

COUNCIL

Te Kaunihera o Te Whare Wānanga o Waitaha

EMBARGOED UNTIL 3pm WEDNESDAY 28 OCTOBER 2020

Agenda

Date **Wednesday 28 October 2020**
Time 4.00pm
Venue Council Chamber, Matariki

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3. CONFLICTS OF INTEREST
Every Member has an obligation to declare any material interests relevant to any University of Canterbury activities and to ensure that any conflict arising from the material interests is noted and managed appropriately
4. MINUTES
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5. MATTERS ARISING
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6.2 Degrees Conferred in Absentia
7. FROM THE VICE-CHANCELLOR
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9. ACADEMIC BOARD
9.1 Board Report 34-36
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 (Liz Brown, Deputy Assistant Vice-Chancellor Māori)

10. **PUBLIC EXCLUDED MEETING**

Motion by the Chancellor for Resolution to Exclude the Public Pursuant to s48 of the Local Government Official Information and Meetings Act 1987:

I move that the public be excluded from the following parts of the proceedings of this meeting, namely:

Item on Public Excluded Agenda	General Subject Matter	Reason for passing this resolution in relation to each matter	Grounds under section 48(1) for the passing of this resolution
4.0	Minutes of the meeting held on 30 September 2020 with the public excluded	These items concern matters that were previously dealt with during proceedings of Council from which the public was excluded.	
5.0	Matters arising from those minutes	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
6.0 6.1 6.2	From the Chancellor Research Medal Council Work Plan	To protect the privacy of natural persons. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(a) 7(f)(i) and 7(h)
7.0 7.1	From the Vice-Chancellor The Vice-Chancellor's verbal report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
8. 8.1 8.2 8.3 8.4 8.5 8.6	From the Audit and Risk Committee Draft minutes ARC meeting 19 October 2020 Strategic Risk Register Review Insurance Renewal Discipline and Academic Progress Report 2019 RRSIC PIR Plan PIR Programme 2021	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To protect the privacy of natural persons. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i) 7(f)(i) 7(h) 7(a) 7(f)(i) 7(h) 7(f)(i)
9. 9.1	From the Finance, Planning and Resources Committee Draft minutes FPRC meeting 19 October 2020	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)

9.2	Financial Delegations	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
9.3	CAPEX Quarterly Report to 30 September 2020	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
9.4	UCTF Quarterly Report to 30 September 2020	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
9.5	Monthly Financial Report to 30 September 2020	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
9.6	Financial Forecast	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
9.7	Pūtaiao Kōiora Update	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
10.0 10.1	Other Business QuakeCORE TEC Funding Letter	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
10.2	Pastoral Care Code Self-Review Update	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
10.3	IT Transformation Project Report	To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(h) 7(f)(i)
11.0	General Business	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)

I also move that staff identified by the Chancellor and Vice-Chancellor as having knowledge relevant to particular matters to be discussed be permitted to remain at this meeting. This knowledge will be of assistance in relation to the matters discussed, and is relevant because of their involvement in the development of the reports to Council on these matters.

11. REPORT FROM THE PUBLIC EXCLUDED SESSION
12. GENERAL BUSINESS
13. NEXT MEETING –Wednesday 25 November, 2020 at **3.00pm**

UC COUNCIL
Register of Interests
October 2020

Name (Council members)	Date notified	Person and/or organisation with interest	Nature of interest
Sue McCORMACK (Chancellor)	2020	Canterbury Earthquakes Insurance Tribunal	Member
	2019	Canterbury Museum Trust Board	Trustee
	2009	Dress for Success	Honorary Solicitor
	2017	KiwiRail Holdings Ltd	Director, Deputy Chair
	2017	Swiftpoint Ltd	Trustee Shareholder
	2019	UC Foundation	Ex-officio Trustee
Steven WAKEFIELD (Pro-Chancellor)	2019	199 Johns Rd Ltd	Shareholder, Director
	2017	Brackenridge Services Limited	Director
	2017	CDHB – Quality, Finance, Audit and Risk Committee	Committee member
	2017	Carolina Homes Limited	Director, Shareholder
	2019	Christchurch Cathedral Reinstatement Limited	Board member (Ex officio – CPT Rep)
	2017	Church Property Trustees of Anglican Diocese	Trustee
	2018	Co-op Money (NZ Associations of Credit Unions)	Director
	2017	Court Theatre Trust	Citizens' Trustee
	2017	Crop Logic Limited	Director, Shareholder, Chair
	2017	Deloitte Limited	Former partner (now retired)
	2019	East Lake Trust	Trustee
	2018	EVNEX Limited	Shareholder, Director
	2019	Facts Limited (Trading as Co-op Services Ltd)	Director
	2018	Foodstuffs South Island Cooperative Limited	Independent Director
	2018	Foodstuffs South Island Properties Ltd	Director
	2017	Greater Christchurch School Network Trust	Chairman of Trustees
	2019	Health One Programme Steering Group	Independent Chair
	2017	Innovative Software Limited	Director, Shareholder
	2017	INOVS Limited	Director
	2018	Lincoln University	Graduate (Post-Grad Diploma)
	2017	Mastaplex Limited	Shareholder
	2020	Medsalv Limited	Director
	2019	Menumaster Limited	Shareholder and Director
	2018	Murdoch Manufacturing Ltd	Director
	2017	New Zealand Health Innovation Hub	Director, Chair
	2017	Nutrient Rescue Limited	Director, Shareholder
	2020	Paenga Kupenga Limited	Director
	2017	Ravenscar Trust	Chairman
	2017	RHOAD Limited	Director

	2017	St Barnabas Fendalton Parish	Vestry Member, Synod Rep
	2017	St Barnabas Fendalton Trust	Chairman
	2017	Sons, Christopher and David Wakefield	Students at UC
	2017	Steve Wakefield Services Limited	Director, Shareholder
	2017	Syft Limited	Shareholder
	2018	The Taurus Trust	Trustee
	2017	Townsend Fields Limited	Managing Director
	2018	University of Canterbury	Post Graduate Student
	2017	Wakefield Holdings Limited	Director
Peter BALLANTYNE	2013	Canterbury District Health Board subcommittees	Member Quality, Finance, A&R
	2019	Canterbury Scientific Limited	Shareholder via Hawkins Family Trust
	2012	Deloitte	Consultant
Liz BOND	2019	Tertiary Education Union	Member
	2019	University of Canterbury	Employee
Rachael EVANS	2020	Kereru Trust	Trustee
	2020	Law Society	Member
	2020	Te Rūnanga o Ngai Tahu	Contractor
	2020	Te Rūnanga o Ngāti Tama	Member
	2020	Whanganui Iwi	Member
John HOLLAND	2019	JCG Trustee Limited	Family trust
	2018	Carter Group Ltd	Consultant
	2018	Court Theatre Foundation	Trustee
	2018	Glasson Trustee Ltd	Director
	2020	Hickman Family Trustees Limited	Director
	2019	SIG Trustee Limited	Family Trust
	2018	Southbase Construction Ltd	Chair and Shareholder
	2019	Winders Consulting Limited	Director
	2019	Winders Investments Limited	Director
Keiran HORNE	2019	AJ & MJ Horne Family Trust	Trustee and Discretionary Beneficiary
	2019	Breastscreen Otago Southland Ltd	Director
	2019	CEC Charitable Trust	Trustee and Treasurer
	2019	Christchurch City Council	Member, External Advisory Group, Infrastructure Strategy
	2019	Coalcorp Services Ltd	Director
	2019	Conductive Education Canterbury	Treasurer
	2019	Crown Asset Management Ltd	Director
	2019	Hamilton City Council	Chair, Audit Risk Committees
	2019	Horne Wildbore Family Trust	Trustee and Discretionary Beneficiary
	2019	New Zealand Lotteries Commission	Commissioner, Chair Audit Risk Committee

	2019	Nexia Christchurch Ltd	Consultant
	2019	Quayside Holdings Ltd	Director
	2019	Quayside Properties Ltd	Director
	2019	Quayside Securities Ltd	Director
	2019	ScreenSouth Ltd	Chair
	2019	Solid Energy New Zealand Ltd	Deputy Chair
	2019	Spey Downs Ltd	Shareholder
	2020	Television New Zealand Ltd	Director
	2019	Timaru District Council	Member, Audit and Risk Committee
Tori McNOE	2020	Interim Regional Skill Leadership Group (MBIE)	Member
	2020	Momentum Investment Committee	Committee member
	2020	University of Canterbury	Student
	2020	UCSA	President
Professor Roger NOKES	2015	University of Canterbury	Staff
Warren POH	2020	Christchurch Netball Centre	Board Member
	2018	GHD Limited	Employee
	2017	E&S Hop Holdings Limited	Director
	2018	GHD Limited	Shareholder
	2017	M&W Nominees Limited	Director and Shareholder
	2020	NOSSLO Group Limited	Director
	2018	Olsson Fire and Risk New Zealand Ltd	Director and Shareholder
	2017	Ofwarren Limited	Director and Shareholder
	2020	University of Canterbury	Husband of enrolled student
Cheryl de la REY (Vice-Chancellor)	2020	New Zealand Qualifications Authority	Board Member
	2019	Universities New Zealand Vice-Chancellors' Committee	Member
	2019	University of Canterbury Foundation	Trustee (Ex-officio)
	2019	University of Canterbury Trust Funds	Vice-Chancellor
Gillian SIMPSON	2019	Anglican Schools Board	Board member
	2019	Canterbury Rugby Football Union	Independent Director
	2019	Christ's College Canterbury	Board member
	2019	Ministry of Education Statutory Services Provider	Independent contractor
	2019	New Zealand Education Scholarship Trust	Trustee
Shayne TE AIKA	2020	Rannerdale Home Care Limited	Director
	2020	Rannerdale War Veterans Home Ltd	Director
	2020	The Karshay Group Ltd	Director and Shareholder
Adela KARDOS (General Counsel/Registrar)	2020	University of Canterbury	Staff member

COUNCIL

Te Kaunihera o Te Whare Wānanga o Waitaha

Minutes

Date	Wednesday 30 September 2020
Time	4.20 pm
Venue	Council Chamber, Level 6 Matariki
Present	Ms Sue McCormack (Chancellor), Professor Cheryl de la Rey (Vice-Chancellor), Mr Steve Wakefield (Pro-Chancellor), Mr Peter Ballantyne, Ms Liz Bond, Ms Rachael Evans, Ms Keiran Horne (via Zoom), Ms Tori McNoe, Professor Roger Nokes, Mr Warren Poh, Ms Gillian Simpson, Mr Shayne Te Aika.
Apologies	None
In Attendance	Ms Adela Kardos, General Counsel/Registrar and Council Secretary Professor Ian Wright, Deputy Vice-Chancellor (Research) Mr Keith Longden, Executive Director, Planning, Finance and IT Mr Paul O’Flaherty, Executive Director, People, Culture and Campus Mrs Raewyn Crowther, University Council Coordinator

The meeting was opened with a karakia timatanga.

REGISTER OF INTEREST	Corrections and updates were to be supplied to the Registrar.
CONFLICTS OF INTEREST	There were no conflicts advised for the public section of the meeting.
MINUTES	The minutes of the meeting held on 26 August 2020 were approved and signed as a correct record.
MATTERS ARISING	There were no matters arising.
FROM THE CHANCELLOR	The Chancellor offered Council’s condolences to the Vice-Chancellor on the recent loss of her mother-in-law. She also congratulated Tori

McNoe on her nomination for Woman of Influence - Young Leader Award.

