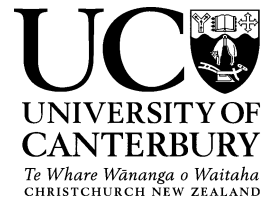


Vice-Chancellor's Report

February 2020



Introduction

2020 is the first year of implementation of the UC Strategic Vision approved by the Council at the end of 2019. The regular Vice-Chancellor's report will endeavour to reflect progress on implementation across the university as a whole. Following the Council approval, colleges and service units are reshaping their plans for 2020 to reflect the new UC Strategy and give staff across the UC community the opportunity to have input in initiatives for 2020 and beyond. The Senior Management Team (SMT) had a one-day workshop on 20 February to build on our commitment to delivering on the UC Strategy in a collaborative way.

Campus is now buzzing with the arrival of new and returning students for the academic year. This year sees some fresh initiatives to enhance the academic success of students and prepare them for future pathways beyond study.

A wide range of Orientation programmes and activities is underway to welcome new and returning UC students to campus. O-Day, which coincided with Valentine's Day, had over 2,000 new-to-UC students and 350 parents, similar to 2019. Despite the weather the atmosphere was relaxed and engaged, with 25 information sessions; three cohort social gatherings (adult students, rainbow students, local students); over 170 staff and students involved as hosts; and new initiatives such as an information session and academic skills for adult students, a campus tour for parents and whānau, UniSmart and an information hub (UC services) in Orimarket on the Beatrice Tinsley Plaza, live music and activities on the C-block lawn, and food trucks near the C-block walkway.

Following O-Day there will be a six-week tailored programme of communications, tips and information to help all first-year students to transition successfully to university study.

A new innovation is UC's upcoming Analytics for Course Engagement (ACE). The ACE is an interactive system for both staff and students to gauge students level of engagement in their courses. In this collective effort across UC, all colleges, halls and student support staff have worked to prepare an early response for students who start to disengage from their studies so that they gain the help they need to get back on track for academic success.

Enrolments for 2020 are looking generally positive. Domestic student numbers are up by 550 equivalent full-time students (EFTS) compared with the same time last year and Māori EFTS are up by 68, but Pasifika EFTS are down by 29. It's too early to call the full-fee EFTS figure due to the possible impact of the Coronavirus but currently the total is up 97 EFTS on the same time last year.

In line with the UC Strategy to explore ways of better addressing the needs of under-served communities, we have reviewed the allocation of undergraduate scholarships to assess whether equity groups are appropriately represented. As a result, we will make changes to UC's scholarship offering for 2021, including by taking a more targeted approach to Māori, Pasifika and students from lower-deciles schools.

Coronavirus Response

UC has initiated a comprehensive response to the outbreak of Coronavirus. Notably we have established an incident response team and an SMT strategic response team, as well as developing a response plan with 12 workstreams. Although there are some issues with data, it appears that UC has approximately 1,000 Chinese students with visas for 2020. Of this total, 557 were in New Zealand on 5 February. Another 459 were elsewhere and potentially in limbo due to the current travel ban, cancelled flights and other challenges related to the international response to the virus.

Through email, WeChat and our website, UC has communicated extensively with students, agents and other partner institutions to find out more about the situation of each student and, from a university perspective, how we might best deliver teaching to them effectively. We are currently assessing the potential for providing online teaching for as long as the entire first semester, along with additional tutorial support and alternative assessment and pastoral support for those arrangements. Staff have responded with creative options and support, aiming to retain the affected students by continuing to offer them most courses.

For staff, UC has provided regular ongoing advice on routines to maintain health. We have also supplied additional sanitiser and stepped up cleaning routines around campus.

UC has supported the few students and staff who are in self-isolation. Together with halls of residence, we have also identified appropriate measures to follow if a case of Coronavirus is diagnosed and have identified two UC campus houses that may potentially be used for self-isolation or care for affected students.

