Met with Ambassador of Mexico, HE Mr Alfredo Rogerio Perez
27 July 2020	Met with Gabrielle Moore and delegates, TEU Attended UC School of Music Gala Concert
28 July 2020	Met with Director of Research First, Carl Davidson
29 July 2020	Spoke at Student Forum at UC

Upcoming Events	
30 July 2020	Attending Powhiri in Auckland for VC of University of Auckland, Dawn Freshwater
31 July 2020	Meeting with CE of Waimakariri District Council, Jim Palmer, and Mayor Dan Gordon
3 August 2020	Meeting with James Stringer, Box 112
4 August 2020	Meeting with Nuha Fathina, UCSA - Commerce
5 August 2020	Hosting a Christchurch Knowledge Commons meeting
6 August 2020	Attending a Zoom meeting hosted by Universities NZ Attending a meeting with ANZ's Chief Economist, Sharon Zollner
7 August 2020	Attending an orientation day for NZQA
11 August 2020	Attending a formal dinner at UC's College House
12 August	Attending a Learner Success meeting with TEC Attending a meeting of the Canterbury Tertiary Education Chaplaincy Committee
14 August 2020	Attending Academic Board
21 August 2020	Attending a Zoom meeting hosted by Universities NZ
24 August 2020	Attending UC's Early and Emerging Career Researcher Award ceremony
25 August 2020	Speaking at Rongo o te Wā at UC