Chancellor's Meetings

The list of Chancellor's meetings was noted with the Chancellor adding her attendance at the UCSA Staff of the Year Awards and noting that she had been an apology at the UC Foundation DSG meeting and the FPRC agenda setting meeting.

Moved

That: Council note the report on the Chancellor's meetings.

Carried

Degrees Conferred in Absentia

Ms McCormack advised Council that the schedule of degrees awarded in absentia had been approved and the names of the graduates were entered into the public record.

Moved

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

Carried

FROM THE VICE- CHANCELLOR

Monthly Report

The Vice-Chancellor presented her report, highlighting in particular:

- The semester had commenced with a "combo option" of online and attendance in person being available to students.
- The family of Mason Pendrous indicated they would visit next week to place a plaque on his memorial tree and to meet informally with the Vice-Chancellor.
- Kay-Lee Jones, College of Education, Health and Human Development had won a Tertiary Teaching Excellence Award in the Kaupapa Māori category.
- Work was progressing on the Knowledge Commons.
- UC sponsorship of the Young New Zealander of the Year had generated extra interest in the award.
- UC would be joining leading universities in a panel discussion on The Use of Zoom in Education, at the Zoomtopia conference.
- Open Day had been cancelled but domestic enrolments were looking strong.
- UC was working on the basis of there being no international students at the beginning of semester 1, 2021.

In discussion it was noted that:

- International students remaining in Christchurch would be supported through the summer with pastoral care and study opportunities.
- All universities were looking at cutting costs in light of reduced international student enrolments. TEU had engaged with the Minister of Education.

- A South Island quarantine possibility was being pursued by UC, Otago and Lincoln Universities, though there had been no meaningful shift in the government's position.
- UNZ was hosting a workshop with VCs regarding international education.
- Online education opportunities were available to students and new offerings would be developed with the appointment of a dean with experience in creating online courses. Significant investment was required up front with returns on investment possibly taking three years.
- Applications for the halls of residence were up compared with last year and it was anticipated that all places would be taken.
- The Endeavour Fund had mostly gone to research institutions. Professor Wright noted that the ideas presented by UC had been highly ranked but that round had been cancelled by MBIE. Better performance in identifying opportunities was being worked on by the Research and Innovation team. Aspects of Climate Change research were noted in this regard, with opportunities in low carbon energy production, high knowledge industries, climate change mitigation and adaptation being noted.

Moved

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

Carried

FROM THE ACADEMIC BOARD

Professor Matthew Turnbull joined the meeting to present the report of the Academic Board. In discussion of the report it was noted that:

- The university's financial position had been discussed at length.
- The request from the UCSA for all lectures to be recorded had sparked a wider debate on the merits of lectures as an information delivery mechanism. Prof Nokes indicated that international research suggested that academic outcomes were degraded when presentations were recorded. UCSA had requested a consistent policy on this for equity reasons, to enable those who could not attend lectures, (due to sickness, work responsibilities or personal situations such as language difficulties), to receive the same input as those who could attend in person. This was an important discussion on engagement versus delivery in a world where content was available in many ways other than lecturing. There was also a desire to use online for content and to open lectures up to more interactive learning. Academic Board had resolved to establish a working group to look further into this matter and would report back to the November meeting.

Moved

That: Council note the report of the Academic Board.

Carried

PUBLIC EXCLUDED MEETING

Moved

That: the public be excluded from the following parts of the proceedings of this meeting, namely:

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4.0	Minutes of the meeting held on 26 August 2020 with the public excluded	These items concern matters that were previously dealt with during proceedings of Council from which the public was excluded.	
5.0 5.1	Matters arising from those minutes Equity Report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
6.0 6.1 6.2	From the Chancellor Honours and Appointments Committee Council Work Plan	To protect the privacy of natural persons. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(a) 7(f)(i) and 7(h)
7.0 7.1 7.2	From the Vice-Chancellor The Vice-Chancellor's report IT Transformation Progress Report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i) 7(f)(i)
8. 8.1 8.2 8.3 8.4 8.5	From the Finance, Planning and Resources Committee Draft minutes FPRC meeting 21 September 2020 Domestic Fees 2021 Student First Ecosystem Business Cases Financial Forecast UCTF/UCF Amalgamation	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(f)(i) 7(h) 7(h) 7(h) 7(h)
9.0	General Business	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)

and that staff identified by the Chancellor and Vice-Chancellor as having knowledge relevant to particular matters to be discussed be permitted to remain at this meeting. This knowledge would be of assistance in relation to the matters discussed, and was relevant because of their

involvement in the development of the reports to Council on these matters.

Carried

RETURN TO PUBLIC MEETING

Council returned to public meeting at 6.44pm.

GENERAL BUSINESS

There were no items of general business.

The meeting ended at 6.45pm.

NEXT MEETING

The next meeting was scheduled for 3.00pm on Wednesday 25 November 2020.

SIGNED AS A CORRECT RECORD: _____

DATE: _____

Memorandum

Chancellor's Office

Email: chancellor@canterbury.ac.nz



To:	Council Members
From:	Sue McCormack, Chancellor
Date:	22 October 2020
Subject:	CHANCELLOR'S MEETINGS

I outline for you the key events I have attended on behalf of UC since the last Council meeting. Items marked with an asterisk indicate events at which I gave a speech. Those speeches can be found on the Council Sharepoint site.

- Attended launch of Canterbury Museum 150 year celebration launch of House of Treasures
- Numerous meetings with the Vice-Chancellor and General Counsel/Registrar
- Met with VC, Chairs of FPRC and ARC, and Registrar re the FPRC/ARC agendas
- Attended Entre end of year event
- Attended UCSA Blues Awards event
- Attended Canterbury Museum Trust Board meeting
- Attended ARC and FPRC meetings
- Regular catch-up meeting with General Counsel/Registrar
- Attended Canterbury Museum Audit and Risk Committee meeting

Sue McCormack

A handwritten signature in black ink, appearing to read 'Sue McCormack'. The signature is stylized and cursive.

Sue McCormack
Chancellor

Vice Chancellor's Report to Council

October 2020

Summary

Teaching has concluded for the 2020 academic year and students are expected to be preparing for the final assessments and examinations. Aotearoa New Zealand is in Alert Level 1 again and it is hoped that this will continue so that there will not be any disruption to the end-of-year examination period. Exams will come to a completion on 7 November.

Graduation ceremonies are planned for the week commencing 14 December 2020. Two additional ceremonies have been added following a high number of applications for the December Graduation ceremonies. This will include the rescheduled UC Graduation Celebration, which was planned for September (for April in absentia graduates) but had to be postponed as a result of the continuation of Covid-19 Alert Level 2 in the South Island. I expect that this year's graduation ceremonies will provide a particularly special sense of achievement given the challenges of the 2020 academic year.

Applications for enrolment in 2021 have opened and numbers are encouraging. I am pleased to see that active applications for Māori and Pasifika student numbers are up significantly on 2019 and all Colleges are showing increases in enrolment compared to the same point in 2019.

In recent days, the Government has agreed to a trial programme of international student entry to New Zealand, with an initial cohort of 250 PhD students (across all eight universities) being allowed to enter New Zealand via existing quarantine facilities to re-commence their studies. UC has prioritised a list of over 50 existing PhD and postgraduate students who are currently enrolled at UC and need to return to Christchurch to complete their research projects.

The multiparty Joint Postgraduate School is a new partnership initiative between University of Canterbury, Lincoln University, AgResearch, Plant & Food Research and Manaaki Whenua Landcare Research. It's overarching research theme is Food Transitions 2050, and this month, the 15 PhD scholarships available for the initiative, 5 of which are funded by UC, have been allocated to joint supervisory teams in a contestable process. The VCs and CEOs of the five partners met as the Partnership Board on 21 October and agreed to sign a MoU to formalise the ongoing work. The meeting was followed by a lunch with the research staff of the five partners who will be supervising the inaugural cohort of PhD students who will begin their study in 2021.

Engagement

The Knowledge Commons team presented an update on the work thus far at a workshop that included some key members of the community. A total of approximately 60 people attended in person and via zoom. Assoc Prof Te Maire Tau, the Mayor and the Vice-Chancellor all presented their visions for engagement and kotahitanga. Those present then worked to develop key

workstreams that will support the Knowledge Commons' strategic focus into the future. The Knowledge Commons team will align this information with other data collected by its partners and present this back for wider consultation and engagement as part of the Knowledge Commons' strategy.

The Knowledge Commons team continues to reach out to various organisations, individuals, businesses and community groups to determine how UC can support their ongoing mahi. We continue to collate the 150 stories of impact to support our commitment to sharing UC's impact in our local community.

In election year numerous staff in the College of Arts have been involved in analysis, discussion and commentary of political events. Amongst many examples, Peter Field (History) could be heard discussing the US elections on RNZ, Lindsey MacDonald (Political Science and International Relations) provided live analysis of the televised Leaders Debate in Christchurch, whilst the National Centre for Research on Europe, together with the New Zealand Institute of International Affairs (Christchurch) hosted a NZ 2020 election public discussion of foreign policy. The event included four candidates for the upcoming election and was chaired by former UC Arts student, now Strategy and Risk Consultant and former Christchurch city councillor, Raf Manji.

Over the last two weeks the Te Mātāpuna Mātātahi | Children's University (CU) team has facilitated six campus experience events for CU members. Two events were held at Lincoln University and four events were held on UC's Ilam campus. The events provided tamariki with hands-on activities in a range of areas including chemistry, biology, geology, engineering and maths. In total 100 tamariki accompanied by 86 adults visited our campus.

At the end of September the Department of Media and Communication welcomed media studies teachers from local schools onto campus for a professional development workshop focussing on visual analysis and developments in journalism. Response was very positive and another event, this one for media studies students, was suggested for term 1, 2021.

UC Centre for Entrepreneurship (UCE) Impact Summit 2020 held on Saturday 10 October brought together some 200 participants from around NZ. Titled 'Every Day Matters', the focus of the day was empowering people to create a more sustainable world, one decision at a time. The Summit, hosted by UC Centre for Entrepreneurship and the Business School, brought together a diverse range of students, entrepreneurs, innovators, professionals and members of the wider community to share ideas, engage with each other and take action toward a more sustainable future. Following a presentation from keynote speaker, Malcolm Rands, Ecostore co-founder and Fairground Foundation executive chairman, attendees participated in workshops facilitated by UC academics and external stakeholders. The event concluded with a panel discussion between Veronica Harwood Stevenson, Founder and CEO of Humble Bee, Tony Moore, Sustainability Advisor at Christchurch City Council, Brianne West, Founder and CEO of Ethique, and Logan Williams, Entrepreneur, Inventor and Scientist. The MC was Rod Oram, award-winning international business journalist and founding trustee and second chairman of the Ākina Foundation, which helps social enterprises to develop sustainable business models. One key message that the entire panel agreed on was that we can't recycle our way into sustainability – we must change the way we make and consume!

In partnership with B.linc Innovation at Lincoln University, UCE ran the Ag-Tech Shake-up two-day Challenge, which was sponsored by ChristchurchNZ. Teams of students from UC and LU were tasked with coming up with a concept to transform the future of New Zealand agriculture through innovative technology. Combining the expertise of the students from the two universities resulted in some impressive ideas. First place went to Radiant Technologies for its automated pest control

system to identify, spray and destroy Wilding Pines. Runners up were the Auaha team, who came up with a sensor for milk caps to tell consumers whether their milk is fresh, and the Rauhou team, who created a system that uses ruminant waste to produce water lentils (plant-based food protein).