Current challenges include keeping track of information requests and keeping online information up to date; delivering teaching via some applications into China given its internet restrictions; how to teach courses with significant laboratory, workshop or practicum requirements; uncertainty as to how long travel restrictions will last; and how long it will take for students to get to New Zealand once those restrictions are lifted. UC is continuing to work with Universities New Zealand and government agencies to influence the policy response and to mitigate financial and other impacts.

TEC

The University continues to work closely with our main government funding agency, the Tertiary Education Commission on key educational issues and funding arrangements. Our government educational funding is dependent on the agreement we make with the Commission to deliver high quality inclusive education. The Tertiary Education Strategy (TES) guides universities and other Tertiary Education Organisations (TEOs) as to what that means. The current TES very much aligns with the University's own Strategy. Our recent conversations with the TEC have focussed on continuing to support better educational outcomes for Māori and Pasifika and also on reviewing courses with lower than desirable pass rates.

UC has also reported to the TEC on the impacts of the Government travel ban which resulted from disease control strategies for the COVID-19 virus. Government officials are meeting regularly in Wellington to try to mitigate the economic impact of the travel ban, including on the education sector.

Universities New Zealand made a submission on behalf of all universities on the new Education and Training Bill, which seeks to replace the current Education Acts 1964 and 1989 and further

consolidates other related legislation. UC commented on the proposed submission to Universities New Zealand and we look forward to the next stages for this Bill.

Engagement

UC will purposefully support the development, growth and success of our city and region.

UC Entrepreneurship Summer Startup Showcase

On Wednesday 6 February, I attended the 2020 Showcase of the UC Centre for Entrepreneurship's (UCE's) Summer Startup Programme at the Piano in the central city. More than 300 people attended the event, while others joined in through livestream events around the country. During the Summer Startup Programme, the cohort of 24 students had the opportunity to engage with more than 70 mentors, speakers and coaches from a range of partner organisations in Christchurch, UC alumni and visiting academics from overseas universities.

The overall winner at the Showcase was Ngāire Scartozzi as founder of eClean, a startup that removes nitrates and phosphates from waterways. The innovation prize went to Jonathan Ring who, together with UC academic Aaron Marshall, co-founded Zincovery, a startup that recovers zinc from acid waste. The winners of the change-maker prize were Anzac Gallate and Jack Fraser from the Gro•Up Group, whose startup is creating environmental science resources for primary schools using digital technologies such as virtual reality and augmented reality.

Further recognition has come for Zincovery through its selection as one of the 10 finalists in Callaghan Innovation's C-Prize national competition. This year the focus of the C-Prize competition is on world-leading innovative solutions to environmental problems. Another finalist is Radius Robotics, in UCE's ThinLab Founder Incubator. This company has close ties to UC through co-founders Daniel Morris, a current PhD student in Mechanical Engineering, and UC alumnus Henry Bersani. Radius Robotics is developing technology to enable farmers to easily and efficiently establish 'polyculture' fields, which offers the benefits of avoiding the environmental impact and the reduced yields of monoculture farming practices.

Another exciting development for the UC Centre for Entrepreneurship is that it has secured a new partnership with Vodafone New Zealand. The 2020 Vodafone Digital Innovation Thought Leadership Series will feature six public events, each one hosting up to 150 guests, at 'Vodafone Innov8' Christchurch and at UC Campus between April and December 2020. Showcasing the latest trends in digital innovation, the Series will present a unique opportunity for the Christchurch business community as well as UC students and alumni to learn, network, engage and connect.

UC in the City

Eight of 17 interns placed in divisions of Christchurch City Council (CCC) this February will be UC students. This follows an inaugural event at the end of last year hosted by UC, which had 130 attendees and included a combined presentation by CCC, the College of Arts' Professional and Community Engagement (PACE) programme, and a former PACE intern and Ngāi Tahu representative. Looking ahead, in June this year, a College of Arts event will bring together all businesses, community organisations and other organisations that have hosted PACE interns during Semester One, for the presentation of the first-ever PACE Internship Excellence Prizes.

