

# Vice Chancellor's Report to Council

November 2020

## Introduction

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As this extraordinary year draws to a close, I wish to underscore my thanks to the community of UC students and staff who have worked with commitment and innovation, in challenging circumstances, to keep one another safe and to continue our core mission of learning, teaching and research. The pandemic risks and challenges are still with us and will continue for a while, but everyone's combined efforts mean we are well poised to keep on pursuing our strategic vision as we head into 2021.

As the final report for the 2020 year, this report reflects on what became our overarching challenge for the year, namely, responding to COVID-19 risks while striving to implement our UC Strategy, Tangata Tū, Tangata Ora.

## Engagement

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During 2020 UC progressed a wide range of initiatives to foster engagement, presence and impact in Ōtautahi Christchurch, including the development of the Knowledge Commons concept, conclusion of a number of memoranda of understanding (MOUs) and Centre for Entrepreneurship (UCE) collaborations. We have also continued our outreach and other community engagements; for example, staff in the Department of Linguistics have put together Linguistics 200, a five-week lecture series for the University of the Third Age (U3A), the second series for that group on Linguistics.

## Partnerships

The partnership between UC and Ngāi Tūāhuriri and Ngāi Tahu has shown considerable progress this year. The implementation of the Partnership agreement signed in March 2019 is overseen via regular meetings between myself and Associate Professor Te Maire Tau and from time to time Arihia Bennett, Chief Executive of Ngāi Tahu. Co-creation of the refresh of the UC Māori Strategy has been an important achievement and the objectives have been shaped by the priorities for mana whenua.

Another significant initiative is the joint development of an academy for Ngāi Tahu rangatahi and the wider Māori workforce. It is expected that this will be concluded before the end of the year, marking a major milestone in the relationship between Te Whare Wānanga and mana whenua.

In 2020, Canterbury University Press published Martin Fisher's *A Long Time Coming: The story of Ngāi Tahu's treaty settlement negotiations with the Crown*. This book describes and reflects on a process seeking justice that spanned two centuries. The Ngāi Tahu claim, Te Kerēme, began with the first letter of protest to the Crown in 1849 and continued through to the final hearing by the Waitangi Tribunal between 1987 and 1989, and then the settlement in 1998.

Since June, the Knowledge Commons has become one of the more visible expressions of UC's desire to be an engaged university by recognising, celebrating and elevating the many engagement practices across the University. The support of the Ngāi Tahu Research Centre has been instrumental in bringing this objective to fruition.

Professor Ekant Veer (on secondment) is leading Te Pae Raka Hau | Christchurch Knowledge Commons. Since its inception, the Knowledge Commons has sought to build institutional partnerships with key stakeholders in Christchurch and the wider Canterbury region. Professor Veer and more recently Dr Susannah Stevens, as the Commons' Strategy Lead, have been meeting with leaders, influencers, community members and other interested parties to develop the kaupapa of the Commons and identify key areas of engagement.

The University is now working with multiple external partners to share our collective knowledge, skills, resources, mana and networks in order to address some of the most pressing issues facing our city and community. A multilateral MOU has been presented to nine key partners with unanimous support for increased engagement and kotahitanga going forward.

Specific projects include: sharing existing stories about the impact that UC's academics, professional staff and students are having in our community; supporting the Ministry of Education and the Canterbury Police to develop practices that support inclusivity in the city; working with the Greater Christchurch 2050 team to develop a long-term strategy for the region; supporting climate action and educational practices by sharing the knowledge and expertise of UC academics; exploring the role UC can play as kaitiaki of data to ethically gather, house and share findings with the city; and exploring the way UC-based experts can share expertise to support the growth and security of the city and, in particular, the business community. Ongoing efforts are being made to make UC more accessible in the future for external partners to engage in joint research projects, Work Integrated Learning and other engagement practices that have a mutual benefit.

I wish to thank the many people across the campus who have supported the vision of an engaged university by sharing their stories of impact and being willing to meet with external stakeholders, and those who have helped shape the vision and kaupapa of the Commons. Specifically, special thanks to the Ngāi Tahu Research Centre, the UC Foundation, the Child Well-being Research Institute, the Children's University, the Cluster for Community and Urban Resilience, Te Pae Hiwarau, the UC Business School and the Social Sciences hub. More information about Te Pae Raka Hau | The Christchurch Knowledge Commons can be found at our website (<https://www.canterbury.ac.nz/knowledge-commons/>).

The MOU with ChristchurchNZ has sixteen workstreams, ranging from joint marketing, conference and events initiatives to a number of industry challenges involving students, industry engagements and incubation workstreams. A steering group of senior representatives from both organisations has been formed to align our programme of work more closely with the Greater Christchurch 2050 Strategy and the UC Strategy.

A renewed agreement between UC and the Council of Managers of National Antarctic Programs (COMNAP) will see the international Antarctic headquarters housed at UC until 2027. Established in 1988, COMNAP's purpose is to develop and promote best practice in managing support of scientific research in Antarctica. It works with Antarctic programmes around the world to facilitate research, share information and ideas on operations and logistics, and develop guidance on a range of topics, including safety, environmental management and more.

UC has engaged with the Ministry of Social Development (MSD) in two key areas to assist with the social and community impacts of the recession resulting from the COVID-19 pandemic. Our liaison staff have been working with the Ministry on how best to join forces to support newly redundant

workers who have not experienced unemployment before. This includes working to provide career and course counselling.

UCE in conjunction with the Canterbury Employers' Chamber of Commerce was awarded a contract with the Ministry of Awesome to run the 'unemployment to self-employment' programme for MSD and ChristchurchNZ.

At mid-year, UC offered significant tuition scholarships for workers newly redundant as a result of the pandemic response and this provided about 40 new students with a better financial start to their studies.

UC continues to provide clinics for whānau and individuals for free, at a reduced cost or at normal rates. These clinical services include audiology, speech and language therapy, psychology, child and family counselling, and stroke recovery.

UC has been party to two submissions by consortia of health and sport service providers for the Metro Sports facility. The proposed collaborations provide valuable internship and other work-integrated learning experiences for our undergraduate and postgraduate students studying for a range of degrees related to sport and health education, as well as enable joint research collaborations in the areas of wellbeing, rehabilitation and sports more generally. UC's partnership with Paralympics New Zealand is progressing. Having signed a memorandum of interest, we are now in the development stage of an MOU. The key focus of the collaboration will be providing multidisciplinary expertise to ParaNZ in support of its 2020–2025 Strategic Plan, with the vision of "Transforming Lives through Para Sport".

Food Transitions 2050 is the focus of the multiparty Joint Postgraduate School between University of Canterbury, Lincoln University, AgResearch, Plant & Food Research and Manaaki Whenua Landcare Research. The Vice-Chancellors and Chief Executives of the five partners met as the Partnership Board to approve an MOU to formalise this partnership.

### **Public events**

The University hosted a wide range of public events and lectures during 2020. UC held 11 Tauhere | UC Connect public lectures in 2020. Nine of these lectures were held in person, attracting a total of 1,414 attendees, and two were live-streamed only, drawing 464 live-stream watches on Facebook in total for the year. The lectures covered a range of highly relevant topics ranging from earthquakes and innovation, to white supremacy in Ōtautahi, to anti-racism, the cannabis referendum and the 2020 US election.

After the public lecture "UC Connect: Pandemics, protests, and populists: the 2020 presidential election", high demand led the event to be live-streamed again for an audience of 30 UC alumni in the United States.

Brain Date, a public event on the topic of Aerospace, was run by the College of Engineering and had over 100 registrations. Fifty industry guests were hosted, as were students including some from Burnside High School. Eleven speakers took part in just over two hours of presentations, followed by networking and lab wing tours.

The latest presentation in the UC MBA Thought Leadership series was held on 28 October in the TSB Space at Tūranga (Christchurch Central Library), posing the question "How did our leaders respond to this new digital world?" Panellists, including Michelle Sharp (Vodafone), Leeann Watson (Chamber of Commerce), Graham Grant (Seequent) and facilitator Kendall Langston (Advisory Works), discussed the insights and challenges of digital leadership during COVID-19.

On 27 October the latest instalment of Focus on Asia, a collaboration with The Asia New Zealand Foundation as part of the UC Business School's Hihiko Webinar Series, highlighted significant future directions in China relevant to New Zealand business.

The College of Arts maintained an active outreach programme ranging from public seminars (sometimes switched to Zoom delivery) to cultural events. These included the annual ILAM 2020 Open Studio Exhibition and SELECT awards, providing a curated snapshot of contemporary creative developments and student work in the School of Fine Arts.