On 23 September the Business School and UC MBA Graduate Association held a pre-election political panel at Turanga on 'The Business of Running NZ Inc'. UC Alumni, MBA Graduates and current students heard from former MPs, Hon Nicky Wagner and Hon Clayton Cosgrove on how preparing for a life in business had prepared them for politics, how politics and business differ, and what the future holds for NZ businesses post-election. UC Economics Lecturer Stephen Hickson facilitated the discussion. On Wednesday 7 October, Stephen Hickson gave an invited talk on the state of the NZ economy and the economic outlook to an audience drawn largely from the engineering and construction industries. The forum was organised by Stellar Recruitment who contacted the University requesting a speaker for one of their regular networking events.

The Department of Economics and Finance has reinstated the UC Finance Professional Speaker Series this year, kicking off with a talk by Craig Brownie from merchant bank Bancorp New Zealand. Craig, who is co-owner and Managing Director of Bancorp, shared valuable insights about how to secure a job in the sector and stories about his recent mergers and acquisitions, infrastructure and private equity deals.

UC MBA students spent the weekend (9-10 October). Christchurch City Council in collaboration with the MBA *Societies in Smart Cities* course and the Smart Cities Council ANZ, developed a Smart Christchurch 'Waste Minimisation' Challenge for MBA students. The founders of the Smart Christchurch programme, Michael Healy and Grace de Leon, spent the weekend guiding students to develop waste minimization business cases for Christchurch City Council. And the Canterbury-Bankstown Council in New South Wales delivered a presentation to the cohort on emerging innovations.

Nine teams presented solutions including using technology and AI to sort waste at the point of collection, developing 'waste 2 value' trading platforms, utilising existing capital infrastructure such as supermarkets as minimisation outlets, and emulating best practices from countries like South Korea. The City Council will assess these solutions in the coming weeks and consider taking forward viable solutions to develop proof of concepts.

The recently established, Colin Fife Memorial Endowment Fund, which honours UC Law School graduate, the late Colin Fife, has seen donations rolling in. Funds will go towards the annual mooted prize competition and law student scholarships. On 23 September the Business School and UC MBA Graduate Association held a pre-election political panel at Turanga on 'The Business of Running NZ Inc'. UC Alumni, MBA Graduates and current students heard from former MPs, Hon Nicky Wagner and Hon Clayton Cosgrove on how preparing for a life in business had prepared them for politics, how politics and business differ, and what the future holds for NZ businesses post-election. UC Economics Lecturer Stephen Hickson facilitated the discussion. UC Economics Lecturer, Stephen Hickson on the NZ Economy and Economic Outlook: On Wednesday 7 October, Stephen Hickson gave an invited talk on the state of the NZ economy and the economic outlook to an audience drawn largely from the engineering and construction industries. The forum was organised by Stellar Recruitment who contacted the University requesting a speaker for one of their regular networking events.

Education – Accessible, Flexible Future Focussed

As teaching draws to a conclusion for the standard academic year plans are in place to manage the examination period under different Alert Level scenarios. While everyone is hopeful that we will remain at Level 1, arrangements have been made to manage a short-notice shift to Alert Level 3 or 4 should that be necessary. These plans include some online invigilation using Zoom and a team of trained invigilators.

While we look to the end of the year, teaching continues through the summer. Applications for Summer School courses have gone live and early enrolments suggest an increased interest in summer school compared to previous years. In addition, FutureU study grants are available for summer school 2020 enrolments of up to \$7,500 per person to subsidise tuition fees for those impacted by COVID-19.

Looking forward to the new academic year, Takere, the new Success Academy initiative, is gearing up for a mid-January launch. The name Takere refers to the hull of a canoe. With a strong, sturdy takere the waka is ready for its journey and is designed to navigate the choppy seas. The hull of a waka is also the place where our voyaging tīpuna stored the resources and taonga necessary for their journey as they moved across Te Moana-nui-a-Kiwa Pacific Ocean. This pilot programme, catering for approximately 20 students, aims to develop the skills and confidence Māori and Pacific students need to navigate the university landscape, while strengthening their connection as a cohort of first-year students and is part of the strategy for student success.

Staff and students at UC can look forward to exciting new curriculum initiatives in 2021. The Council of Academic Programmes (CUAP) have approved all proposed programmes, and while waiting on final confirmation from the Tertiary Education Commission (TEC), we can be confident that we will be launching two new undergraduate degrees in Data Science and Environmental Science. The degrees are modern and reflective of current global developments and will be an excellent addition to our suite of programmes.

Reflecting more flexible and accessible education, the first three UC micro-credentials were approved (Digital Marketer submitted by the School of Business and Transition Engineering Leadership and Energy Transition Engineering, Management and Policy submitted by the College of Engineering). Work is underway developing the online content for these micro-credentials which will be launched in early 2021.

The innovative work UC did in terms of teaching and learning in response to COVID-19 has been showcased to a wide audience as part of Zoomtopia, a conference looking at technology advancements in education. Catherine Moran took part as a panellist and shared highlights of UC's response to moving online and lessons learned.

The UCX launch on the edX platform is expected this month, with five MOOCs becoming available that showcase the breadth of learning opportunities at UC and our expertise in a variety of fields. These first MOOCs include; for A Better Start to Reading – Professor Gail Gillon, Exploring Volcanoes and their Hazards: Iceland and New Zealand – Associate Professor Ben Kennedy, Smart Cities – Associate Professor Chris Vas, Statistical Analysis in R – Professor Elena Moltchanova (Professional Certificate) and Text Analytics with Python – Jonathan Dunn (Professional Certificate).

The Library has welcomed the stronger presence of students on campus for Semester Two. Despite the move to Level 2 the demand for Library services has remained high. The Library is now putting in place our wellness support for students as we move into the final assessment and exam period. The Library is continuing to talk to the UC academic community on alternatives to the use of textbooks and options for open access textbooks as the major publishers continue to increase

costs, refuse in some cases to provide online versions, and put further restrictions on use. As an example we have been advised that Cengage will be tightening their digital rights management on new purchases of Cengage ebooks available via ProQuest, removing rights to print, copy or download chapter-level PDFs on new purchases from 7 September 2020.

Partly in response to the impact of COVID on normal patterns of delivery this year, the Professional and Community Engagement (PACE) programme is finding placements for 40 students over the summer period – four times more than the same time last year. It includes remote internships in the North Island and Singapore. Overall this year about 190 students will have completed PACE placements this year, continuing to garner positive feedback from our exceptional industry partners who have gone above and beyond to support students in challenging times.

The Social Work programme, in the wake of its successful mid-cycle accreditation review, has just finished offering a new community engagement course (SOWK205) providing a timely opportunity for Social Work students to engage with five community organisations: CCS Disability Action, Tangata Atumotu Trust, Shirley Community Trust, Mental Health Advocacy and Peer Support (MHAPS) and Oak Development Trust. Students worked in project teams to apply their community engagement skills and research the organisations' Covid19 responses. The Social Work programme continued to facilitate active engagement between final year students and the social work regulatory body, the Social Workers Registration Board, and the professional Aotearoa New Zealand Association of Social Work. The purpose of facilitating these connections is to ensure students are aware of the role each organisation will play in their ongoing development and future social work career.

While there were many challenges faced regarding teaching and assessments in Engineering, students and staff have prevailed with a high level of course/assessment success. Final Year Projects were hit very hard in some areas, with disruption to lab and equipment access. However, even with some industrial sponsors suffering major disruption, all our projects started at the beginning of the year are completing, and there have been exhibitions and displays of their work.

In Engineering we have major successes related to equity and diversity this year. We have increased our number of Māori students again this year, and the ratio of female to male students is now well above 20% whereas it used to be as low as 14% some years ago. We hope that programmes like the new biomedical minor will further increase the gender diversity of our incoming student cohort

Now that year end is approaching, we have had a push to try to attract final year students to stay on in many of our Engineering departments, for postgraduate study. This is currently of increased interest to them as employment prospects are less certain at the moment. Chemical and Process Engineering have put together their first Master's degree to help students develop their skills in the absence of employment opportunities at present.

Research – Impact on a Changing World

The TEC has recently announced the ten successful Centres of Research Excellence that will receive funding over the next 7½ years. UC had two proposals, where UC was the proposed host, of fifteen bids in the final phase of assessment. UC's Te Hiranga Rū | QuakeCoRE led by Professor Brendon Bradley has been selected for a further cycle of funding, receiving \$31.5m in funding. A key aspect of QuakeCoRE is to advance the science and implementation of earthquake resilience through deep collaborations coordinated across engineering, physical and social science disciplines and research institutions. Specific developments in this phase of funding are the advancement and application of new smart technologies to earthquake engineering, and the social and economic

mitigation of future earthquake impacts. The other UC-hosted proposal (Te Hiranga Reo), led by Professor Jennifer Hay, was sadly unsuccessful. Professor Hay is beginning to rework a number of collaborative research ideas in the proposal, back into the future development of UC's New Zealand Institute of Language, Brain Behaviour.

Two existing CoREs, in which UC was a partner, were not refunded – Brain Research New Zealand and Medical Technologies, and this will have some impact within the Colleges of Science and Engineering. In contrast two new CoREs hosted by University of Otago (Coastal Peoples : Southern Sky) and University of Auckland (Healthy Hearts) have some UC presence, UC will also have greater participation in the refunded BioProtection CoRE hosted at Lincoln University.

As the end of 2020 approached it is a busy period for Research & Innovation staff. The research consultant team is now focussed on supporting academic staff to prepare and complete applications for submission to the MBIE Smart Ideas and Endeavour Research Programme 2021 round. Currently there are 53 Smart Ideas applications, of which 26 are carried forward from the delayed 2020 round which is now conflated with the 2021 cycle. There are also 13 Endeavour Research Programme applications being developed. The R&I team is also compiling information for three submissions, including the QS Star rating submission, Times Higher Impact submission, and the Stats NZ biennial research & development survey.

In funding news, UC has secured \$1.388m over the next three years following the announcement that eight projects have been funded through New Zealand's two joint research programmes with Singapore on Data Science and Future Foods. Through the Catalyst: Strategic – New Zealand-Singapore Data Science Research Programme, Professor Richard Green has secured \$520,698 in sub-contract funding for his part in a Manaaki Whenua – Landcare Research-led programme entitled “Bridging the gap between remote sensing and tree modelling with data science”. Through the Catalyst: Strategic – New Zealand-Singapore Future Foods Research Programme, Professor Ren Dobson has secured \$867,799 in a sub-contract on an Auckland-led project entitled “Understanding the interactions between plant-based protein and cellular agriculture”. MBIE's funding commitment for the eight projects totals almost \$23m over three years, and represents New Zealand's largest ever single investment in a bilateral science programme.

This month the R&I Commercial Team have successfully filed a patent, and negotiated an out licensing deal for the rights to use it, with ZinCovery, an award winning spin-out company formed by Jonathon Ring, ex-UC Masters student and Associate Professor Aaron Marshall, (Chemical and Process Engineering). The company is in the process of raising \$1m to develop the novel technology aimed at making the galvanized steel industry waste-free.

UC have also agreed with Talegent, a company specialising in the provision of tools that predict prospective employees' performance, minimum royalty rates and the marketing plan for a psychometric test developed by Associate Professor Chris Burt (School of Psychology, Speech & Hearing). The test is aimed at assessing awareness of Health and Safety Risks, and Talegent will market the tool to companies here and in Australia.

The team have also supported Associate Professor David Leung, (School of Biological Sciences), and his PhD student Negisa Darajeh, with their entry in to the BridgeHub 2020 Water Challenge, for which they have been selected as finalists. The competition offers over \$250,000 in prizes and is open to both Australian and New Zealand Innovators.