The Teece Museum of Classical Antiquities, based at UC's Arts Centre in the central city, is extending the duration of its current exhibition 'Fantastic Feasts' on food and drink in the classical period. The

exhibition will now run till August, during which time it will be open to the public on weekends and some weekdays. The Teece has had over 35,000 visitors since it opened its doors in 2017.

Also at the Arts Centre, from 4 March we will be resuming our 'An Evening With' public seminar series. This time with the theme of Diversity, it will feature, among others, Philippa Martin (women in science, technology, engineering and maths – STEM), Steven Ratuva (Pasifika and New Zealand) and Naima Talib and Jim Ockey (Islam and religion).

Professor Ian Wright has been invited by ChristchurchNZ to join the inaugural Aerospace and Future Transport Advisory Group. This Group will provide strategic leadership and guidance at the nexus of research, innovation, national funding initiatives, and business opportunity with the aim of developing the city's and region's aspirations in aerospace and future transport industries.

UC is also nurturing new talent in this field, with applications currently open for the [Elaine P Snowden Astronomy camp](#). It is an opportunity for 20 year 13 students from around New Zealand to attend three days at UC and two days at Tekapo and Mt John.

Notable in terms of impact on society is the appointment of Associate Professor Natalie Baird of UC School of Law as a (part-time) member of the Human Rights Review Tribunal. The Tribunal is an independent judicial body that hears claims relating to breaches of the Human Rights Act 1993, Privacy Act 1993 and Health and Disability Commissioner Act 1994. The Tribunal is administered by the Ministry of Justice and is completely separate from the Human Rights Commission, Privacy Commissioner and Health and Disability Commissioner.

At the end of last year, Audiology responded to a request from the Canterbury and West Coast District Health Boards for proposals to provide a paediatric audiology hearing aid service. Recent news is that this submission has been successful. Formal contracting will begin shortly.

Communicating and Engaging with Our Communities

Now that we have adopted the UC Strategy, we are undertaking a brand review to ensure that our positioning and messaging are aligned with the Strategy. This involves interviewing a range of staff across the University community. An associated project to start shortly is the development of an Advancement Campaign, with agreed fundraising priorities and a case for support that will enable UC to engage in a more meaningful way with a wide range of stakeholders.

I have accepted an invitation to participate in the Presidents' Plenary of the CASE Asia Pacific Advancement Conference in April 2020. The Plenary will consider the future of education addressing questions around change and transformation of the educational enterprise, from technological change to demographic change. How such change forces our institutions to be more responsive to all our constituencies will be explored, considering it from both a leadership and advancement lens.

Media coverage increased in Quarter 4 2019, up by 15% on the previous quarter. Given the Sonoda incident, it was welcome news to see unfavourable coverage dropped from the previous quarter (down 6%), as reporting became more about the investigation and outcomes than the incident.

Professor Tom Wilson was the leading spokesperson with his commentary on the Whakaari/White Island eruption, positioned as a leading expert in natural hazard risk assessment. Phil and Anthony Butler's cutting-edge 3D colour printing x-ray machine, the MARS scanner was given good coverage and Professor Phil Butler credited the project's success to its Canterbury base: "if you look at the electronics or mechanical engineering skills, we can build anything".

In an effort to recover from the favourability dip, UC has increased its output of proactive research, student and alumni success stories. Proactive media releases were up 200% in December 2019 from December 2018 and 140% in January 2020 from January 2019. Coverage in December and January included: UC Graduation processions return to central Christchurch; UC academics bring Food for Thought to Riverside Market; Professor Robin Palmer, School of Law, innovative research project that detects brain activity revealing individuals' knowledge of criminal behaviour; and Professor Jeannette King, Aotahi School of Māori and Indigenous Studies, about her Marsden-funded project to study how our exposure to te reo Māori supports learning the language.