The Department of English featured at the WORD Christchurch Spring Festival. Staff such as Paul Millar, Philip Armstrong and Erin Harrington, and Ursula Bethell Writer in Residence Nathan Joe appeared in numerous events, ranging from the rainbow youth event "Tell It Slant" to a discussion of "Talking Animals".

As the Learning Partners for the Pop Up Penguin (PUP) initiative, the College of Education, Health and Human Development, Gateway Antarctica and COMNAP, in collaboration with the Antarctic International Centre (AIC), provided presentations to 63 schools in the Christchurch area that are participating in the programme. UC students had the opportunity to work closely with UC scientists and AIC staff to deliver the presentations. The UC penguins have now been completed and will be part of the PUP penguin trail in November, featuring together at the Christchurch Museum.

UC has partnered with ChristchurchNZ, Te Pae and New Zealand Trade and Enterprise to develop a conference strategy and has submitted a number of Conference Assistance Programme bids. The bid for the Institute of Electrical and Electronics Engineers Conference on Virtual Reality and 3D User Interfaces (IEEE VR2022) was successful with support from Tourism New Zealand, Te Pae and ChristchurchNZ. Professor Stephan Luckosch (HITLab, UC) and Tobias Langlotz (Otago) will co-host this premier international conference on virtual reality and 3D user interfaces at Te Pae in March 2022. We are awaiting the results of two further bids.

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

UC is increasing its work to grow the diversity of its student base and to develop talent in all subject areas and facets of learning. Our outreach to Māori and Pasifika students has continued and will increase with the newly developed Takere Success Academy initiative over summer. Other highlights are noted below.

Te Mātāpuna Mātātahi | Children's University team is in the middle of preparation for two graduation ceremonies on 25 and 26 November. This year 64% of its members will be graduating, which is an incredible effort considering the majority of tamariki received their passports just before lockdown and for much of the year could not visit Learning Destinations. In total, the 557 members completed 19,537 hours of extra-curricular learning in 2020.

As part of our Tertiary Pathways project, UC is working closely with Linwood College to provide active mentoring for students while they are at school to support and encourage wider aspirations and to support good academic outcomes. The University is also beginning work with Haeta Community Campus to build a similar strong pathway to tertiary study. In addition to the mentoring programme, UC is working with schools and Ara, Ngāi Tūāhuriri and ChristchurchNZ to develop learning opportunities linked to Tuhaitara Coastal Park and connecting with tertiary pathways and industry.

On 30 July 2020, Aukaha Tau for year 12 students drew 120 taiohi Māori and 22 kaiako from 15 different schools. This represents a 186% increase in attendance from the 78 taiohi Māori who attended in 2019. At Aukaha Tau 12, taiohi Māori receive information on courses and degrees taught at UC and what is needed before starting university (entry requirements, scholarships and

course planning). Interactive college sessions allow taiohi Māori to explore what is on offer. The Māori Student Development Team and tuākana mentors share their own student experiences and talk about life on campus while sharing kai with the visiting taiohi Māori. A record number of 170 taiohi attended our Aukaha event for year 10 students on 10 November.

A series of workshops delivered to taiohi students at Te Kura Kaupapa Māori o te Whānau Tahī covered scholarships, transferable skills, study and career pathways, an on-campus tour and how to enrol online. Kaiurungi also led a campus tour and careers workshop for Karanga Mai Young Parents' College.

Each year since 2013, Dr John Pirker in Biological Sciences has run He Puna Pūtaiao outreach programme to introduce year 10 Māori students to science and the process of a research project. This year, six local schools (Linwood College, Shirley Boys' High School, Avonside Girls' High School, Burnside High School, Cashmere High School and Lincoln High School) brought 36 students to campus once a week over a six-week period. Twelve postgraduate students mentor students through their research activities, focusing on the water quality from Te Waihora Lake Ellesmere and the connection to sustainable cultural practice. Data collection takes place at the lake, and back on campus the students analyse and communicate their findings. At the end of the programme the students display conference-style posters at a Pō Whakanui celebration that their whānau, school teachers, UC staff and rūnanga attend. This long-term engagement programme with taura has proved a practical and productive way to introduce students to university science in the field.

In November, UC hosted 60 science, technology, engineering and mathematics (STEM) teachers on campus for a STEM Teachers Professional Day. This is the second year of this initiative, which is jointly hosted by the Colleges of Science, Engineering and Education, Health and Human Development. At this event, teachers heard about new initiatives in areas including gamification, data science, microplastics and environmental psychology. They also heard from the STEM 2020 Thesis in Three winners.

The UC Business School is hosting the 2020 UC Commerce Teachers Personal Development Day on Monday 30 November. This annual event provides teachers with the opportunity to connect with UC Business academics, employers and recent graduates. This year's guest speakers include representatives from the New Zealand Qualifications Authority (NZQA), ANZ, Foodstuffs, Vodafone (to be confirmed) and a Certified Practising Accountant, Australia. The event is sponsored by MYOB, which will host a panel discussion with MYOB staff (all of whom are UC alumni) as well as a dinner for all participants.

The Educational Theory, Policy and Practice Research Group in the School of Educational Studies and Leadership collaborated with the Ministry of Education to host a Kāhui Ako Across School Teacher seminar. The seminar included presentations from Associate Professor Annelies Kamp, Associate Professor Susan Lovett, two educational professionals who are doctoral candidates (PhD and EdD) at UC, and two lead advisors from the Ministry.

## **Education – Accessible, Flexible, Future-focused**

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Given the challenges of the year, innovation was evident from all our educators. Online academic development was accelerated so the curriculum could be delivered online. The rapid change in delivery highlighted the need to be accessible and flexible as we move forward. In order to address the need, the Future Learning and Development team (formerly e-learning) has been expanded to

support the development of online and blended/hybrid learning. Training has occurred for a new centrally coordinated co-design process that enables rapid, high-quality online design and development. Already the new process, which involves collaboration with academics, subject librarians, Kai Arahi and others, has been trialled with the design and development of 24 new online courses for deployment in Semester 1, 2021.

During the UC shutdown in the (first) COVID-19 pandemic response, it was immediately apparent that some practical aspects of some degrees could not be delivered, as access to labs or studios was required. However, it also emerged that remote teaching was already taking place in some practical subjects such as science and engineering. Examples were: virtual field trips; remotely controlled laboratory experiments; and sending experiment kits out to students' home with online guidance.

To continue the work, a new project entitled Alternative Lab and Studio Delivery Options (ALSDO) was instigated by the Pro-Vice-Chancellor Engineering to support a learning environment that uses effective pedagogies, facilities and new learning technologies to enable remote laboratory experiences, and to facilitate a higher degree of university resilience in the face of disruption.

Support for academic development has also been recognised in 2020 with the awarding of teaching development scholarships to five outstanding scholars. These scholars will work over two years to develop their projects and work with others in a teaching leadership capacity across UC. All projects that have been awarded are designed to advance the Strategy/Rautaki.

This year saw progress in creating a curriculum that is relevant and meets the needs of today's students. Two new undergraduate degrees, Bachelor of Data Science (three years) and Bachelor of Environmental Science with Honours (four years), will be offered in 2021. These new offerings are both strategic in different ways, and first of their kind in New Zealand. The new Data Science programme now provides an undergraduate degree as a pathway into our existing and successful postgraduate Data Science programmes, and provides the first opportunity for undergraduates in New Zealand to learn in this rapidly developing area. For the Environmental Science degree, we are pursuing professional accreditation with the Environmental Institute of Australian and New Zealand, to make it the first degree with this accreditation in New Zealand. In other firsts, staff in the School of Educational Studies and Leadership have been successfully working with youth work stakeholders to finalise the youth work pathway in the Bachelor of Youth & Community Leadership. As a result, UC will now be able to offer the only endorsed degree-level award in Aotearoa for youth workers.

Postgraduate offerings were also successfully launched this year, such as the new Master of Applied Translation and Interpreting (MATI) degree. In addition, the Masters in Criminal Justice was run for the first time; it had 13 students and offered five new modules in what proved a very positive experience for all involved. Across UC, staff are creating and reinventing the curriculum to meet future needs and changing pedagogy.

Ensuring that students are provided with lifelong learning opportunities through flexible degree and delivery options is one of the key objectives in the Strategy that has proved the most relevant in 2020 and where the University has arguably made the most progress. UC launched its first mass open online course (MOOC) and its first micro-credentials, and made a significant move to increase the number of fully online degrees on offer.