Finally, R&I have worked with Christchurch NZ to highlight the University's capability in Precision Farming, automation and robotics, with an aim to UC being included as a key participant in the planned Horticultural Robotics Institute centred in Hawkes Bay. UC is also working with

Christchurch NZ to profile key research and innovations being developed by UC, both in Green Technologies and medical technologies, two themes which align closely with the city's identified super-nodes. Together with UCE, Christchurch NZ, the Mayoral Forum, BLINC and AgResearch, R&I are also lending support to a national Food and Fibre Challenge, to be run later this year

As teaching comes to an end, staff turn to focus on their research, and the Southern Hemisphere conference season kicks off. Staff in Science and Engineering are currently organising an materials science conference in November called [Materials Conference@UC2020](#) to promote interdisciplinary collaborations and new projects. The theme of the conference is – appropriately for 2020 – Overcoming Challenges in Research

Postgraduate Research

The Dean of Postgraduate Research and Postgraduate Research Office staff are currently developing a new programme of doctoral orientation, which will commence in January 2021. There will be three primary aspects to this orientation: (1) short online orientation video for viewing upon enrolment, (2) in person orientation workshop held approximately three times annually and facilitated by the Dean of Postgraduate Research (topics will include expectations of doctoral students at UC, working with your supervisor, defining and working towards your career goals, becoming a part of the UC student and academic community), and (3) a specific additional orientation workshop for international students (i.e., working within the NZ research and academic context).

In addition, the same team is developing a virtual programme of professional development and gatherings for students commencing overseas due to COVID-19—with the aim of building a cohort and interdisciplinary community of overseas research students. It is anticipated that this, alongside their supervision and project experience, will improve the student experience, aid retention, and lessen isolation in this cohort.

The Aho Hīnātore | Accelerator project and doctoral scholarship has been a popular offering, with 80 applications received for this round. The outcomes of this scholarship round will be announced in mid-October, but it is anticipated that 45 scholarships will be awarded rather than original proposed 30 scholarships due to the very high quality of students and projects submitted.

The [Jane Soons](#) Memorial Fund has been established in the UC Foundation to support Research and scholarships in the area of Geography and Quaternary Studies, in 1971 Jane became UC's first female professor. Sadly Jane passed away in early September 2020. Consideration is being given as to appropriate ways to celebrate her life and contribution more visibly on campus.

The HIT Lab NZ in the College of Engineering have been approached by Facebook (through a third party) to conduct their user studies. Facebook are unable to do this face to face anywhere else in the world at the moment, and we are delighted to be able take part in this exciting new project for UC.

Publications

Associate Professor [Mike Grimshaw](#) (Sociology) has edited a special collection for [Continental Thought & Theory on The Problem of Trump](#). The collection brings together thinkers from NZ (UC's Peter Field, Cindy Zeiher & Mike Grimshaw), America and Brazil to consider the problem of Trump & Trumpism. It situates Trump as not only an American problem but also a global problem: the signal of a shift in politics and society that, this collection demands, must be resisted not only by bodies but perhaps, most importantly, by minds.

Last month, [Associate Professor Ruth McManus](#) (Sociology) e-presented the paper “Sustainable Dead: Seeds of Cultural syncretism in body disposal“ at the [Death and Culture III conference](#) hosted by St. John York, UK. Sharing the stage with contributors from Norway and Japan, the paper explores how new forms of, and attitudes to, bodily disposal are emerging. It takes the widespread cultural shift toward sustainability and charts how this is taking shape in the tangible world of cemetery development in New Zealand. As land and resources become scarce and sustainability seeks to shift from rhetoric to practice, new sites and forms of interment are being mooted, but must negotiate existing traditions and conservatism in ways that can allow for cultural departures and syncretism. This paper details ways in which independent outfits (a church, a nurse, a quarry business and architects) are emerging as pioneers of sustainable body disposal in New Zealand. The paper will form part of a planned edited collection with the working title *The Sustainable Dead*.

UC Lecturer in English [Erin Harrington](#) has a chapter in the new anthology *Women Make Horror*. The volume is the first book-length study of women filmmakers in horror film, the first all-women edited book on horror film, and the first book to call out the male-bias in written histories of horror, illuminating precisely how, and where, these histories are lacking. Erin’s chapter, “[Slicing Up the Boys’ Club: The Female-led Horror Anthology Film](#)“, contextualises the female-directed film *XX* (2017) within the long and male-dominated history of horror anthology and omnibus films.

Dr Liz Macpherson (UC Law School): has just published (with co-author Pia weber) ‘Towards a Holistic Environmental Flow Regime in Chile: Providing for Ecosystem Health and Indigenous Rights’, in *Transnational Environmental Law*. This article is part of a Symposium Collection, edited by Liz put together on Indigenous Water Rights in Comparative Law arising out of a research workshop held at UC Law School in 2018. The article is available to view [here](#)

Professor Annick Masselot (UC Law School): ran a virtual seminar on Friday 2nd October on behalf of the New Zealand Labour Law Society entitled: *Employment Law in an uncertain environment: Utopia or Dystopia?* 100 people registered for the virtual seminar, which was chaired by retired Judge Colgan. A wide range of speakers attended from NZ and Australian Universities, as well as practitioners, including the new Chief Judge for the Employment Relations Authority. UC academic s from a range of discipline areas participated, including Dr Matt Scobie (Management), Dr Sanna Malinen (Management), and Professor Katharina Naswall (Psychology). The event was recorded and is available on the web-site of the New Zealand Labour Law Society: <https://www.newzealandlabourlawsociety.nz/>.

Professor Elisabeth McDonald (UC Law School): led a half day seminar on 28 September for Ministry of Justice and Ministry of Social Development officials about her research on rape trial processes and its relevance to the roll out of specialist victim court support in sexual cases.

Reflections on the development of Economics at UC: The evolution of Economics’ teaching and research at the University of Canterbury has been featured in the New Zealand Association of Economists’ publication *Asymmetric Information* Issue #67. The issue contains an interview with former Head of UC Economics Department, Professor Frank Tay about Economics at Canterbury from the 1920s onward, an interview with BCom Alumni, Bill Rosenberg, former chief economist of NZ Trade Union Council, and Paul Walker (BA Hons), PhD), Blogwatch.

School of Earth and Environment, Prof Jamie Shulmeister was a co-author on a paper published in *Geophysical Research Letters*, a top multidisciplinary earth science journal – “Proglacial Lakes Control Glacier Geometry and Behavior During Recession” The paper was led by a co-supervised PhD student at the University of Leeds (Dr Jenna Sutherland). This paper should have a significant impact on climate change debates in New Zealand. It is already in top 5% of all research by

altimetric score having been officially published 9th October\$1.1M sub-contract signed with AUT to Dr Rita Dionisio. The sub-contract is within the National Science Challenge Building Better Homes, Towns and Citi

People – Nurturing Staff, Thriving Students

The Mahere Oranga | Wellbeing Plan has been finalised and it includes a range of milestones and actions associated with staff and student wellbeing. It describes Te Pae Māhutonga which is the model of health promotion and wellbeing that has been adopted by UC and it commits to a number of actions related to training, communication and support.

Demand for mental health services and support has remained high across the Health Centre and Student Care teams. To manage this ongoing high demand, have engaged additional contract counsellors to help manage the demand. As an example of the increase in demand, the Student Care team in September last year met with 250 unique students compared to 409 students this year, with the average number of contacts being 2.04 with each student.

Staff have voted for the favourite charities they wish to support through Payroll Giving this month which include Christchurch City Mission, St John Ambulance, Kids Can and the Cancer Society of NZ. Further information on gifting through payroll will be circulated to staff in coming weeks. 11% of staff have donated to the UC Foundation to support projects at the University.

School of Music students are continuing to make their mark on the New Zealand musical scene, with third-year student Thomas Bedggood particularly in the news. Thomas' piece 'Smoking Mirror' has been chosen for this year's Todd Corporation Young Composer's Award and will be recorded by the New Zealand Symphony Orchestra. Of this piece, Thomas has said: "Smoking Mirror is inspired by facets of Nahua culture and legends – the term "smoking mirror" refers to ancient local mirrors of polished obsidian, which give all reflections a dim, smoky, ephemeral quality, glazed with red auras thanks to the composition of the volcanic glass." Thomas is also involved in the Latin American CAPE/NZSO Cultural Exchange Programme, where he is a part of a group of composers who have been tasked with a 15-minute composition of Latin American influence over the next two months, and as part of its Arts Excellence awards, the Dame Malvina Major Foundation Christchurch Committee, Thomas has been awarded the Cecily Maccoll High Achiever Award. Thomas will be using the funding towards his Honours year, which will include collaborations with various composers and performers across New Zealand.

The 2020 UCSA Staff of the Year awards were celebrated in early October, with a wide range of winners from across the University.

- College of Arts – Nancy Chu
- College of Business and Law – Assoc. Prof. Herb de Vries
- College of Education, Health and Human Development – Dr Valerie Sotardi
- College of Engineering – Assoc. Prof. Sid Becker
- College of Science – Prof Ian Shaw
- UCSA Executive Special Award – Steve Gibling, Director of Wellness Services, Student Services and Communications
- UCSA Executive Special Award – Riki Welsh, Team Leader in the Pacific Development Team
- UCSA Executive Special Award – Anne Scott, University Librarian

- Outstanding Support of International Students Award – Jonie Chang, Senior International Student Advisor, Student Care
- Above and Beyond Award – Nicole Anfang, Postgraduate Student Advisor, Business School
- Best Online Learning – Dr Craig McConnochie
- Superstar of the Year – Desmond Breeze
- Great Character – Assoc. Prof. Sid Becker
- Technical Staff of the Year – Garry Cotton
- Administrator of the Year – Heather Couch
- Supervisor of the Year – Assoc. Prof. Michael Grimshaw
- Lecturer of the Year Supreme Award – Assoc. Prof. Sid Becker

There were also a number of ‘Student create your own award’ categories for staff. Amongst these was ‘Top Dog of Tangents’ - Hamish Oliver (Music) physically demonstrating depth and sample rates on Zoom; and ‘Endearingly Obsessed with their Area of Expertise’ – Richard Bullen (Art History and Theory) for teaching that is “refreshing, endearing and ridiculously captivating”.

Saturday 10 October marked 107 years of celebrating student success at the Blues Awards evening. Students who have excelled in Sports, Community Engagement and Arts were celebrated at this prestigious event. Notable awards include the Outstanding Achievement in the Arts Award received by Violinist and Composer Thomas Bedggood following national and international recognition for his compositions, and the Outstanding Achievement in Community Engagement Award went to Bariz Shah for his community work Post-March 15 and during COVID-19.

The Outstanding Contribution to Sustainability Award was received by Levi Collier-Robinson for his contribution to growing indigenous science, Tulsi Lathia received the Outstanding Contribution to Equity and Diversity Award, and Te Matua Flanagan received the Outstanding Contribution to the Māori Community Award. As for the Major Sports Awards, Hamish Dale was the winner of the Official of the Year Award, Piet Van Hasselt received the Coach of the Year Award, and the Sports Person of the Year went to Bronwyn Dibb.

Internationalisation – Locally Engaged, Globally Networked

In recent days, the Government has agreed to a trial programme of international student entry to New Zealand, with an initial cohort of 250 PhD students (across all eight universities) being allowed to enter New Zealand via existing quarantine facilities to re-commence their studies. UC has prioritised a list of over 50 existing PhD and postgraduate students who are currently enrolled at UC and need to return to Christchurch to complete their research projects and has established a project team to support this initiative.