Education – Accessible, Flexible, Future-focused

Building on existing strengths, UC will be recognised as the leading Aotearoa New Zealand university in research-informed teaching and learning.

Success in the first year is a strong predictor for ongoing academic success; conversely, very early on some students begin to disengage from their studies, often due to fear of failure and/or uncertainty about their academic skills (Early Experiences Survey, 2019).

This year, UC will be launching the Analytics for Course Engagement (ACE). The ACE is an interactive system for both staff and students to gauge their level of engagement in their courses. In a collective effort across UC, all colleges, halls and student support staff have worked to prepare an early response for students who start to disengage so that they can gain the help they need to get back on track for academic success.

The support for early and successful transition and early academic success aligns directly with the Strategy, as well as with the strategic direction of the Ministry of Education and the Tertiary Education Commission (TEC). Two of our staff, Julie Mackey (Dean, AVCA) and Kaylene Sampson (Learning Evaluation and Academic Development), are accompanying members of the Ministry of Education and TEC to the Achieving the Dream conference in the USA. The conference is focused on student success and particularly on access and equity for all students.

New Degrees

The Department of Global, Cultural and Language Studies in the **College of Arts** | Te Rāngai Toi Tangata is launching a new **Master of Applied Translation and Interpreting (MATI)** degree, giving students advanced language, cultural and communication skills to work as professional interpreters and translators. It includes the opportunity to study overseas for part of the degree, and the option of completing an internship with agencies, government or other organisations requiring translators and interpreters.

The **College of Education, Health and Human Development** | Te Rāngai Ako me Te Hauora has launched three new programmes that respond to student interests and community needs, and that are attracting new domestic and international students.

Led by the **School of Educational Studies and Leadership**, the **Bachelor of Youth and Community Leadership (BYCL)** develops professional leadership and entrepreneurial skills for those passionate about issues such as sustainability, human rights, equality and humanitarian efforts, providing students with the ability to draw on courses across the university to develop their own learning pathways. It builds on UC's international reputation in social action, and offers real-world leadership and project experience by way of theoretical study and applied learning.

The **School of Teacher Education** has collaborated with Mātauraka Mahaanui to respond to the growing need for Māori-medium and bilingual teachers in Canterbury by creating a **bilingual endorsement pathway** for qualified teachers and tertiary educators. The course strengthens teachers' knowledge and use of te reo Māori me ōna tikanga Māori, and prepares certificated teachers for working in bilingual early childhood education and school settings and in kura kaupapa Māori.

The School has also launched a redesigned **Graduate Diploma in Teaching & Learning (Early Childhood Education)**, offering it both via distance and on campus. With the addition of its on-campus pathway, the programme has for the first time attracted international students who are keen to learn in New Zealand within the context of the world-leading Te Whāriki early childhood curriculum.

The 2020 launch of the UC **Business School's new MBA** programme constitutes an important milestone in terms of the College of Business and Law's commitment to delivering flexible, workplace-based education to support lifelong learning. Developed and delivered by faculty and industry practitioners via a combination of weekly on-campus or real-time online sessions and in-person weekend workshops, the programme enables students to personalise their learning to suit their needs.

Also introduced this year is a Major/Minor pathway in the Bachelor of Commerce (BCom), in **Tourism Marketing and Management**. This new pathway has been developed in collaboration with Tourism New Zealand, ChristchurchNZ and industry partners.

In 2019, the **Department of Civil Engineering** changed the title of its standard taught master's, which includes Civil Engineering, to better reflect the discipline and put endorsements under it. The newly named Master of Civil Engineering already seems to be attracting good numbers of full-fee postgraduate students.

Research – Impact on a Changing World

UC has a proud, rich, deep and broad portfolio of world-class research and will continue to deliver global impact and relevance to the world's key problems.