### **Micro-credentials**

Six new micro-credentials were approved and will be launched in January 2021. As part of UC's development of digital learning and its focus on providing flexible and lifelong learning opportunities

for learners, graduates of micro-credentials will be awarded enduring digital certified badges, through My eQuals. The six new micro-credentials are: Professional Digital Marketer; Transition Engineering Leadership; Energy Transition Engineering, Management and Policy; Facilitating Change in Early Literacy Instruction; Evidence Based Practice in Early Literacy; Supporting Evidence Based Assessment and Early Literacy Instruction.

A new suite of information literacy modules has been created, which cover core skills such as online referencing and can be embedded within LEARN. Open Access work has been focused on open educational resources (OERs) due to the increased importance of these to support online teaching, MOOCs and micro-credentials. A number of papers outlining the impact of OERs have been provided to the Library Committee, the Learning and Teaching Committee and other college groups to increase UC awareness of and engagement in this area, particularly in relation to textbooks.

### **Online programmes**

In 2020, the University expanded its range of fully online degree programmes. Fully online programmes included not only the previously offered degrees from the College of Education, Health and Human Development, but also degrees from the Colleges of Business and Law and Arts.

For example, the Master of Applied Finance and Economics (MAFE) programme will be offered fully online, beginning with the January 2021 cohort. Online delivery of this advancing master's programme will continue at least until all international students have an opportunity to travel to UC. Likewise, 2021 will see six BA majors fully online (Human Services, Linguistics, English Language, German, Philosophy and Education).

### **Summer School**

The UC Summer School that commenced on 9 November is a key way that the University fulfils its aim to be flexible in the way it delivers education. Enrolment numbers are one-third higher than in 2019. An increased number of courses is on offer in 2020 and the majority (over 90%) of the students are existing UC students choosing to study in their summer break. These courses meet the needs of students who wish to accelerate their studies, to repeat a course or to take an extension course, by enabling them to do so without disrupting their 2021 studies. The courses are also available for the community to take for professional or personal development.

### **Employability, entrepreneurship and student innovation**

A new LLB capstone course (LAWS306 Special topic: Law and Transition to the Workplace) has been introduced. From 2021 all LLB students will complete a new, skills-based capstone course, containing a number of opportunities for exposure to different facets of legal practice.

Te Rua Makerspace has been steadily increasing its range of activities. 3D printing remains popular with students: induction sessions have good attendance and show students how to operate 3D printers safely, as well as how to import, slice and prepare 3D models for printing. The new Roland vinyl printer is popular with Product Design students who have been using it to print off high-quality packaging for their end-of-year Product Design projects. Other students to use the technology include final-year Graphic Design students from the School of Fine Arts who are preparing items for their end-of-year exhibition. The Makerspace also recently hosted a session for the Children's University. Connections with Product Design and Tūranga have been made with a view to collaborate where the opportunity arises.

Despite COVID-19, UCE has delivered six student Challenge programmes (two completely online during the lockdown) with a range of organisations including Pegasus Health, B.linc and the Marketing Association. These Challenges are an excellent way for students to identify solutions to issues posed by local organisations while gaining real-world experience, and for organisations to identify new innovations and get new perspectives on their issues.

The 2019/20 Summer Startup Programme was a great success. This programme culminated with a showcase event at The Piano in February where the top 10 student startups pitched to an audience of more than 250 people. Two of the ventures have gone on to great success: Vxt now has 13 employees and has raised more than \$600,000; and Zincovery has won the 2020 Callaghan Innovation C-Prize competition (worth \$100,000) and has just recently raised \$1 million. The 2020/21 Summer Startup has just started with an unprecedented 35 students. We already have over 60 innovation experts lined up to speak and mentor our students.

### **Work integrated learning (WIL)**

In 2020, 729 Business and Law students completed a WIL course for credit, slightly fewer than last year due mainly to the impact of COVID-19. All WIL placements and research projects were completed domestically except for two remote projects that were international. Twenty-four placements were paid internships.

The Professional and Community Engagement (PACE) internship courses in the College of Arts continued to be offered in full during lockdown in 2020, with growth in both student and partner numbers. PACE lies at the heart of WIL practices within the College. It continues to develop in conversation with WIL practitioners across the globe and with colleagues across UC. Growth in PACE will continue next year in partnership with new degree courses including the Bachelor of Youth and Community Engagement, Bachelor of Communications, Masters in Criminal Justice and Masters in Applied Translation and Interpretation. Time spent working with partners such as the New Zealand Police and Christchurch City Council in the context of UC's commitment to community engagement has led to improved project outcomes for partners, improvements in course content for students, and systems efficiencies to support quality growth. Such partners regularly testify to the fresh perspectives, energy and commitment to community and local business that our students exhibit when on such internships.

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

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### **Impact**

The impact of UC's research continues to grow, even in a year that presented our researchers with great challenges to continuing their research. The extent of their impact manifests in a range of ways, including staff appearing (virtually) on world stage conferences and seminars; the creation of new companies to commercialise new discoveries; staff continuing to work as advisors for public policy and commerce; and a higher media profile for research-active academics.

During the year, UC responded to the immediate research needs of New Zealand due to COVID-19. Professor Michael Plank and Associate Professor Alex James have been critical in providing near-daily results of mathematical population and infection modelling to inform the Government's response to COVID-19. As emergency research funding via the Ministry of Business, Innovation and Employment (MBIE) has become available, UC similarly responded. Professor Geoff Chase and Professor Mark Jermy have successfully secured grants from the MBIE COVID-19 Innovation Accelerator Fund. This fund accelerates the operational deployment of innovative solutions in order to support responses to COVID-19 and alleviate the direct impacts of the virus threat, helping to



deploy a range of new products, processes and services. Results for Professor Chase's work indicate that his innovation has the capability to double ventilator capacity, which has the potential to significantly reduce COVID-related deaths.

UC continues to advance academic staff who have entrepreneurial ambitions. UC was successful in securing three places this year on the KiwiNet Emerging Innovators (EIs) programme, which provides \$20,000 plus mentoring and publicity. By working in national cohorts, these EIs are able to establish professional networks, with both commercial partners and like-minded colleagues.

Associate Professor Aaron Marshall was a finalist in the Kiwinet Research Commercialisation Awards. He was nominated for the Breakthrough Innovator Award Finalist in recognition of his outstanding contributions to creating an innovative business in New Zealand and inspiring his students to be entrepreneurial in their thinking.

UC's Research & Innovation office (R&I) facilitated the spin-out of a new company, Functional Coatings Holdings Limited, in partnership with tech incubator Astrolab. This company is a vehicle to further commercialise the intellectual property developed by Professor Susan Krumdieck (Mechanical Engineering) and her previous PhD student, Johann Land. University of Canterbury will have a 10% shareholding in the company, while Professor Krumdieck and Dr Johann Land will have a 10% and 20% share respectively.

The more the University publishes in internationally renowned journals, the more our research is known and able to make a difference to local and global society. The UC Library works with departments to get New Zealand and specialist journals indexed by Scopus, a global index of reputable peer reviewed journals. This work has had the recent success of getting the *Canterbury Law Review* indexed within Scopus.

UC researchers have also gained recognition for their outstanding contributions to research in 2020. Professor Steven Ratuva has been awarded the Royal Society Te Apārangi Dame Joan Metge Medal for his research in the social sciences, particularly for his contributions as a Pasifika scholar. Similarly, Professor Jack Copeland has been awarded the Royal Society Te Apārangi Humanities Aronui Medal for his research contributions in philosophy. Both awardees were celebrated at a recent Royal Society Te Apārangi event hosted in Christchurch. UC's Research Medal for 2020 has also been announced, with Professor Gail Gillon as the recipient for outstanding contributions to childhood literacy and their impact on social and educational outcomes.

Six UC researchers have been awarded a total of \$3.85 million in 2020 Royal Society Te Apārangi Marsden Funding towards five ground-breaking research projects. From developing sustainable lead-free materials, exploring computer chips with brain-like function and understanding the relationship of Māori settlers and ecosystems, to learning more about children's speech development, every project looks forward to the betterment of society and a more sustainable future. The work spans the fields of Social Science, Science, Engineering, Mathematics and Statistics.