As reported last month, interest from international students to study at UC in 2021 continues to be strong. The September QS Insight Survey of Current and Prospective International students had New Zealand rated at the top of countries who handled the coronavirus outbreak very well (49% versus Germany at 27%, followed by Canada 26% and Australia 22%) and promisingly 53% of respondents said this response made them reconsider where to study overseas. Research continues to show that international students prefer to study on campus, and with Canada and the UK now accepting international students to study in country, we are at risk of losing some of this demand elsewhere.

The UC Online to On-campus programme offerings are now available and the recruitment team are working closely with students and agents to create a pathway to enrol and commence studies at UC even with the borders still closed. All Colleges have online to on-campus courses available, and notably the Bachelor of Engineering (Hons) and Bachelor of Science have made the first year of courses available online for the first time.

The international recruitment team are working closely with agents and Education New Zealand (ENZ) to utilise their virtual events schedule. In October events (on top of the regular agent training and promotions) include: 12 India, 10 China, 4 SE Asia, 2 Indonesia, 2 Philippines and 1 France. Diversifying the recruitment portfolio from a geographic and programme perspective is underway and a number of transnational education opportunities are currently being explored.

For international students that are at high school in New Zealand and can't return home at this time we have arranged for a special summer bridging programme together with UCIC. Students can study STATS101 (a common course across many programmes) and get a head start on their university studies. The special programme also features support to improve academic skills and importantly the opportunity to connect with like-minded students whilst living in on-campus accommodation at University Hall.

Study Abroad programmes are in abeyance, however continued engagement with Study Abroad partners and participation in US Fall virtual recruitment fair season continues as lead times mean current recruitment has commenced for 2022. We continue to explore virtual options for outbound students and new diverse partnership opportunities.

Organisational Efficacy

School leaver course planning across Aotearoa continues with 2,464 course plans completed to date. This is materially up on our numbers in 2019, and recognises the early work the Liaison team did in moving online for information evenings and utilising the new digital course planning.

Applications for enrolment are looking strong, but it is still very early in the cycle. Pleasingly, active applications for Māori and Pasifika student numbers are up significantly on 2019 and all Colleges are showing increases on enrolment from the same point in 2019. Campus tours continue on an almost daily basis, allowing people who were unable to join us due to Open Day not being able to run with COVID restrictions, to experience our extensive facilities and beautiful campus. Adult market enquiry is increasing, and the FutureU offering for those made redundant due to COVID-19 continues.

As at 9 October, accommodation places for first-year students are oversubscribed, including Tupuānuku, with waiting lists in place. Overall, there are 2,194 accommodation offers confirmed and pending for 2021, a 1.8% decrease year-on-year. Engagement continues with accommodation operators on gaining assurance of compliance with the Interim Code of Practice (2019) for Pastoral Care of Domestic Tertiary Students. A draft Partnership Agreement and supporting evidence base is under development with the three independent halls.

Tupuānuku continues on schedule for completion on 23 December and the operator, Unilodge has appointed the Village Manager who will be working with the University team on the transition and operations from December.

External funding (excluding fees and research) totals \$4.8m to end of September, including \$500k that has come directly to UC and \$4.3m to the UC Foundation, 500 supporters in total. Major gifts of note in September include \$103k from Tait Foundation to support PhD Accelerator Scholarships and Women in Engineering and \$25k from Chapman Tripp to establish an endowment for a Mooting Prize in memory of Colin Firth.

The recently established, Colin Fife Memorial Endowment Fund, which honours UC Law School graduate, the late Colin Fife, has seen increasing donations. Funds will go towards the annual mooting prize competition and law student scholarships.

The UC Foundation Annual Report is available [online](#) and has been sent to all 2019 supporters showing the impact of their support across students, teaching, research and facilities and the 2020 [annual appeal](#) has been sent to alumni. Alumni newsletters in September included Young Alumni, Alumni and Erskine Fellows with alumni events in Wellington and a virtual event on financial planning for young alumni. Alumni Facebook followers tipped over 7,000 for the first time with LinkedIn followers at almost 6,000, these groups are in addition to UC pages.

Finances:

September 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)	4,329	(2,910)	7,239	3,818	2,422	(1,396)
Capital Expenditure	66,299	86,805	20,506	111,988	88,370	23,618
Cash/ Short Term Investments	226,892	196,927	29,965	153,628	199,803	46,175

We had been budgeting for an operating **deficit** as at the end of September 2020 of (\$2.910) million, but have returned an operating **surplus** of \$4.329 million.

This is a favourable variance to budget of \$7.239 million. This favourable variance mainly relates to \$24.428 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 being 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 \$0.421 million more interest income.

This favourable variance has been partially offset with unfavourable variances coming from (\$4.269) million less research external income, (\$7.036) million less full fee tuition income, (\$2.375) million more depreciation, and (\$2.660) million less sundry income.

We are forecasting for a surplus for the full year of \$2.422 million. Expected reductions in revenue in relation to full fee tuition fees, PBRF, 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 \$20.506 million below budget. Most projects are under budget but expenditure related to the UC futures projects is (\$6.904) million over the year to date budget of \$2.481 million, largely as a result of the \$9.183 million Rehua final payment paid in March that was not considered in the budget. The remaining capital spend (excluding UC Futures) is favourable by \$27.410 million, against a year to date budget of \$84.324 million. As one might expect, the Covid-19 lockdown significantly curtailed capital expenditure, but which is now returning to normal levels.

The September 2020 cash position of \$226.892 million is higher than budget by \$29.965 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	Budget
	2018	2019	(as at Sept) 2020	2020
Domestic 1st Year	3,662	3,767		
Returning	8,704	9,255		
Total	<u>12,366</u>	<u>13,022</u>	<u>13,653</u>	<u>13,735</u>
Full Fee 1st Year	922	952		
Returning	781	918		
Total	<u>1,704</u>	<u>1,869</u>	<u>1,686</u>	<u>2,015</u>
Total	14,069	14,891	15,340	15,749

Budget and Forecast is not calculated down to year at UC

Enrolment data is based on the same date across years i.e. 6th Jan vs 6th Jan

Applications to Enrol data is now report on the same date across years i.e. 6th Jan vs 6th Jan

ATE data is based on student headcount and based on the students citizenship status rather than fee type. Enrolments data is based on EFTS and the students fee type (Domestic or International).

'International' refers to the students NZ citizen/residency status rather than their fee paying status. Most international students will pay International fees but not all. As PhD students generally pay domestic fees this table

Environmentally Sustainable

The first online event in the four part Sustainable Development Goals Summit Series, 2020-2021, co-hosted by UC and Lincoln, will take place on Thursday 19 November. It is hoped around 300 people will participate in this national conversation. The second and third events will take place online in March and June respectively, with the fourth (face to face) event taking place on 9 and 10 September 2021. Preliminary work to engage the UC academic and student community in this series has commenced.

Staff in R&I are busy preparing our first submission to the Times Higher Impact survey. We will submit data against our achievements against the UN SDGs, although we are not required to submit

against all of them. This has involved understanding the metrics, identifying where we will gain the greatest traction, and focussing our work on those few SDGs.

The Sustainability Culture Index survey for students was distributed in late September and received 2,154 responses. The staff version of this survey has been analysed, and reveals an above-average commitment from UC staff in practicing sustainability actions as compared to other Higher Education organisations. The full results of both the staff and student surveys will be presented together when they are available.

Work has begun on identifying key actions that can be taken to enhance collaborations with the Christchurch City Council on sustainability initiatives. These may include proactive framing of research questions by CCC, and academic representation in one-off community engagement processes.

UC's waste signage is currently being redeveloped and an approach highlighting the 'waste hierarchy' will become more prominent in 2021. This is part of a concerted effort to confront the waste crisis and to educate the UC community about those items that should be avoided, as well as continuing education about sorting waste to reduce contamination.

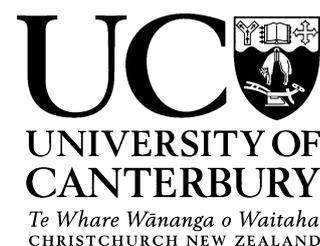
A draft web page for the new (virtual) UC Sustainability Hub, to promote and make more visible everything we do in that space, is ready to be taken to the Sustainability Programme Board in October for comment and content. Currently there are five areas that are highlighted – Teaching and Learning, Research, Campus Projects, Events, Recognition. Pages will link to relevant teaching and research areas, so that students, potential donors and stakeholders will be able to quickly navigate to see that we are doing and where.

Finally, October is *Biketober* and an effort is being made to celebrate the UC cycling community and to encourage cycling and e-bike purchases. The Sustainability Office organised a bike breakfast event, which was attended by 240 people. E-bike trials are also taking place.

Past Events	
25 September 2020	<ul style="list-style-type: none"> • Attended and spoke at the UCSA Staff of the Year Awards
5 October 2020	<ul style="list-style-type: none"> • Speaker at Rochester & Rutherford Hall Formal Dinner
6 October 2020	<ul style="list-style-type: none"> • Attended 2020 Stuff Leaders Debate
7 October 2020	<ul style="list-style-type: none"> • Met via Zoom with the Association to Advance Collegiate Business Schools (AACSB) Accreditation Panel • Attended via Zoom ACU Pacific Regional Committee Meeting
9 October 2020	<ul style="list-style-type: none"> • Attended via Zoom AACSB re-accreditation meeting
10 October 2020	<ul style="list-style-type: none"> • Attended UCSA Blues Awards Dinner
14 October 2020	<ul style="list-style-type: none"> • Hosted Christchurch Knowledge Commons Update Workshop on campus
16 October 2020	<ul style="list-style-type: none"> • Attended UNZ VC's Meeting
21 October 2020	<ul style="list-style-type: none"> • Hosted Multiparty Joint Postgraduate School: Leaders Meeting on campus • Attended via Zoom TEC/UNZ Learner Success Project Steering Group • Hosted UCSA Executive Dinner
22 October 2020	<ul style="list-style-type: none"> • Hosted TEC Executive on campus to present the UC Success Academy • VC on annual leave (1/2 Day)
23 October 2020 – 26 October 2020	<ul style="list-style-type: none"> • VC on annual leave
27 October 2020	<ul style="list-style-type: none"> • Attended 2020 Leaders Roundtable Dinner

Upcoming Events	
29 October 2020	<ul style="list-style-type: none"> • Attending NZQA Board Meeting in Wellington
30 October 2020	<ul style="list-style-type: none"> • Attending via Zoom UNZ VC Meeting
2 November 2020	<ul style="list-style-type: none"> • Hosting TEC Board Meeting on campus
5 November 2020	<ul style="list-style-type: none"> • Attending Canterbury District Police Awards • Attending Friends of the UCSA Function
9 November 2020	<ul style="list-style-type: none"> • Attending Lunch Meeting with Director of Ako Aotearoa

Audit and Risk Report



To:	UC Council
From:	Paul O’Flaherty, Executive Director, People, Culture, and Campus
Period Covered:	1 August 2020 to 30 September 2020
Report Date:	22 October 2020
Subject	Health, Safety and Wellbeing at UC

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1. Executive Summary

UC is seeking to appoint a Director of Health and Safety with interviews scheduled for early October.

Training has been arranged for key staff on Bow-tie Critical Risk Analysis and UC will be adopting this as a means of communicating and evaluating the controls of critical risks. The roll-out of this will be complementary to the adoption of new health and safety software in 2021. Analysis of key risks will be included in the next report to Audit and Risk Committee.

The Health and Safety team continues to contribute to the whole of UC response to the Covid-19 pandemic.