The initial focus of the 2020 year is to develop new transdisciplinary research clusters and continue the work to increase external research income. To advance the former, an internal 'funding call' is being developed to encourage up to 10 transdisciplinary research clusters to propose four-year research programmes, with the successful proposals securing doctoral stipends and modest operational funding. The strategic intent of this initiative is to evolve the more successful clusters into high-profile, internationally recognised research centres over the next five years. In parallel, existing UC research centres and institutes will be supported to raise their international profile and research reputation.

External research income capture has begun well, with over \$21 million awarded and/or contracted in the first six weeks of the year. Researchers across the colleges, working with Research & Innovation, are developing a series of proposals for Marsden and Endeavour Research rounds. Currently, over 110 Marsden proposals are in development and will be submitted to the Royal Society Te Apārangi in the near future. Similarly, six large Endeavour Research programmes with UC

as the proposal lead are in development for submission to the Ministry of Business, Innovation and Employment in the next two weeks.

In other areas, UC is responding to two specific funding calls in new energy technologies and collaborative research programmes between New Zealand and Singapore in data science and future foods. We are also involved in 10 energy proposals, including two proposals led by UC: one project on transforming bio-waste to hydrogen (Principal Investigator Professor Shusheng Pang) and another on developing resilient, low-carbon, electrical power grids (Principal Investigator Professor Neville Watson). Professor Richard Green is leading a proposal on 3D imaging from autonomous aerial drones with research collaborators from Singapore.

Among the recent Marsden awards in the College of Arts | Te Rāngai Toi Tangata, a project relating to the international debate over Lethal Autonomous Weapons Systems (LAWS), or 'killer robots', has attracted strong media attention. Led by Amy Fletcher and Jeremy Moses from the Department of Politics and International Relations, and Geoff Ford from the Arts Digital Lab, the project will take three years to complete and has received \$842,000 in funding.

Dr Tyron Love and Professor Michael Hall (UC Business School) were recently awarded a \$300,000 Marsden 'Fast Start' grant (2020 start) to support their research on the future of Māori academics in New Zealand universities.

In addition to the recent new awards, Professor Colleen Mills has been appointed to the Marsden Economics and Human and Behavioural Sciences panel.

New UC research has been published recently in a high-impact journal. Professor Dave Kelly is a co-author of a *Nature Plants* paper showing that climate change is negatively affecting tree production by throwing seed production out of synchronisation. Research publications, as recognised in the academic Scopus database, are tracking well with 228 publications thus far for 2020, against a total of 1522 in 2019.

The College of Business and Law | Te Rāngai Umanga me Te Ture is hosting a series of workshops this semester for all PhD students across UC. The workshops cover topics related to developing a teaching philosophy, ethics in teaching practice, publishing from your teaching and creating professional networks. The facilitator is visiting Erskine Fellow, Professor Jeanie Forray from Western New England University (a study abroad partner university with UC). Fifty students have been attending the sessions from across all UC colleges.

People – Nurturing Staff, Thriving Students

UC will provide a sustaining environment where the holistic wellbeing of students, staff and our community enables people to be successful, engaged, empowered and making a difference.

2020 Emerging Leaders (ELDP) scholarship holders have been welcomed onto campus. These students have undertaken a customised programme led by 2019 ELDP alumni, focused on developing leadership and relevant skills. Training and development programmes have also been offered to Go Canterbury scholarship holders, Māori and Pasifika students and leaders of student clubs; these students attend a University of Canterbury Students' Association (UCSA) induction, which includes health and safety training delivered by UC staff.

UC is launching to all first-year students a series of compulsory online modules covering topics such as “Welcome to UC”, student wellbeing, drugs, alcohol, consent, making friends, security and emergency management. The modules are designed to be engaging and include videos and quizzes. This approach will enable UC to have more confidence that students receive and review base-level information on wellbeing. In addition, a UC Social Integration Programme is being launched in collaboration with UCSA to boost student interactions and develop a sense of belonging.