Receiving a 2020 Rutherford Discovery Fellowship has capped a stellar year of success for UC planetary astronomer Dr Michele Bannister. Dr Bannister, who specialises in the discovery and exploration of small worlds in the solar system and beyond, will receive \$800,000 over five years to fund her research entitled "Emissaries from the darkness: understanding planetary systems through their smallest worlds". Dr Bannister has received international recognition for her work in 2020, despite the global pandemic stopping her from travelling overseas to collect her awards in person. Her central role in the design and management of the Outer Solar System Origins Survey, which discovered more than 800 trans-Neptunian objects over five years, was recognised earlier

this year by the Royal Astronomical Society (RAS), through its 2020 Winton Award for Geophysics. This is the first time the RAS Winton Award has been awarded in geophysics.

UC academics continue to publish in already prominent journals. For example, Professor Philip Schluter and Dr Matt Hobb (Health Sciences) had their paper on tooth decay among New Zealand youth published in the prestigious *JAMA Paediatrics*, the highest-ranking journal on paediatrics, perinatology and child health in the world. A fine example of a book with global impact is Elisabeth McDonald's *Rape Myths as Barriers to Fair Trial Process*, an Open Access title that has had more than 2,870 downloads in the five months since its publication.

The Library, R&I and the Deputy Vice-Chancellor (DVC) Research undertook a major trial of SciVal over the last month. SciVal is a research outputs, citation and patents analytics platform that enables highly insightful benchmarking of research impact and collaboration across the global research ecosystem. The month-long trial has been used extensively to provide insight and reports to colleges, schools and departments on research discipline strengths, with initial overviews being presented to the Senior Leadership Team (SLT) and Research Committee.

The information gained will also inform the work on the Sustainable Development Goals research applicable to the Times Higher Education Impact Rankings submission (see below). The trial has underlined UC's current gap in institutional research analytic capability, and the Library is working with R&I and Information Technology Services (ITS) to produce a business case to acquire some form of this analytical capability in 2021.

### **Transdisciplinary research**

We have made progress with a key aspect of the 'research' plank of the UC Strategy to develop transdisciplinary research that has a stronger impact on local and global challenges, in selecting three new transdisciplinary research clusters after an internal competitive process.

One of the new research clusters is **Te Pae Hiwarau**, which means the assembly of many aspirations. It is a cluster for all Māori academics at UC, with key objectives to support, enable and accelerate hapū, iwi and Māori communities to realise their own futures, and to amplify the development and impact of Māori researchers at UC, in support of Te Rautaki Whakawhanake Kaupapa Māori (Strategy for Māori Development). Second, **Biosecurity Innovations** is a cluster that aims to focus on smart technologically based, but socially acceptable prevention rather than long-term management of invasive species. Finally, the cluster for **Community and Urban Resilience** aims to nurture the resilience of communities through transdisciplinary, collaborative, equitable, and place-based research. Together these three clusters will be the springboard for developing a greater international research reputation in the future.

One of our existing research clusters is the Institute of Law, Emergencies and Disasters (LEAD) associated with the College of Business and Law. Launched in 2020, hosted by the Law School and led by Professor John Hopkins and Dr Toni Collins, the LEAD Institute has been successful in a number of initiatives including hosting the first virtual meeting of the International Network of Law, Emergencies and Disasters (IDEAL Net) and working with the International Federation of the Red Cross on the Global COVID Response programme. Adrienne Paul is also a member of the UC Te Pae Hiwarau research cluster.

### **Research funding**

The 2020 year will be UC's most successful ever year in securing external research income with over \$112 million awarded, surpassing the previous successes in 2019 and 2015. Some of the funding is associated with long-cycle (eight-year) Centres of Research Excellence (CoRE) funding and new MBIE Strategic Science Infrastructure (SSIF) seven-year funding in new energy

technologies during the year. Nevertheless, an underlying success of some \$64 million is associated with an increased success in the normal cycle of public research funding. A proportion of the funding is collaborative with other New Zealand research providers where UC is the lead, and part of the funding is for 'sub-contracted' research.

The most recently announced awards – by the Royal Society Te Apārangi – have been the Marsden Fund results. To a degree, they were disappointing with no new Fast-Start awards; however, UC has secured five full Marsden awards, worth a total of \$3.855 million. UC continues to manage a research portfolio of over 370 active research grants worth \$155.5 million, with another 68 pending contracts worth over \$70 million. The cycle for proposal development for 2021 has already started and UC has registered 43 Smart Idea concept ideas in the MBIE Endeavour 2021 round, with concept proposals due late November.

The Child Well-being Research Institute won the Canterbury Medical Research Foundation Wine and Art Auction Research Funding of approximately \$108,000 for a literacy project.

Other highlights include Graduate Women's gift to support Moana Rising, a joint programme with the Pacific Development Team and the Māori Development Team to create a support group mentoring Pasifika and Māori women to complete their degrees. It is envisaged that 30 Pasifika women and 50 Māori women will join this programme. Lighthouse Vision Trust scholarships were secured to support the visibly impaired with \$10,000 scholarships for those that qualify.

Professor Neville Watson has secured \$13 million from MBIE's SSIF. The project will include working with Nichicon, one of the largest manufacturers of capacitors in the world, headquartered in Kyoto, Japan.

Working with the New Zealand Space Agency and Leolabs, a US company providing space mapping services, UC academics are modelling the tracking of debris in space and how you would assess probability of collision with other orbiting satellites. This work is to inform international regulations and policy, as well as understand new market segments particularly around insurance risk and premium pricing of satellite collision with space debris.

In spite of 2020's financial challenges, the University has been able to continue with some of its planned investment in key scientific equipment, in particular, new Light Detection and Ranging (LiDAR) and Nuclear Magnetic Resonance (NMR) equipment.

In 2020, the College of Science is buying additional NMR imaging equipment to allow researchers to carry out sub-molecular studies. Specifically, through the purchase of a biomolecular NMR (BioNMR) probe, it will develop new capability in structural biology and drug discovery at UC. Through this investment, as the only BioNMR facility in the south of New Zealand, it will attract users and new collaborations from across New Zealand and internationally. It will furthermore attract new postgraduate students who have interests in structural biology and biomedical applications, and will strengthen undergraduate teaching across departments and colleges.

A new survey-grade airborne Reigl LiDAR system will arrive at UC prior to year-end. This instrument, the first of its kind in New Zealand, will enable detailed three-dimensional modelling of the natural and built environments from both airborne (helicopter) and terrestrial (cars, boats) platforms. This new research infrastructure supports strategic work in the Waterways Centre for Freshwater Research, which is a joint project with Lincoln University and the Geospatial Research Institute Toi Hangarau. The proposal for its purchase was developed from Professor James Brasington, who joined us at the start of 2020 as Director of Waterways.

## Enhancing postgraduate research

UC continues to work toward enhancing its postgraduate research, in a year when international doctoral recruitment has been essentially frozen due to border restrictions due to COVID-19. UC has addressed this issue with both a distance online doctoral programme where possible and a programme of retaining current outstanding undergraduates who have the academic ability for doctoral research programmes.

On 19 October, the Government announced a border exemption for up to 250 PhD or postgraduate students to travel to New Zealand. To be eligible, students must hold, or have held, a visa to study in New Zealand in 2020 and have been admitted to study prior to the border closure. The Dean of Postgraduate Research is leading a border exemption planning group, which has resulted in 22 current UC PhD students being confirmed for the border exemption programme.

UC has agreed, as part of a sector-wide approach, to fund 50% of the managed isolation quarantine costs for this cohort of students, who represent some 20% of enrolled UC students overseas at the time of the initial COVID-19 restrictions, and who have not been able to re-enter New Zealand. The remaining students in this cohort have continued with their research programme abroad where possible, or have suspended their enrolment. Similarly, UC has currently more than 130 international doctoral students that have accepted a place in UC's PhD programme, but again cannot presently enter New Zealand. Where possible, and with careful supervision, 24 students have started their research programmes in 'at distance and online mode'.

In 2020 UC launched a new doctoral scholarship offering the UC Aho Hīnātore | Accelerator Scholarship for existing UC students. The goal of this scholarship is to transition UC's best and brightest current students and recent graduates to doctoral studies at UC. The kupu 'Aho Hīnātore' refer to a luminescent light, which is a fitting name for this scholarship. A total of 30 UC Aho Hīnātore | Accelerator Scholarships were made available, with at least two awarded to each college and five to Māori and Pasifika students. The UC Aho Hīnātore | Accelerator Scholarship comprises a \$6,000 small project scholarship to fully test research aptitude and, if a student is successful in that small project, they will be awarded a \$28,000 stipend plus domestic fees per annum for a maximum of 360 points of enrolment in a UC doctoral programme.