A tertiary education, Otago Polytechnic, has had a court-ordered enforceable undertaking imposed in response to failures to manage workshop risks which led to a student suffering a partial amputation of a finger.

2. Position of Health and Safety Director

The position of Health and Safety Director has been advertised, and applications have been received. An offer to a preferred candidate has been made at the time of writing. This position, reporting to the Executive Director - People, Culture and Campus, represents a change to focus on more strategic health and safety objectives, and replaces the Health and Safety Manager position vacated in June 2020.

3. Bow-tie Analysis of Critical Risks

The previous report to this committee carried a table of the critical risks at UC, the locations in which these risks were most likely to be manifested, and the controls for each of these risks. UC will be adopting the bow-tie method for analysing, monitoring, evaluating, and communicating critical risks and the controls being used to manage these risks.

UC will be hosting training in bow-tie methodology with What If Ltd in December 2020. The Health and Safety Team, and the FM Assets Operation Manager will attend this training, along with participants from other Canterbury and West Coast businesses.

In 2021 bow-tie methodology will be rolled-out to UC departments and service units, beginning with those areas with most critical risks. Establishing a common methodology at UC for assessing and communicating critical risks will provide a readily visible gauge of the completeness of our controls, and help inform the monitoring processes to ensure that the controls remain in-line with best practice. In the first 2021 report to Audit and Risk Committee we will provide a summary of those critical risks using the bow-tie methodology.

4. Priority Issues Update

4.1 Student fall from window - removal of horizontal sunshades

Further to the follow-up provided in the previous report the plan to remove the sunshades in the Hinau complex has been confirmed. Even though they are not at ground floor level these horizontal shades provide a temptation to students to climb them.



JOHN KIRK-ANDERSON/STUFF

They also are installed in a way that they can be moved by the room-occupier by reaching out the window, gripping a handle, and sliding them into another position. Window restrictors put in place to

stop students from climbing on to the ledge mean that the shades will no longer be easily movable. By removing the horizontal shades, and with the fitting of window restrictors, students will no longer be able to climb on to these ledges (these ledges are an architectural fire-safety measure known as horizontal flame deflectors). Students have curtains in their rooms, and in the event of strong late-day horizontal sun beaming in, they will still have a means of shading their rooms. Hinau complex is now flanked by other buildings so the direct late sun into rooms is not as much of an issue as when the complex was first built.

These horizontal shades will be removed during the summer break, when the adjacent ground provides a firmer footing for an elevated work platform, and when there are fewer people around.

4.2 Replacing the Health and Safety System

This is a priority for the Health and Safety team who have been looking at New Zealand and Australian cloud-based options. The team is confident that they will be able to source a system that provides improved functionality and a far better user-experience. A more usable system will see a rise in the number of events that get reported. Accurate reporting is fundamental to maintaining a high level of health and safety performance. There is anecdotal evidence that the current health and safety system is a barrier to accurate and timely reporting. We aim to have the new system in place by mid-2021.

At a recent Academic Board meeting, it was reported that members raised concerns about structures for reporting health and safety issues. The health and system is one way that staff can report hazards and issues, as is the facilities management asset management system. Alternatively staff can raise issues with their manager, their People and Culture advisor, the Health and Safety team, or their health and safety representatives. All health and safety representatives sit on a College or Service Unit health and safety committee as part of the employee participation scheme and are encouraged to escalate issues via these fora if required.

4.3 Pandemic Health and Safety Response

The health and safety response to the pandemic has been managed as part of business-as-usual under Alert Level 2. The Health and Safety team provided advice and practical support on a number of issues relating to operating at this level as well as contributing to the planning for a potential that shift to Alert Level 3 that existed with the uncertainty of containment of the Auckland cluster.

4.4 Wellbeing Plan, and Mental Health Awareness

A cross-functional team, including UCSA representatives, under the leadership of the Director of Wellness Services has finalised a University Wellbeing Plan for staff and students. The implementation of this plan over the next three years aims to further the hauora wellbeing objective within the University strategic plan.

The Health and Safety team supported a number of events held during Mental Health Awareness Week 21 to 27 September 2020. A group of staff from across UC applied for a Health and Safety initiative Award and took responsibility for putting together a range of presentations and interactive sessions which were well attended.

5. Council H&S Tour

The most recent Council H&S tour took in the “student path from accommodation to classes”, and a look at some other aspects of the external environs. A summary of the tour, matters discussed, and follow up actions form Appendix 1.

6. Legislative and Regulator Updates

Otago Polytech have been handed a Court Ordered Enforceable Undertaking in response to an event that led to a student on a carpentry course suffering a partial amputation while using an ineffectively guarded saw, and for failing to conduct a risk assessment. The Court Ordered Enforceable Undertaking, the first in New Zealand, was handed down by Judge K J Phillips in place of a fine. It requires the Polytech to spend an estimated \$275,000 by June 2022:

- Working with a machine safety expert to develop an awareness raising campaign centred on the incident and delivered via posters, video and social media (\$12,000).
- Developing health & safety learning packages for construction workers, site managers and managers/leaders in the sector (\$60,000).
- Developing online and phone delivery mechanisms (\$60,000).
- Translating course material into other languages (\$25,000).
- Delivering the training at no cost to the first 1000 people to enrol (\$100,000).
- Providing scholarships (\$18,000)

At UC there are regular external machinery audits of workshops, generally on a three-year cycle. Complementing these, each workshop and laboratory undertakes a physical conditions self-assessment on an annual basis. This includes assessing the condition of machinery, the adequacy of guarding, interlocking and the locking off of machine controls, along with the access, competency, and supervision, given to machine users. The technicians at UC take a very cautious approach in determining which students would have access to this type of machinery and equipment in workshops. It is therefore extremely unlikely that an event of this nature would happen at UC.

College of Engineering have additionally undertaken for technicians to do a health and safety walk-through of each other's areas. This type of peer review, and the discussions that occur, help in cementing a positive health and safety culture.

Higgins Contracting has been fined \$270,000 and ordered to pay reparations totalling almost half-a-million dollars over a crash in Bay of Plenty last year that left three road-workers dead. On 26 February 2019, a road side maintenance crew were cleaning culverts on State Highway 2 on the Matata Straights when a truck travelling in the direction of the worksite, crashed into the rear of one of the work vehicles causing it to hit three of the workers, fatally injuring them

The Worksafe investigation found Higgins had failed to ensure temporary traffic management was installed before any work started, leaving workers with no protection from oncoming traffic. No Standard Operating Procedures were provided by the company to provide clarity around whether shoulder or full-lane closure was required, or what constituted a safe distance from the road.

Higgins Contractors Limited was sentenced under sections 36(1) (a), 48(1) and (2) (c) of the Health and Safety at Work Act 2015.

7. UC Statistics

Lagging Performance Statistics	Y18	Y19	Y20
Total Occurrences	51	73	57
Total Occurrences employees	22	42	36
Total Occurrences non-employees	29	31	21
Total Occurrences Rec Centre	5	6	1
Lost Time Occurrences	2	2	1
Illness	0	0	1
Injury	25	33	25
Near Miss	7	32	5
Incident (no injury)	9	19	12
Discomfort & Pain Reported	3	10	6
Notifiable to WorkSafe Incident	0	0	0
WorkSafe Investigations	0	0	0
Leading Performance Statistics	Y18	Y19	Y20
Council Safety Tours	3	4	3
External Audits	7	4	2
SLT Safety Tours	4	2	2
Staff Training Sessions	26	20	5
HSW Committee Meetings	30	30	8
H&S Representatives	85	85	76
Positive Safety Observations	17	23	3
Ergonomic Assessments	129	133	37
Staff Receiving Health Monitoring*	174	265	164
Flu Vaccinations YTD (Staff +Students)	1288	864	1489

*Fluctuate as some staff only get tested every 2nd year.

UC Council Health and Safety Tours

Health, Safety & Wellbeing

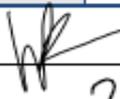
UC Council H&S tours, and the conversations that they give opportunity to, are an important part of the overall safety culture of University of Canterbury. While informal, they also represent a reportable lead measure of UC commitment to health and safety and wellbeing.

UC Council H&S tours contribute to keeping leadership informed about university operations, in particular associated hazards and risks, and how they are managed. It also affords an additional opportunity for staff, contractors, and students, to participate in ongoing processes for improvement of health, safety, and wellbeing, at University of Canterbury.

Record of Council Tour	
Council members on tour	Sue McCormack, Steve Wakefield, Cheryl de la Ray, Peter Ballantyne, Warren Poh, Roger Nokes, Tori McNoe, Keiran Horne, Liz Bond, Gillian Simpson Also present: Paul O'Flaherty, Lyn McClelland, Adela Kardos, John Holland
Date:	21 September 2020
Campus Areas Visited:	<ol style="list-style-type: none"> 1. Homestead Lane – path of students to and from campus from residences via UCSA, crossing of Ilam Road and carpark. 2. Cross University Drive, path beneath conifers. Arboriculture, path maintenance, lighting, security etc. 3. Dangerous Goods Transit Depot. Collaborative project to ensure that UC receives, stages, and redistributes Hazardous Substances consistent with regulations and toward best practice. 4. Mother Mary, contractors for decant of West in preparation for Pūtaiao Koiora decant and PD Spray-booths. Management of contactor space adjacent to West. 5. Viewed Pūtaiao Koiora and discussed seismic issues and reason for decant to West
Topics Discussed:	<ol style="list-style-type: none"> 1. The natural pathway for students residing in Homestead Lane is to cross Ilam Road adjacent to the intersection of both these roads. While we are not aware of any crashes of late there have been a number of near misses reported. Pedestrian safety at this location needs to be improved. Initially part of plans to build a new recreation centre, these improvements have effectively been put on hold. Alternatives are being looked at including liaison with CCC to address our safety concerns. 2. UC has a number of pathways passing through mature stands of trees. The roots from these trees disrupt the path surface so these need to be regularly maintained. UC has a programme of planting native trees in place of exotic species. UC seeks to provide adequate lighting for security purposes, while trying to avoid over-illuminating areas which would involve excessive expense, and create an unwanted aesthetic.

	<p>3. The temporary Dangerous Goods Transit Depot is on the eastern side of West building. The loading bay for the depot is on the West side. Courier companies delivering hazardous substances are advised not to leave packages unattended and call for the depot operator. The area is under camera surveillance the depot itself (which we did not see) has cardax access only. The doors from the loading bay to the corridor (which also has restricted access) can only be opened from the inside. A person working in that area did come through the door and left this ajar while checking on something outside potentially creating a security issue. (Although anyone tailgating in would still not have been able to access the Depot). This did raise the issue of whether a self-closer was required on these doors, or some other form of access restriction needed to be fitted. This will be raised with depot operations and with Facilities Management.</p> <p>As a temporary depot, management of the facility comes under School of Physical and Chemical Sciences while the position of depot operator is a shared university cost. The model is working well.</p> <p>Chemsafety, an external contractor, was involved in ensuring the project deliverables met all compliance requirements.</p> <p>UC does not yet have a UC-wide chemical inventory system. A project is underway and RFPs are being called for via the NZ GETS website on 28 September.</p> <p>4. Mother Mary contractor yard observed. UC monitors closely the performance of on-site contractors for their health and safety performance. There is work occurring on three floors of West in preparation for decant of Pūtaiao Koiora. Asbestos is known to be in West but this is managed as part of the UC Asbestos Management plan.</p> <p>5. Pūtaiao Koiora was observed from the outside. Built in 2010 it is now considered to be an earthquake risk. The exact percentage of code was not discussed. While it is considered safe to enter the building it will either need remedial work or another decision reached on its future. For this reason the building is being de-occupied and labs and specialist areas created within West building.</p>
<p>Notes for follow up:</p>	<p>1. Follow up what work is being done on alternative solutions regarding traffic and pedestrian management near Homestead Lane. Determine what further discussion with CCC is required to effect a safe solution. (David Mather via Director FM)</p> <p>2. Check door security and what improvements may be needed for the door from the DG Depot Loading Bay (David Mather)</p>

Signature:

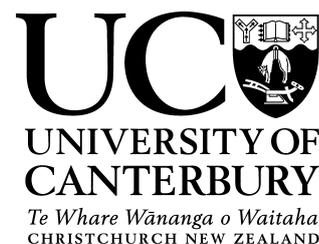


Date:

24/09/2020

Please forward a copy of this completed and signed record to the [Health and Safety Mailbox](#)

Memorandum/Pukapuka



To:	Ki:	University Council
From:	Nā:	Professor Cheryl de la Rey, Vice-Chancellor
Date:	Rā:	14 November 2020
Subject:	Kaupapa:	Academic Board report

Recommendations:

- *that the Council notes the report of the Academic Board;*
- *that the Council endorse Te Rautaki Māori | Strategy for Māori Development 2020*

Purpose:

To advise Council on the Academic Board proceedings at its October meeting.