In the spirit of collaboration and to enhance well-being, UC and Lincoln University have established a project to analyse commonalities and differences between the two medical centres, share knowledge and expertise and identify the potential for collaborative working to deliver exemplary health and wellbeing services that support tertiary students in the broader Waitaha Canterbury region.

Staff Engaged Empowered and Making a Difference

On 4 February, I participated in the first session of the newly established Heads Forum attended by 23 Heads of School and Heads of Department. This initiative, spearheaded by Associate Professor Annelies Kamp and Karen Mather is designed to provide Heads with the opportunity to create a community of practice that supports their important and distinctive leadership role within UC.

The Forum is envisaged as a group owned by the Heads and led by the Heads, through which they can build relationships, develop trust that enables cross-unit collaboration, and gain support for their wellbeing and leadership development. Its primary goal is to achieve supportive learning: by sharing concerns or problems of practice, the Heads as a group can lift their shared capacity to lead. The secondary goal is to then identify ways of directing that capacity to achieve specific aspects of the Strategic Plan. Colleges will take turns at hosting the Forum.

In January, the College of Science | Te Rāngai Pūtaiao had the pleasure of welcoming two new Heads of School (HOS): Jamie Shulmeister, HOS for Te Kura Aronukurangi | School of Earth and Environment, and Don Hine, HOS for Te Kura Mahi ā-Hirikapo | School of Psychology, Speech and Hearing. The College was also pleased to welcome James Brasington, new Director for the Waterways Centre. The College of Science Executive team had a full day of planning focused on the UC Academic Strategy for Science and the key activities to be achieved in 2020.

The first of the 2020 Blue Clues and Weaving The Rope workshops were held this month, with about 170 staff attending. These are a continuation of a series of opportunities for staff to further engage with our Organisational Culture programme, Whiria Te Taura Tangata. This month’s workshops looked at the role that organisational culture plays when implementing a new strategy.

A total of 22 staff (including academics, technicians, administrators, postdoctoral staff and postgraduates) have just completed a two-day Tangata Tū, Tangata Ora session specific to the School of Biological Sciences. All of those attending began a plan for how to incorporate bicultural competence and confidence into their areas of work.

Another 23 academic and professional staff attended the College of Business and Law’s two-day Tangata Tū, Tangata Ora workshop on 3–4 February. The interactive sessions – facilitated by Office of the Assistant Vice-Chancellor Māori staff Abby Suzko, Ripeka Tamanui-Hurunui, Lyndon Waaka, Liz Brown and Jamie Hape – prompted lively debate and positive feedback from participants.

The College of Arts | Te Rāngai Toi Tangata is in the latter stages of moving back into the James Logie building following its remediation last year. The building is now home to the Macmillan Brown Centre

for Pacific Studies (formerly housed in Te Ao Marama), as well as the Confucius Institute, the Arts Digital Lab, the National Centre for Research on Europe and the Department of Global, Cultural and Language Studies. The adjoining Elsie Locke building is due for completion in the middle of this year and will be home to the Social Sciences division of the College, as well as the College Office.

Internationalisation – Locally Engaged, Globally Networked

UC will strengthen and grow its international partnerships to increase teaching and research impact.

In 2020 UC will be prioritising the development of relationships with key international partners. The initial partners include universities in Australia (Adelaide, Monash), Singapore (National University of Singapore and Nanyang Technological University) and China (Huazhong University of Science and Technology), for which engagement plans will be developed. The aim will be to grow the number of key partner, with comprehensive and multi-layered engagements including research projects, academic and student exchange and leveraging mutual funding opportunities.

International Engagement

In furthering our engagement with the Association of Commonwealth Universities (ACU), I have accepted an invitation to become a member of the ACU Australia Pacific Regional Committee. The inaugural meeting is on 25 February, hosted by the Australian National University, Canberra. I will be meeting with Joanna Newman, Chief Executive and Secretary General of the ACU, prior to the meeting.