## People – Nurturing Staff, Thriving Students

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A project is underway for staff to co-create a set of UC organisational values after a strong desire to see these articulated was expressed through the UC Strategy forums. The People and Culture unit is coordinating this workstream, with expertise and support from three academic colleagues who have research interests in this domain – Professor Katharina Naswall (Psychology, Speech and Hearing, Science), and Associate Professor Sanna Malinen and Dr Anna Earl (both from Management, Marketing and Entrepreneurship, Business and Law). Staff workshops are occurring and a Reference Group consisting of the 34 staff from across UC will continue to have input through the Values journey. The desired outcome from this mahi is a set of three or four values coupled with identified behaviours that make the values more tangible and observable.

*"The purpose of establishing a set of values is to create a code of behaviour that builds a cohesive culture and supports the vision and mission."* (Richard Barrett, *Liberating the Corporate Soul*, 1998)

In all, 102 staff have attended six workshops (31 academic, 71 professional), and three more workshops, including one with SLT, are scheduled. The next steps are to complete the workshops

and continue to engage with the Reference Group with some options on clustering the preferred concepts, developing options for the underlying, observable behaviours and agreeing what further staff and other stakeholder engagement we need.

Two working groups have been established from the Academic Board during the year to better describe and quantify the two critical aspects of academic staff development and promotion – namely, teaching and research. The former has developed a schema whereby the outcome of teaching quality can be better quantified, while the latter is still working to establish a range of quantifiable measures, which recognise discipline differences in research publication practices and external research income availability, but nevertheless set transparent thresholds for academic promotion. Both working groups are providing advice to the DVC-Academic and DVC-Research, respectively, for incorporation into the 2021 promotion round.

In alignment with the Strategy, a Student Success Programme has been developed. The Student Success Programme is a collaborative, cross-university set of initiatives that will bring greater parity to outcomes for Māori and Pasifika students, and has the potential to create lasting generational community change. With work now commenced across the University, one of the first initiatives, Takere | Māori and Pacific Success Academy, a success academy for up to Maori and Pasifika students, will launch early in 2021. The Student Success Programme was presented to the Chief Executive of the Tertiary Education Commission (TEC) in late October and the TEC Board in November. Favourable feedback was received and we await a decision around funding support for the Student Success Programme.

Analytics for Course Engagement (ACE) restarted at the beginning of Week 2 of Semester 2. By taking a proactive approach early in Semester 2, we were able to communicate with students prior to the final date for adding or withdrawing from courses to ensure they were on track to succeed in their studies. To date, the ACE system has identified around 1,300 students who needed additional support in Semester 2, the large majority of whom have re-engaged with their online study materials after contact from various ACE responders. The ACE team is working closely with the halls of residence and is now bringing them into the ACE workflow earlier to ensure they are aware when one of their students starts to disengage from their studies. ACE has managed to help resolve a range of issues, including by connecting students with general wellbeing issues to Student Care, assisting with changes in enrolments, and facilitating connections between students and programme coordinators to provide discretionary extensions to assessments. As such, it has been an important component of our approach to student wellbeing.

A key challenge to student wellbeing during 2020 has come from the financial impacts of COVID-19. During lockdown, UC began looking at various strategies, including new strategies to connect with Māori and Pasifika students to ensure they receive an equitable level of financial support.

UC Foundation launched a new fund, Kono Iti, to support students suffering hardship or challenges. The Chancellor and I created the first funds with members of UC Council volunteering a 20% pay reduction, and additional funds were sought from the wider UC community and alumni. Total cash received so far is \$79,600 from 87 UC Council, staff and alumni, and gifts and pledges total \$163,000. The remainder of the funds is expected from recurring gifts over coming months.

Funds were also identified for doctoral students and for 100 bursaries of \$3,000 for students most in need, and support for Māori, Pasifika and Rainbow students. Over 70 Māori and Pasifika students have received support since July 2020 with an allocation in excess of \$324,435.

Support for Māori students started with Eke Panuku Māori Orientation and Toia Mai Noho marae, which were delivered successfully at the beginning of the year and involved 100 ākonga Māori. Over the year, Kaiurungi Māori Student Advisors have had 658 unique and 3,533 non-unique

engagements with ākonga Māori. Māori postgraduate student wānanga were cancelled due to COVID-19; however, pastoral care was delivered remotely by staff.

The Moana Project was launched. It includes three study wānanga with support from Careers, Library and Academic Skills, a postgraduate writing retreat and a meet-and-greet event with the funders – Graduate Women.

Despite the COVID-19 lockdown, a total of 18 Te Waka Pākākano professional development workshops were delivered in 2020. Workshops included: five Tangata Tū, Tangata Ora two-day workshops, 12 te Reo for the Workplace half-day workshops and a Culturally Responsive Pedagogy workshop. In addition, Te Waka Pākākano Pacific staff delivered two Pasifika Talanoa Development Days and our Rainbow Advisor facilitated three Rainbow Awareness workshops.

The extraordinary COVID-related events in 2020 have taken their toll on staff and student mental health and wellbeing. Demand for consultations at the Health Centre remains high, and additional counselling hours have been added to support student needs through the exam period. The Student Care team have had nearly 5,000 engagements this year, similar to 2019, when the events of 15 March had a significant impact. The equivalent figure in 2018 was 2,800. Levels of satisfaction with the service are on par with previous years.

Among the initiatives implemented in 2020 to maintain and enhance wellbeing support were: triage assessments to facilitate fast access to counselling; the creation of an online wellbeing hub to bring together information on services; a communications plan featuring regular updates on services; and assessment of wellbeing app options, with the launch of a new app in early 2021. Recent discussions with the Canterbury District Health Board (CDHB) have aimed to ensure that UC's services are well aligned with the CDHB's services. In addition, we are currently undertaking an assessment of health services to ensure that UC's offerings respond to the evolving needs of our community.

Mahere Oranga, the UC Wellbeing Implementation Plan, was launched in early November, following an extensive consultation process with staff and students. Drawing from the model of wellbeing Te Pae Māhutonga, the plan covers the period 2020–2024 and envisages refinement of UC's wellness services model, improved data collection, enhanced social wellbeing initiatives for students, improved communications about the wide array of wellbeing services available and some enhancement of facilities. My thanks go to the team, including academic staff, who have helped shape this process and the document that describes it, setting our path for the next period.

Considerable work has also been done to establish enhanced pastoral care requirements and reporting to reflect the Interim Code of Pastoral Care 2019, including revised agreements with halls of residence that set out mutual expectations.

An important workstream is in progress across the University in conjunction with ChristchurchNZ, the Student Volunteer Army and MSD. It focuses on providing access to opportunities and support for current international students who must remain in New Zealand because they are unable to travel home over the summer and then get back into New Zealand. An online information hub sharing opportunities for international students over the summer is underway, which includes information on career seminars, job opportunities, seasonal work, summer travel and social events.

## **Health and safety**

Staff and students of the School of Biological Sciences were asked to vacate the Pūtaiao Koiora building and have moved their teaching and research activities into other facilities. This follows a structural assessment by external experts, conducted as part of our ongoing seismic upgrade

programme. The assessment is being reviewed and consideration of longer-term options will follow.

The University undertakes annual external SafePlus assessments of health and safety performance using an independent assessor. Assessments have been completed for the School of Biological Sciences and for Electrical and Computer Engineering. The objective of the assessments is to identify health and safety strengths and areas for improvement, based on 10 criteria.

As a first for UC, the School of Biological Sciences, and Electrical and Computer Engineering were assessed as “Leading” in the areas of worker engagement and leadership, while all other criteria were assessed at the “Performing” level. These are excellent results and evidence of strong leadership, and of staff who are highly committed to improving health and safety performance.

We are pleased to advise the appointment of Natasha Barnett as Director of Health and Safety, beginning January 2021. Natasha comes to us from AgResearch, where she is the Director of Health, Safety and Environment following other roles as Health and Safety Manager at Antarctica New Zealand, Health, Safety and Quality Manager at Forte Health Limited, and National Service Manager at Fulton Hogan. A registered nurse, Natasha has other qualifications as well and is completing a Postgraduate Diploma in Health Science (endorsed in Occupational Health and Safety). Natasha is our first Director of Health and Safety. The increased prominence of the position reflects our desire to continue to develop our healthy and safe culture, as part of our strategic plan goal of nurturing staff and thriving students.