Executive Summary:

The main item considered by the Board was the Te Rautaki Māori | Strategy for Māori Development 2020 which is recommended for Council approval.

Attachments:

- **Academic Board report**
- **Te Rautaki Māori | Strategy for Māori Development 2020**

Full papers commence overleaf.

Paper Progress:

To:	Date:	Decision:
PFRC/RAC	N/A	
SLT	N/A	
FPRC/ARC	N/A	
COUNCIL	October 2020	Pending

**RECOMMENDATIONS TO THE COUNCIL
FROM A MEETING OF THE ACADEMIC BOARD
HELD ON FRIDAY 9 OCTOBER 2020**

BUSINESS FROM THE CHAIR

The Chair asked members to join her in congratulating Ms Tori McNoe on her nomination as a finalist for the Women of Influence Young Leader award. The Board also supported a vote of thanks to the team who look after landscaping and the gardens at the University, as the campus spring blossoms are a source of upliftment in a challenging year.

REPORT FROM THE VICE-CHANCELLOR

The Vice-Chancellor welcomed the return to alert level 1 and hoped that this would continue for the rest of the term, but acknowledged the contingency plans drawn up if that was not the case. She informed the Board that she had consulted the Executive the College of Business and Law about the future of the soon-to be vacant position of Pro-Vice-Chancellor and whether other arrangements could be considered.

TE RAUTAKI MĀORI | STRATEGY FOR MĀORI DEVELOPMENT 2020

Dr Darryn Russell presented the strategy. A response from Te Akatoki was read, congratulating the team on the strategy and on the support provided to Māori students to succeed. The strategy was seen as a huge step forward, and a motivation for all at UC to continue to do better, think deeper and work harder to ensure Māori students are being valued and developed in appropriate ways. Ms McNoe endorsed this sentiment on behalf of the UCSA.

On behalf of the Ngāi Tahu Research Centre, Ms Brown also endorsed the strategy and was happy to see that feedback supplied had been incorporated. An implementation plan was underway to align the portfolios of the AVC Māori, Pacific and Equity and the Ngāi Tahu Research Centre. Dr Russell thanked members and reminded them that the Strategy was owned collectively by UC and that this update is an acknowledgement of the progress made to date.

Moved

That Te Rautaki Māori | Strategy for Māori Development 2020 be endorsed and recommended to Council for approval.

Carried

PROPOSAL TO AMEND GENERAL REGULATIONS AROUND APPOINTMENT OF SENIOR STAFF

Dr Keith Dixon introduced his motion which he said was intended to allow academics to have their say in the appointment of senior academic administrators. He noted that up to 2016, the regulations had stated that the Vice-Chancellor would take notice of Faculty in appointments, but that this provision had disappeared in 2017 which he felt was a step back from collegiality to hierarchy and corporacy. He proposed the motion. Professor Mason seconded the motion, saying that consultation is positive.

A member commented that as the Vice-Chancellor is held to account for how things happen at UC and a populist approach may not be good for operational effectiveness. The Vice-Chancellor noted

that when she had been involved in two recent appointments, she had been satisfied that consultation had taken place and was formally documented. She fully supported consulting academic staff around appointments and agreed that improvements could be made to the wording of the procedures to ensure this was a clear expectation. She was also unclear if there were differences of practice between Colleges so wanted to do some further investigation with HR on appointment guidelines. She asked for volunteers for a working group to look at this issue – Professor Turnbull, Associate Professor Horton, Associate Professor Kamp and Professor Mills confirmed their interest and agreed to report back to the February meeting of the Board. Dr Dixon withdrew his motion on this understanding.

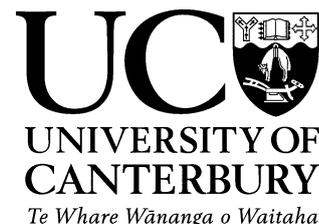
GENERAL BUSINESS

A member challenged the Board, the Vice-Chancellor and Chancellor to consider extending UC's medals to include a Critic and Conscience of Society award which would align with the University's Strategy and the Education Act. He suggested that the medal criteria for this award should be aligned with UC expectations and not simply replicate the UNZ award.

The Vice-Chancellor noted it would be timely to review the portfolio of awards and requested the two Deputy Vice-Chancellors to consider this further.

The Vice-Chancellor added that she had discussed with the Council's Honours and Appointments Committee whether there might be a role for the Academic Board in deliberations for the conferment of honorary doctorates. She will ask for members' advice at a future meeting.

Memorandum



Te Waka Pākākano |

Office of the Assistant Vice-Chancellor Māori, Pacific & Equity

Office: Room 210, Te Ao Mārama

Extension: 6595

Email: darryn.russell@canterbury.ac.nz

Ki:	To:	Te Poari Akoranga
Nā:	From:	Dr Darryn Russell
Rā:	Date:	29/09/2020
Kaupapa:	Subject:	Te Rautaki Māori Strategy for Māori Development

E ngā mema o Te Poari Akoranga, tēnā koutou, tēnā koutou katoa

Kupu whakataki | Introduction

It is with much pleasure to bring forward Te Rautaki Māori – The Strategy for Māori Development (hereafter Te Rautaki Māori). The inaugural Te Rautaki Māori for the University of Canterbury was drafted during 2011 and endorsed by University Council in 2012. The document did not have a specific end date, however, discussions on a revision commenced in 2017. These initial efforts, however, were suspended with a new Tumu Whakarae | Vice-Chancellor search commencing. The appointment of Professor de la Rey also led to the development, and later signing, of the new partnership agreement with Ngāi Tūāhuriri and Ngāi Tahu.

These important contextual processes, along with the alignment to the new parent UC Strategy 2020 to 2030, have informed and framed Te Rautaki Māori. Based on the aforementioned developments and reviewing the original strategic drivers, it was seen that Te Rautaki Māori required more of a refresh than a formal review. On this basis, the refresh was led by the Office of AVC Māori, Pacific and Equity. Engagement and feedback was provided by the Tumu Whakarae | Vice-Chancellor, Upoko of Ngāi Tūāhuriri, Jeanette King (Acting) and Sacha McMeeking, Head of School Aotahi School of Māori and Indigenous Studies and Te Ohu Whakarae | Senior Leadership Team. During these discussions, it was agreed that formal consultation was not required.

Process for Te Rautaki Engagement

In undertaking analysis of the original areas of focus (relationships, research, teaching, Māori students, Māori staff, and physical environment) it was seen these foci remain relevant. However, they have been refreshed, completed actions from the inaugural strategy removed and updated. Language has also been reframed to bring alignment and consistency with the UC Strategy 2020 to 2030. The

recently signed partnership agreement with Ngāi Tūāhuriri has also provided priority areas of development, which are now referenced in the Te Rautaki Māori.

The presentation of Te Rautaki Māori to the Academic Board for feedback represents the final engagement to seek input, following which Te Rautaki Māori is proposed to go to the University Council for endorsement.

Key features of Te Rautaki

In addition to the headings aligning to the parent UC Strategy 2020 to 2030, the following represent the key features of Te Rautaki:

- Articulation of Ngāi Tahu priorities for focus;
- Provide leadership in developing impactful rangahau in a changing world, through collaboration with iwi, Māori and indigenous communities and ensuring Vision Mātauranga is integrated across research domains;
- Alignment of Te Rautaki to the *Student Success framework*, recognising diverse learner needs and our mātauranga and teaching approaches, and programme of study are accessible, flexible and future focused;
- Establish a virtual and interdisciplinary Māori academy, as a means to support our capacity and competency to contribute effectively to our Te Rautaki Māori, while also recognising our challenges in Māori staffing numbers, capacity and competency to deliver against these aspirations;
- Enhance our research capacity in response to increased opportunities in the research sector and seize opportunities to deliver outcomes for UC and our communities;
- Enhanced target for increasing our Māori staffing profile, including “Grow our own” initiatives;
- Improve Māori student recruitment, retention and achievement, based on evidence; and
- Proposal to develop and implement “Te Reo Māori Framework”. This framework would strategically position UC to quantify and qualify our aims for Te Reo Māori revitalisation and utilisation.

I gratefully welcome your thoughts and input as part of this process.

Waiho i te toipoto, kua i te toiroa – let us keep together, not wide apart.

When diverse views are aimed effectively, more powerful we are in achieving our goals.

Nō reira, e nga mareikura, e nga whatu kura, tēnā koutou.

Dr Darryn Russell

Amokapua Waka Pākākano | AVC Māori, Pacific and Equity

Te Rautaki Māori



STRATEGY FOR MĀORI DEVELOPMENT

contributing to UC Strategy Tangata Tū, Tangata Ora

Engaged, Empowered, Making a Difference

Strategic Vision 2020 to 2030

TE WHARE WĀNANGA O WAITAHA

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Kupu Whakataki | Introduction

Te Rautaki Māori – Strategy for Māori Development (Te Rautaki Māori) represents the second articulation of the aspirations of Te Whare Wānanga o Waitaha to support Māori development and innovation. Te Rautaki Māori also aligns and contributes to the University of Canterbury Strategy *Tangata Tū, Tangata Ora, Engaged, Empowered, Making a Difference, Strategic Vision 2020 to 2030* (UC Strategy).

Te Rautaki Māori – Strategy for Māori Development recognises the special relationships with Ngāi Tūāhuriri and Te Rūnanga o Ngāi Tahu, as mana whenua¹. The partnership agreement between Te Whare Wānanga o Waitaha | University of Canterbury [UC] and Ngāi Tūāhuriri guides the collaboration and drives outcomes to support the partnership.

Māori identities and knowledges are recognised and valued at Te Whare Wānanga o Waitaha. There is an expectation that all graduates will develop and deepen their understanding, and will respect and acknowledge Māori knowledges and systems through the opportunities they are provided with through the curriculum, activities and experiences of their degrees.

It is vital that local, regional and national Māori knowledge systems are valued, and furthermore, that Te Whare Wānanga o Waitaha will value international engagement with indigenous peoples and systems of knowledge. UC aims to be the best educator in New Zealand, by definition this means the best educator for Māori students and ensuring Māori knowledge systems are integrated in its teaching.