The UC Business School recently hosted two international conferences on innovative learning and teaching practices in management education. First, the 2020 Research in Management Learning and Education (RMLE) Unconference was held on 28–29 January 2020, with 24 participants from 20 universities across eight countries. Shortly after that was the International Management and Organizational Behaviour Teaching Society Conference (IMOBTS), from 30 January to 1 February, with 60 attendees from 50 institutions across 14 countries. Both of these international conferences were organised and led by Dr Sarah Wright (UC Business School), whose research interests include innovative management education.

In January, the College of Business and Law's Internationalisation team, in collaboration with the International Relations Office (IRO), delivered a 10-day summer programme at UC for 89 students from our partner universities in China. Titled *Global Citizenship in the 21st Century: Entrepreneurship for Social Development*, the programmes introduced students to the concept of global citizenship from a uniquely Aotearoa perspective, by linking global citizenship to biculturalism.

Guided by colleagues from UCE and key external stakeholders, the students developed ideas for a commercial or social enterprise that will make a positive contribution to global development consistent with the United Nations' SDGs. After 22 teams pitched their ideas, the top six presented to a final showcase in front of a panel of judges, including Sarah Templeton, Councillor for Heathcote and Chair of CCC's Sustainability and Community Resilience Committee. The winning idea was Re-Paper, an educational and team-building activity to make recycled paper, based on the traditional Chinese practice of paper-making.

The Confucius Institute at the University of Canterbury (CIUC) is currently welcoming (following the self-isolation period) a new intake of Mandarin Language Assistants from China, who will help deliver language teaching to schools all over the South Island. Our arrangement with the CIUC includes cooperation with one of China's top-ranked universities, the Huazhong University of Science and Technology (HUST), where the Pro-Vice-Chancellor Arts recently had successful discussions to establish UC as a partner in a four-way research and teaching collaboration with HUST, Wayne State (USA) and the University of Minas Gerais (Brazil).

The College of Arts has coordinated two highly successful internship programmes in Beijing (December 2019) and Thailand (January 2020) under the umbrella of its PACE programme. These programmes included a diverse range of students from across the University's colleges and have helped to foster a truly globalised student outlook.

Erskine Fellows

The Erskine Programme Office welcomed the 2,000th Erskine Visiting Fellow to the University early in 2020. Professor Jon Shaw has joined us from the School of Geography, Earth, and Environment Sciences in the University of Plymouth, UK. His field of expertise is in transport geography, mobilities and ageing. He will be teaching here in the School of Earth and Environment .

Organisational Efficacy

The University's structures and systems empower those who work with them, are integrated and streamlined, promote constructive culture, and have one focus – high-quality learning, teaching and research. UC will be of a sustainable scale by 2030.

The 2019 Annual Report and Audit is nearing completion. The unaudited result is a \$11.296M.million surplus against a budgeted surplus of \$2 million. This is a very pleasing result considering the impact of both lower full-fee EFTS than budgeted and higher depreciation from our new buildings. Also notable is that 2019 will be the first year in which the University consolidates the UC trust funds and UC Foundation into its financial statements, although almost all these funds are earmarked for specific purposes. The full consolidated result is an unaudited surplus of \$19.3 million. This reflects the big bounce back in financial markets from the lows of 2018.

Further developments were made in our Robotic Process Automation project to enhance the efficiency of our business processes. Nine Bots are now in use, with another two to be delivered by the end of February. As an example of efficiency gains, during 2019 the Accommodation robot automatically processed over 2000 applications, combining references and financial information and sending the information to the student's first choice hall, freeing up staff time for other tasks.

The building programme is slowing down as forecast. Among current projects, the refurbishment of Locke and Logie buildings is continuing, the new student residence hall, Tupuānuku, the name gifted by Ngāi Tūāhuriri, is on track for completion at the start of 2021 and design is progressing for the new Recreation Centre due to open in 2023.