## Internationalisation – Locally Engaged, Globally Networked

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During 2020 this objective has not been progressed as originally planned, due to border closures. However, following an assessment of UC's international partners in late 2019 and the recent establishment of research clusters, we have an opportunity to align international partnership activity to reflect upcoming areas of research. Two Australian universities (Adelaide and Monash) have been identified as having potential for enhanced collaboration.

### **Online education for the international market**

A key strategic initiative to provide more online offerings has been achieved with enrolments opening on the global online education provider [edX](#) for select UCx courses in the form of MOOCs. MOOCs are independent, free, short courses that are delivered online to learners around the world. Enrolments have surpassed 3,500 with the first three MOOCs started. This initiative is also an excellent opportunity to showcase UC's esteemed academics and gain insight into the range of offerings UC provides.

Four MOOCs and two professional certificates have been launched, representing eight MOOCs in total. The eight UCx courses are: Basics of Statistical Inference and Modelling Using R; Advanced Statistical Inference and Modelling Using R; Introduction to Text Analytics with Python; Visualising Text Analytics with Python; Exploring Volcanoes and Their Hazards: Iceland and New Zealand; Mental Health and Nutrition; a Better Start to Reading; and Smart Cities.

All courses are being taught from November 2020. As an example, the volcanology MOOC is both a visual treat and a great piece of pedagogy. Ben Kennedy and Jonathan Davidson led the development. For more information, see <https://www.edx.org/course/exploring-volcanoes-and-their-hazards-iceland-and-new-zealand>. In a second example, Dr Chris Vas and Dr Anna Earl (UC Business School) produced the future-focused course on Smart Cities, with more information available at: <https://www.edx.org/course/smart-cities-technology>

Transnational education remains an important part of our strategic vision. We are considering a number of options within a governance framework.

Through Education New Zealand, a new initiative is coming to fruition with the impending launch of the Northern Consortium of the United Kingdom (NCUK) pathway programme. Students completing programmes through any of the 19 NCUK study centres around the globe can come on a pathway to UC. The end of October saw the completion of stage one of UC's commitment to the NCUK programme, with all academic mapping completed, annual scholarships defined, and website materials provided in readiness for launch. We will now move to stage two, where key study centres will be identified and targeted alignment can happen. The intent is that we attract not just new students, but a diversity of students across a range of study centres including Vietnam and Indonesia.

In spite of border restrictions, our colleges continue to work with offshore universities to strengthen and grow transnational education initiatives and partnerships. The College of Arts finalised the establishment of a new 2+2 articulation agreement with Zhejiang Wanli University in Ningbo, China. This collaborative programme will see up to 90 students enrol at Wanli in a Bachelor of Law (Social Work) for two years before high achievers in the cohort transfer to UC for two years to complete a Bachelor of Arts majoring in Sociology. Students will be awarded degrees from both institutions.



The Media & Communications department successfully secured a new round of Erasmus+ funding in conjunction with the University of Helsinki. UC will send two students for one semester to Finland and two will be sent from Helsinki to UC. The funding also includes full travel costs for a teaching exchange. This builds on existing links to Helsinki, which includes a transnational delivery platform for one of the courses.

The UC Business School has finalised four new 3+1+1 agreements with Chinese universities, where the first +1 is a study abroad year (no articulation required; allowing the School to design the student's coursework with the subsequent +1 in mind) and the second +1 is a Taught Master's degree. Agreements are in place with Shanghai Business School, Sanda University, Shanghai University of Electric Power and Harbin University of Science and Technology, Rongcheng Campus. Further agreements are progressing with China Petroleum University, Zhengzhou University of Light Industry and Nanchang University.

The Business School is working closely with Fudan University School of Management in Shanghai to enable UC Business students currently studying online from China to participate in an in-person short course over the UC summer break. These programmes have been advertised to students and the Business School will provide modest financial support to successful applicants towards the registration costs.

### **International student recruitment**

The Government trial programme for eligible international PhD students has progressed. UC has been advised that all of our nominated students (22) have been accepted to return to New Zealand.

With the border closure remaining in place, Immigration New Zealand has advised that new student visas will not be processed before February 2021. Current applicants have been advised about deferral and online to on-campus options, and new applicants are being informed that only online study is available for February 2021 starts.

Given the United Kingdom, South Africa, Canada and other countries such as Singapore are currently welcoming international students, we are at risk of losing these applicants elsewhere. The International Relationships Office (IRO) team is working hard to tell the story that New Zealand is "worth the wait" and to implement a comprehensive support plan for international students who choose the online to on-campus pathway, encompassing orientation, outreach, peer connection and academic and pastoral support.

Study Abroad activities were severely curtailed in 2020. However, the UC Business School and the School of Law have been working with the IRO to develop new study abroad packages for the US market. One stream offers study abroad students a suite of courses under the heading of "impact innovation" as well as an opportunity to take a Certificate or an Award in Impact Innovation for which students take INOV290 as well as some not-for-credit activities, such as community engagement and UCE challenges. The School of Law is considering opening a suite of 300-level Law courses to any study abroad student that could be of interest, especially to students who are looking for 'pre-Law' courses to prepare for the Masters in Law qualification in the US.

### **International student experience**

The UC Business School created a world-class support system to offer engagement opportunities and real-time support for our international students studying online. The programme included a week-long online orientation event that incorporated the usual academic support as well as a fun morning learning about Kiwi culture and several workshops on bicultural confidence. Students also participated in the UC Tuhono programme, for which they were assigned a small rōpū with fellow

new-to-UC international students studying online as well as a current UC student. During the semester, services that would normally be available on campus, such as academic skills, business communication and career planning, were offered online in real-time sessions. A survey of all UC Commerce students studying online in Semester 2 found very positive feedback, and this initiative no doubt contributed to the high proportion of students enrolled in the classes for free on a trial basis who converted to a fee-paying student and completed the courses.

Inclusive UC was a two-day Challenge held late July that the Internationalisation team sponsored and coordinated in partnership with UCE. Over 30 students worked in eight teams to develop ideas for on-campus events that will foster meaningful social interaction between international and domestic students at UC. The teams benefitted from feedback from a diverse range of UC intercultural relations experts, as well as from the expertise of UCE staff, to develop their ideas.

To continue providing international experiences to UC students while outbound travel is suspended, the Study Abroad and Exchange team is working with the College of Business to offer a pilot virtual exchange programme. Initially two European online summer programmes in January and February 2021 will be offered for UC Commerce students, taught by exchange partner universities WHU Otto Beisheim School of Management in Germany and Audencia Nantes School of Management in France, which are both highly ranked business schools. Under this for-credit programme, students will enrol at UC as outbound exchange students and will have the opportunity to study modules focused on European business and engage with students from around the world.

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

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The University made good progress against its goal to be of a sustainable size by 2030, with good growth in domestic student enrolments, and increases in research revenue.

However, the 2020 year has provided the University with an unexpected financial challenge. Although a significant number of the University's international full-fee students had arrived in the country before the borders closed early in 2020, the University still suffered a marked shortfall in revenue. In response, the University tightened its belt considerably by spending \$26.7 million less than budgeted for in these uncertain times. Overall, it is forecasting a surplus for the full year of \$2.409 million.

The global pandemic will see many economies in the world, including New Zealand's, switch into recession. UC has experienced a rise in domestic enrolments above the already forecast increase in enrolments due to earthquake recovery enrolment growth. As a result, domestic tuition and Student Achievement Component (SAC) revenue is forecast to be higher in 2020 than the planned revenue. This offsets to some extent the reduction in revenue resulting from the loss of international full-fee students. The net result is that UC will be requesting a further \$3 million in SAC government support from the Tertiary Education Commission for 2020.

The University has been planning its return to providing very short courses to the professional and continuing education market. These courses take the form of micro-credentials, described in the Education section above. More broadly, UC has undertaken a Business Growth scoping exercise to identify barriers to nurturing new growth opportunities and to improving and supporting an innovative culture. The report is due to be presented later this month.

New initiatives to diversify revenue streams continue to be developed. As reported earlier in the year, a three-year contract for \$1.3 million leverages the recently upgraded Speech and Hearing Clinic at UC with CDHB funding to enable paediatric clients and their whānau from the Canterbury and West Coast regions to receive hearing aid fitting and hearing rehabilitation. More recent

initiatives include working with two local startup innovators that require specialised laboratory facilities, where UC is agreeing to a revenue return on accommodating their research teams on campus.