Te Whare Wānanga o Waitaha will be defined by its unique commitment to graduating ākonga who demonstrate bicultural confidence and competence, to live and work in a bicultural Aotearoa New Zealand as tangata whenua² and tangata tiriti³, and in intercultural

¹ Territorial rights, power from the land, authority over land or territory, jurisdiction over land or territory - power associated with possession and occupation of tribal land. The tribe's history and legends are based in the lands they have occupied over generations and the land provides the sustenance for the people and to provide hospitality for guests. (www.maoridictionary.co.nz)

² Local people, hosts, indigenous people - people born of the whenua, i.e. of the placenta and of the land where the people's ancestors have lived and where their placenta are buried. Ibid.

³ Refers to non-indigenous New Zealanders who are in the country by virtue of the Treaty of Waitangi. Although some see it as close to (but not necessarily synonymous with) the term *pākehā*, the peoples who have arrived through the auspices of the monarchs of Great Britain and then of New Zealand range in ethnicity, ancestry and roots from most parts of the world including the continents of Europe, Asia, Africa and the Americas, as well as many islands in the Pacific. As used notably by Judge [Eddie Durie](#), the notion of *tangata tiriti* underlines partnership and acceptance. (https://en.wikipedia.org/wiki/Tangata_wenua)

settings. This goal aims to ensure tangata tiriti graduates are aware of their own identity and its influence in engaging with any other person or community. It recognises the aspiration to ensure that the relevance of, and responsiveness to Te Tiriti o Waitangi | Treaty of Waitangi and its principles is recognised and reflected at Te Whare Wānanga o Waitaha.

These expectations will be underpinned:

- in our relationship with Ngāi Tūāhuriri and Ngāi Tahu as mana whenua
- in the recognition of te reo Māori as an official language of Aotearoa NZ
- by the embedding of bicultural competence and confidence [BiCC] and the link to intercultural competence and confidence,

as a feature of our teaching, research and physical environment.

Tirohanga Whānui | Vision

Te Rautaki Māori recognises the strategic intent and vision of the UC Strategy *Tangata Tū, Tangata Ora, Engaged, Empowered, Making a Difference, Strategic Vision 2020 to 2030*. Te Rautaki Māori gives life to the university vision and emphasises the role that all staff have in embedding this vision.

Kia matakirua te tere ki te pae tawhiti

“Let our journey to the future be multifaceted”

In its literal translation this whakataukī means “Utilise sails and paddles in sailing to the future”. In the context of Te Rautaki Māori, this whakataukī recognises the integral role that we all have in strengthening bicultural competence and competence across Te Whare Wānanga o Waitaha.

Whakatakanga | Mission

Te Whare Wānanga o Waitaha will be a vibrant leader in:

- tribal economics and business
- law, particularly for whenua
- Māori health and well-being
- indigenous knowledges
- sustainable environments and water
- bicultural and intercultural competence and confidence

Kaupapa | Areas of Development

1. Mātauranga | Education

All programmes at Te Whare Wānanga o Waitaha will drive successful learning and teaching at UC.

2. Rangahau | Research

Provide leadership in developing impactful rangahau in a changing world, through collaboration with iwi, Māori and indigenous communities and ensuring Vision Mātauranga is integrated across research domains.

3. Whakapakari Pūkenga | Staff

Provide access and development for all staff at Te Whare Wānanga o Waitaha to contribute to the UC Strategy by ensuring participation in, and contribution to, indigenous knowledges.

4. Ākonga Poipoiā | Ākonga Māori Recruitment, Retention and Achievement

Provide initiatives that support ākonga Māori recruitment, and that ensure retention, progression, and achievement at Te Whare Wānanga o Waitaha.

5. Kanohi o Te Whare Wānanga o Waitaha | Physical and Virtual Environment

Ensure the physical and virtual environments of Te Whare Wānanga o Waitaha reflect the bilingual and bicultural commitment of the university.

6. Hononga | Engagement

Develop and maintain strategic relationships, locally, nationally and internationally which enhance and advance the provision of Māori knowledge and priorities, and Māori student and Māori staff development.

7. Te Reo Māori | Māori Language

Develop, endorse and implement a framework for te reo Māori at UC, for the university to continue the enrichment of te reo Māori as one of the official languages of Aotearoa New Zealand.

1 Mātauranga | Education – Accessible, Flexible, Future Focussed

All programmes at Te Whare Wānanga o Waitaha will drive successful learning and teaching at UC, ensuring teaching approaches and programmes of study are accessible, flexible and future-focused.

1.1 Te Whare Wānanga o Waitaha | University of Canterbury will continue to develop and enhance bicultural competence and confidence in graduates, through ensuring learning outcomes and assessment activities are integrated across programmes of study. Accessible, flexible and future-focused teaching will assure diverse programmes are in place to support diverse learners. It will also ensure these developments are conducted in a culturally responsive and sustaining manner.

- 1.1.1 Annual operational BiCC goals and related activities will be developed to support all programmes of study.
- 1.1.2 Continue to strengthen policy and processes that are inclusive of mātauranga Māori across curricula (i.e. course content, new course approval, academic reviews, and accreditation).
- 1.1.3 Continue to support the requirement that undergraduate programmes of study embed all the kaupapa of bicultural competence and confidence at a base and growth level.
- 1.1.4 Continue the development and application of bicultural competence and confidence at Post Graduate level.
- 1.1.5 Support the revitalisation of te reo Māori in undergraduate and Post Graduate programmes and qualifications.

- 1.2. Ensure within the Student Success Framework, that teaching approaches and programmes of study are accessible, flexible and future-focused. This must reflect diversity in programmes to meet diverse learner needs.

- 1.3. Establish a virtual interdisciplinary Māori academy, with a particular focus on the priority areas that support Ngāi Tahu aspirations.

2 Rangahau | Research – Impact in a Changing World

Provide leadership in developing impactful rangahau in a changing world, through collaboration with iwi, Māori and indigenous communities and ensuring Vision Mātauranga is integrated across research domains and activities.

- 2.1 Support the Ngāi Tahu Research Centre’s strategic plan, as articulated in the partnership agreement with Ngāi Tahu.
- 2.2 Ensure research domains and activities across the university actively recognise and incorporate Vision Mātauranga, including external and internal proposals for research funding.
- 2.3 Continue to support research consultation protocols and processes with Ngāi Tahu, acknowledging the mana of Ngai Tūāhuriri and Māori at Te Whare Wānanga o Waitaha.
- 2.4 Collaborate with Māori communities and organisations to advance rangahau that meets the needs and aspirations of Māori and ensure research outcomes are disseminated back.
- 2.5 Support Post Graduate Māori students’ progression and achievements in order to become capable and competent ākonga and able to contribute to Māori research approaches.
- 2.6 Support all supervisors of Post Graduate students to enhance their understanding and application of Māori research approaches.

3 Whakapakari Pūkenga | Staff

Provide access and development for all staff at Te Whare Wānanga o Waitaha to contribute to UC Strategy by ensuring participation in, and contribution to, indigenous knowledges.

3.1 Māori staff

- 3.1.1 Continue to develop Māori academic staff capacity, capability, collaboration and advancement.
- 3.1.2 Ensure that there is a Professor/Senior Māori academic position in each college.
- 3.1.3 Develop strategies that increase the number of Māori staff at UC⁴, including active monitoring and reporting, with a target of 7% by 2030.
- 3.1.4 Develop initiatives that identify and support high-performing Post Graduate ākonga Māori and alumni to transition to an academic career, including pathways for study at international universities.
- 3.1.5 Support Te Kei⁵ to develop Māori staffing leadership initiatives for the wider university sector.

⁴ Māori staff, as at April 2020, are represented as 94.6FTE, or a total of 3.83% of all UC staff. This is made up of 32.0 Māori academic FTE (3.83% of all UC staff) and 62.6 Māori General and Technical FTE (5.39% of all UC staff).

⁵ Te Kei is a Universities NZ initiative targeting the development of Māori academic leadership in a collaborative professional development programme.

3.2 Non Māori staff

3.2.1 Continue to develop and deliver professional development initiatives that support staff responsiveness and develop their skills in contributing to Te Rautaki Māori.

3.2.2 Ensure policy and processes for all staff advancement and performance includes measures against Te Rautaki Māori and UC's Bicultural Competence and Confidence Framework.

3.3 All staff access professional development courses that support the vision of the UC Strategy including, but not limited to:

- Bicultural competence and confidence
- Culturally responsive and sustaining pedagogies
- Mātauranga Māori
- Te reo Māori
- Te Tiriti o Waitangi

3.4 Ensure recruitment and orientation processes reflect clear expectations that all new Te Whare Wānanga o Waitaha staff understand Te Rautaki Māori and UC's Bicultural Competence and Confidence Framework.

4 **Ākongā Poipoia | Ākongā Māori Recruitment, Retention and Achievement**

Provide pastoral and academic initiatives that support ākongā Māori recruitment, and that ensure retention, progression, and achievement at Te Whare Wānanga o Waitaha.

4.1 Continuously review and enhance Māori student recruitment activities, with a target of Māori student enrolments being 12% of total UC domestic EFTS by 2030⁶.

4.2 Develop a strategy for retention, supported by research and evidence to create equity in Māori student retention and achievement.

4.2.1 Modify pastoral and academic services that support ākongā Māori retention based on evidence.

4.2.2 Develop a targeted approach to encourage transition from:

- Pre-undergraduate programmes to undergraduate degree
- Undergraduate to Post Graduate degree.

⁶ Māori student enrolment as at April 2020 is 8.4% of total UC domestic EFTS

5 Kanohi o Te Whare Wānanga o Waitaha | Physical and Virtual Environment⁷

Ensure the physical and virtual environment of Te Whare Wānanga o Waitaha reflects the bilingual and bicultural commitment of the university.

5.1 Contribute to the development of the Campus Master Plan, including:

- Appropriate cultural spaces that support Te Rautaki Māori
- The embedding of the cultural narrative across the university campus, in conjunction with Ngāi Tūāhuriri and Ngāi Tahu
- Bilingual signage

5.2 Ensure the UC digital and virtual realm, and marketing and communications, conform to tikanga and includes:

- Te reo Māori and imagery/iconography
- UC Cultural Narrative
- Ākonga Māori profiles

⁷ Physical and Virtual Environment refers to our digital, virtual and physical environment, communications and marketing

6 Hononga | Engagements

Develop and maintain strategic relationships and engagements, locally, nationally and internationally which enhance and advance the provision of Māori knowledge and priorities, and Māori student and Māori staff development.

- 6.1. Strengthen the special relationship and joint venture initiatives with Ngāi Tūāhuriri and Te Rūnanga o Ngāi Tahu, through the partnership agreement signed in 2019.
- 6.2. Enhance our social sustainability in Ōtautahi through growing the diversity of talent in our student and staff profile.
- 6.3. Strengthen existing relationships with other iwi, and work with those iwi in whose rohe we have campuses, to acknowledge their mana whenua status.
- 6.4. Progress relationships with other iwi to identify potential research and student focussed opportunities.
- 6.5. Develop and maintain strategic relationships with key indigenous collectives and organisations to inform Te Rautaki Māori.
- 6.6. Develop and maintain relationships with key Māori tertiary stakeholders.

7 Te Reo Māori | Māori Language

Develop, endorse and implement a “Te Reo Māori Framework” for the university to continue the enrichment of Te Reo Māori as one of the official languages of Aotearoa New Zealand.

- 7.1 Acknowledge the role of UC in promoting and supporting the continued vigour of Te Reo Māori.
- 7.2 Continue to provide academic courses, programmes and developments for Te Reo Māori.
- 7.3 Continue to provide Te Reo Māori professional development offerings for UC staff.