The University is working to build a significant new industry-funded research collaboration. The proposed programme will involve two colleges in developing advanced gaming initiatives and water catchment monitoring and modelling capability. As well as demonstrating a long-term business–academic research collaboration, the initiative will provide scalable solutions for use in both community and industry sectors, while providing career pathways for students into deep-tech industries.

The University faculty and professional staff continued to make significant contributions to the economic growth of the city, region and indeed New Zealand as a whole. One such example is the work with the local economic development agency, ChristchurchNZ. Working with ChristchurchNZ, UC’s Research & Innovation office has supported two technology Challenges aligned to the Canterbury Supernodes. First, the HealthTech Supernode Challenge is a new national competition run by ChristchurchNZ, UCE and the Ministry of Awesome. On the completion of the Challenge last month, UC won awards in four of six categories. Second, the Food and Fibre Supernode Challenge sees UC sponsoring an innovation prize in conjunction with the Mayoral Forum and ChristchurchNZ. This work is aligned to a regional growth initiative, funded by MBIE and focused on innovation, which R&I is leading on behalf of the University.

In an internal initiative, the Payroll Giving project rolled out to staff in Q3. Staff will be able to pick their favourite charities for the launch. This is expected to benefit both our students and the wider community as a whole.

## Finances

We had been budgeting for an operating **deficit** as at the end of October 2020 of (\$1.811) million, but have returned an October operating **surplus** of \$5.155 million.

<b>October 2020</b>	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)	5,155	(1,811)	6,966	3,818	2,409	(1,409)
Capital Expenditure	71,421	95,265	23,844	111,988	88,755	23,233
Cash/ Short Term Investments	224,537	187,577	36,960	153,628	198,219	44,591

This is a favourable variance to budget of \$6.966 million. This favourable variance mainly relates to \$26.663 million less operating expenses (largest savings are in travel and conference expenses, consultancy expenses, outsourcing/contracts, scholarships, commission and levies, contract teaching, contractors, promotional activities, and laboratory consumables), the majority of which is related to the impact of the COVID-19 lockdown. Some of these favourable variances will be sustained and have been reflected in the year-end forecast.

Other favourable variances relate to \$0.730 million of 2019 SAC funding wash-up and \$0.373 million more interest income.

This favourable variance has been partially offset with unfavourable variances coming from (\$4.537) million less research external income, (\$7.945) million less full-fee tuition income, (\$3.303) million less sundry income, (\$2.591) million more depreciation expense, and (\$1.466) million more personnel expenses.

We are forecasting for a surplus for the full year of \$2.409 million. Expected reductions in revenue – in relation to full-fee tuition fees, Performance Based Research Fund and research income – and forecast increases in expenses – in relation to depreciation expenditure and retirement provision – are largely offset by improved interest revenue and forecast reductions in expenses in relation to personnel and operating expenses.

Capital expenditure is \$23.844 million below budget. Most projects are under budget but expenditure related to the UC Futures projects is (\$6.960) million over the year to date budget of \$2.481 million, largely as a result of the \$9.183 million Rehua final payment made in March that was not considered in the budget. The remaining capital spend (excluding UC Futures) is favourable by \$30.804 million, against a year-to-date budget of \$92.784 million. As one might expect, the COVID-19 lockdown significantly curtailed capital expenditure, but that expenditure is now returning to normal levels.

The October 2020 cash position of \$224.537 million is higher than budget by \$36.960 million. The higher than expected opening cash balance and lower capital spend has 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.

	EFTS			
	Full Year Enrolled			
	Actual	Actual	Forecast (as at Sept)	Budget
	2018	2019	2020	2020
<b>Domestic 1st Year</b>	3,662	3,767		
<b>Returning</b>	8,704	9,255		
<b>Total</b>	<u>12,366</u>	<u>13,022</u>	<u>13,662</u>	<u>13,735</u>
<b>Full Fee 1st Year</b>	922	952		
<b>Returning</b>	781	918		
<b>Total</b>	<u>1,704</u>	<u>1,869</u>	<u>1,691</u>	<u>2,015</u>
	-	-	-	
<b>Total</b>	<b>14,069</b>	<b>14,891</b>	<b>15,353</b>	<b>15,749</b>

*Budget and Forecast is not calculated down to year at UC; Enrolment data is based on the same date across years i.e. 6 Jan vs 6 Jan; Applications to Enrol data is now report on the same date across years i.e. 6 Jan vs 6 Jan; ATE data is based on student headcount and on the student's citizenship status rather than fee type. Enrolments data is based on EFTS and the students fee type (Domestic or International).; 'International' refers to the student's NZ citizen/residency status rather than their fee-paying status. Most but not all international students will pay International fees. As PhD students generally pay domestic fees, this table groups them with Domestic Students.*

## Philanthropy and alumni relations

The foundations are being put in place for a more strategic approach to Advancement, bringing together communications, fundraising and stakeholder engagement in a more integrated way that will generate greater positive impact. A workshop involving 70 academic and professional staff was held earlier this month, and has been followed by workstreams focused on developing a more coherent and impactful narrative and on bringing together the diverse alumni engagement initiative across the University. An external review of our alumni and fundraising function has identified that overall it is performing at a high level for the size of the team. The next steps are to refine our 'case for support' and to develop more capability across the University.

Despite not being able to connect with our alumni face-to-face in various countries as we usually would, we have seen an increased engagement from alumni across all social media channels, eNews readership and virtual events. The Alumni Bookgroup has been particularly popular. The November Picnic has over 240 registered to attend.

In line with the university sector as a whole, UC has seen smaller individual gift numbers decline but overall philanthropy and sponsorship income increasing in 2020, possibly an impact of COVID-19. Income is slightly higher than this time last year at \$6.1 million. Included in that total is \$1.2 million of sponsorship income that came directly to UC following changes implemented in the Fundraising Activity Policy.

Our largest gift has been the legacy of Peter Holland, which was confirmed with the Solicitor in January and received in March, of just over \$1 million to support Pasifika and Māori students pursuing Environmental Research. Other generous contributions include a \$500,000 pledge from the Wakefield Family in support of the Rose Centre for Stroke Research and Rehabilitation and a further \$500,000 towards the UC Research Endowment from former Vice-Chancellor Roy Sharp and his wife Beverley. The Tait Foundation, which has been supporting the UC Foundation since 2008, donated a further \$200,000 in 2020 to support the Wireless Research Centre, PhD Accelerator Scholarships and the Women in Engineering Programme at UC.

One of the highlights for July was Lady Tait's \$340,000 donation for the Sir Admiral Tait Scholarship for a boy from Timaru to study at UC. This scholarship has been running for a number of years and now has an endowment to run in perpetuity.

In addition to the work of the fundraising team, our academics and business managers in the colleges have secured a total of \$1.4 million in external income from 54 organisations, of which \$991,000 has been stewarded through the UC Foundation and the remainder is going directly to UC. A further \$108,000 has been pledged by the Canterbury Medical Research Foundation in support of the Child Well-being Research Institute.

The University's robotics and automation project continued with increasing automation of processes to reduce routine, repetitive and predictable manual work. This continues to release staff time for more complex but more valuable work.

The People and Culture team has completed the following projects in the interests of efficiency, simplicity and transparency:

- It has launched Rosie, a new robotic assistant, developed in partnership with the UC Intelligent Automation team. Auto-generated emails from Rosie commenced this week and

additional functionality will continue to be developed. Rosie is one of three automated assistants being developed to simplify and streamline processes.

- Development of an online staff induction system will begin in December. The system will enable UC to provide tailored pre-arrival and induction material and to record and report on induction completion rates for new staff.
- DocGen, a system for auto-document generation, has been released. All documents for continuing and fixed-term new hires are now automatically populated from data within the University’s staff recruitment SnapHire and then auto-generated for distribution to new staff. This system will continue to be expanded and will help standardise and simplify documents, offers and information provided to new staff.
- The UC exit survey has been redesigned and released to more closely align with the UC strategy and to improve collation and reporting.

The Library’s “From Physical Collections to Learning Spaces” project has exceeded its target for 2020 with 79,000 items withdrawn in order to enable the repurposing of space within Puaka-James Hight Library. This is allowing low-use material to be moved from the Library to storage before Christmas and the space repurposed for quiet study for Semester 1, 2021.

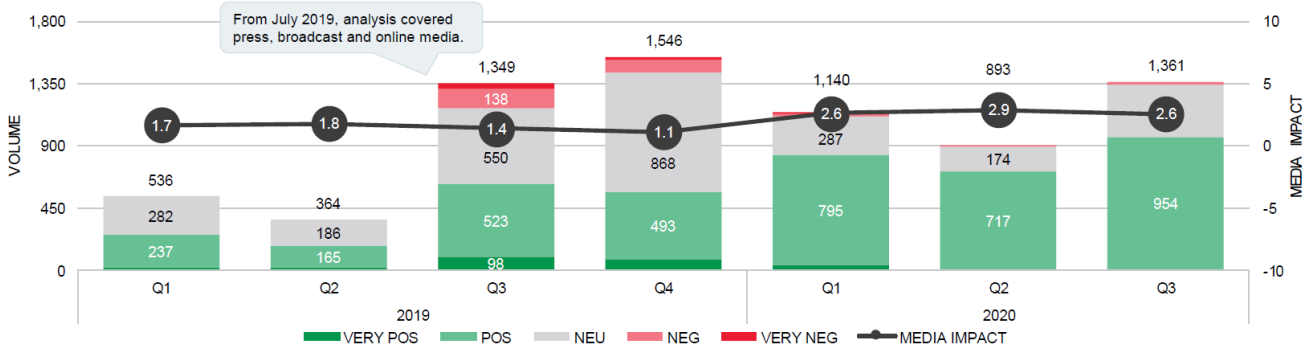
The appointment this year of a new Chief Digital Officer to lead the transformation of the Information Technology Service and to develop and implement a Digital Strategy for UC is a major milestone for the University’s ability to use technology and data for the best. The University is budgeting significant investment in this area for 2021 after a year of planning in 2020.

## Media

Considerable work has been undertaken throughout 2020 to boost UC’s local, national and international media coverage. Research remained overall the most positively reported theme of coverage. A large portion of it is attributed to proactive work, which corresponds to the higher positivity, with more messages and sources associated with coverage originating from media releases. This included positive coverage around academics commenting on published research and considerable research funding allocation to a number of University research groups including a substantial funding boost to UC-led Parkinson's research.

UC’s Media Impact Score for the three quarters has averaged 2.7, above the Australia-New Zealand education sector benchmark of 2.5. The graph below and the table that follows show our Media Impact Score trend in 2019 and 2020, reflecting a significant improvement in positive media stories throughout this year.

Quarterly Trend by Tone



The Media Impact Score is a multivariate score based on the tone of our media coverage, as well as the likely impact of that coverage on our key audiences and communities.

<b>Metric</b>	<b>Q3 Results</b>	<b>Q2 Results</b>	<b>Q1 Results</b>	<b>2020 Target</b>	<b>2019 Average</b>
<b>Media Impact Score</b>	<b>2.6</b>	2.9	2.6	1.7	1.4
<b>% of Positive Coverage</b>	<b>71% positive</b>	80% positive	70% positive	-	-
<b>Positive Message Penetration</b>	<b>66%</b>	74%	50%	22%	17%
<b>Proportion of Proactive Coverage</b>	<b>64%</b>	70%	62%	20%	17%

## Environmentally Sustainable

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

A carbon sequestration programme is being developed, which is best thought of as being used to 'mop up' carbon emissions that cannot otherwise be managed down entirely. This work relates to bringing an area of forestry at Mt Barker into the Emissions Trading Scheme that is larger than the 100 hectares currently considered. It also involves investigating whether naturally regenerating vegetation at Cass can be included. On this point, ECOS is being engaged to undertake a preliminary stocktake to assess whether this is a viable option.

In order to develop a robust sequestration programme, UC will need to establish a plan around understanding our air travel. A draft document will be discussed at an upcoming Sustainability Programme Board meeting before progressing to SLT for consideration.

It is clear that UC will need to develop a risk profile around climate change impacts. Recently the Ministry for the Environment distributed a survey to large organisations in the public sector to gain an understanding of their climate change readiness. It seems likely that this is a first step towards a requirement for organisations such as ours to have a risk management plan in place. Facilities Management staff are now working with the UC Risk Manager to understand this piece of work.

### **Ensure that UC research contributes to resolving global sustainability challenges**

Research & Innovation is supporting the development of Zincovery, a spin-out company working on green technology innovation that has the potential to help resolve global sustainability challenges. Zincovery is developing waste recycling technology for the galvanising industry and won the prestigious C-Prize for best national solution to an environmental problem.

UC is very strong in the politics, science and engineering of climate change and our academics provide numerous talks, papers and responses on the world's response to climate change. This has included, for example, Dr Matthew Cowan of the Department of Chemical and Process Engineering recently presenting a talk at the Beehive to members of Parliament as part of the Speaker's Science Forum 2020; School of Earth and Environment hosting the Canterbury Geography Teachers Association annual scholarship day with sessions on climate change; and the Impact Summit involving over 150 people exploring how individuals and businesses can lead more sustainable lives.

Dr Liz Macpherson (UC Law School) gave a virtual presentation about the Whanganui River to the Global Gathering for Mother Earth Laws convened by the Global Alliance for the Rights of Nature held on 28 and 29 October 2020. This event brought together allies, leaders and communities working on Rights of Nature, ecocide, legal personhood, and environmental and social justice to share experiences and strategies, build new alliances and strengthen this global movement. For more information, see: <https://therightsofnature.org/global-gathering-2020/>

Most of the work in the last month for the Sustainability Office relates to the objective of growing our sustainability networks, particularly with regards to the Sustainable Development Goals Summit Series, Partnering with Industry and working with the Christchurch City Council. The Summit has been promoted widely. The first on-line hui is this month, the second is in March, the third in June, and the face to face event in Christchurch is on 2-3 September 2021.

UC is participating in the Times Higher Education Impact Rankings for the first time in December 2020. These rankings are based on UC's commitment to the UN's Sustainable Development Goals (SDGs), making the assessment across the University's research, outreach and stewardship



activities. UC will submit its 'evidence portfolio' for a minimum of four SDGs and is also assembling evidence for its 2021 submission.

<b>Past Events</b>	
29 October 2020	<ul style="list-style-type: none"> <li>• Attended NZQA Board meeting in Wellington</li> </ul>
30 October 2020	<ul style="list-style-type: none"> <li>• Attended, via Zoom, Universities New Zealand Vice-Chancellors meeting</li> </ul>
2 November 2020	<ul style="list-style-type: none"> <li>• Hosted TEC Board meeting on campus</li> </ul>
5 November 2020	<ul style="list-style-type: none"> <li>• Attended Canterbury District Police Awards</li> <li>• Attended Friends of the University of Canterbury Students' Association function</li> </ul>
9 November 2020	<ul style="list-style-type: none"> <li>• Attended lunch meeting with Director of Ako Aotearoa</li> </ul>
12 November 2020 – 13 November 2020	<ul style="list-style-type: none"> <li>• VC on annual leave</li> </ul>
18 November 2020	<ul style="list-style-type: none"> <li>• Met with Australian Deputy High Commissioner, Ms Kirsty McNeil on campus</li> </ul>

<b>Upcoming Events</b>	
20 November 2020	<ul style="list-style-type: none"> <li>• Attended, via Zoom, Universities New Zealand Learner Success meeting</li> </ul>
21 November 2020	<ul style="list-style-type: none"> <li>• Attended, via Zoom, Association of Commonwealth Universities Council meeting and AGM</li> <li>• Attended UC Picnic on the Lawn event</li> </ul>
23 November 2020	<ul style="list-style-type: none"> <li>• Opened Geological Society of New Zealand Conference on campus</li> <li>• Spoke at Broadly Speaking event</li> </ul>
25 November 2020	<ul style="list-style-type: none"> <li>• Attended Tangata Tū Tangata Ora   Celebrating Excellence event</li> </ul>
26 November 2020	<ul style="list-style-type: none"> <li>• Opening No Travel, Low Carbon Conference on campus</li> <li>• Attending, via Zoom, NZQA Board meeting</li> </ul>
3 December 2020 – 4 December 2020	<ul style="list-style-type: none"> <li>• Attending Universities New Zealand Vice-Chancellors Meeting in Wellington</li> </ul>
9 December 2020	<ul style="list-style-type: none"> <li>• Attending Rotorua Graduation Ceremony</li> </ul>
14 December 2020 – 18 December 2020	<ul style="list-style-type: none"> <li>• Attending University of Canterbury Graduation Ceremonies</li> </ul>
23 December 2020 – 4 January 2021	<ul style="list-style-type: none"> <li>• VC on annual leave</li> </ul>