The Student First project has been refocused to concentrate its effort to get off the current JADE system. The Identity Access Management System (IAMS) project went live in December 2019.

UC Foundation

UC Foundation recorded a total of \$8.9m raised in 2019. Another founding gift has been received for the Endowed Research Fund which brings the total to just over \$1.5m. This is a special gift because it comes from a past staff member and demonstrates philanthropic leadership. I hosted former UC Vice-Chancellor Dr Roy Sharp and his wife Beverley to acknowledge their generous commitment to UC.

The first Founders Pledge to the UC FoundX programme has been verbally made. The donor has also pledged their commitment to supporting staff and students at the Centre for Entrepreneurship. This augurs well for the growth of our entrepreneurial ecosystem here at UC.

Environmentally Sustainable

UC will become more sustainable and contribute to the world's sustainability. UC is aiming to be carbon net neutral by 2030.

Further work on our Campus Energy plan has been done since our last Council meeting. Our sustainability objective is to ensure all our buildings are well insulated and heated by ground source heat pumps. This is a multi-year programme. An interim step while we implement that programme is to stop burning coal and move to burning biomass (sustainably sourced wood pellets) on a temporary basis. A paper that follows on from our recent business case to Council will be presented at the March meeting.

Professor Catherine Moran, Assistant Vice-Chancellor (Academic) participated in the Association of Commonwealth Universities (ACU) conference on Sustainable Development Goals (SDGs). Attended by university, government, and non-governmental organisations (NGO's) across the Commonwealth, the conference focused on how the Higher Education Sector could contribute to meeting the SDGs through research and teaching, and most importantly, through our international partnerships. Catherine led a discussion on the civic contributions of universities, working with local community and government. The University of Canterbury is a key member of the ACU steering group on SDGs, looking particularly toward sustainable global education, partnerships, and equity in and access to education.

Health and Safety

A fire broke out in the High Voltage (HV) Lab on the morning of Tuesday 28 January 2020. At the time of the fire, there were no people inside, thus evacuation procedures were not necessary. The fire was quickly brought under control by NZ Fire Service. The HV Lab was secured until assessments were completed for both structural damage and asbestos contamination. Both reports have since come back as clear.

A Fire Investigator has confirmed the fire was started by an electrical appliance that failed. A health and safety investigation, led by Grant Craig, UC Health and Safety Consultant, has been conducted with the relevant staff in the Department.

The HV Lab which is the only one of its type in a NZ academic institution and in terms of voltage and current capability is significant in Australasia, is fully supported by both the Department and the College to be restored to its full prior use, including reinstating all specialist equipment.

VC Activity Schedule

Past	
3 December 2019	<ul style="list-style-type: none"> • Attended Manawa Christmas function • Hosted UCSA President and Vice-President with Sue McCormack
4 December 2019	<ul style="list-style-type: none"> • Spoke at 2019 History Awards
5 December 2019	<ul style="list-style-type: none"> • Attended Universities New Zealand meeting in Wellington
6 December 2019	<ul style="list-style-type: none"> • Met with Mary Gordon, Executive Director of Nursing at Canterbury District Health Board • Hosted ChristchurchNZ on campus • Hosted Dawn Baxendale, Chief Executive CCC on campus
9 December 2019	<ul style="list-style-type: none"> • Hosted Research Engagement meeting
10 December 2019	<ul style="list-style-type: none"> • Attended SMT lunch with new professors
11 December 2019	<ul style="list-style-type: none"> • Met with Julian Elder, Scion Research • Spoke at UC Rotorua Graduation
18 December 2019	<ul style="list-style-type: none"> • Attended UC Graduation ceremonies
19 December 2019	<ul style="list-style-type: none"> • Spoke at Eke Tangaroa Celebration for Māori Graduates • Spoke at International Graduation • Spoke at UC Pasifika Graduation celebration • Spoke at UC Graduation dinner
20 December 2019	<ul style="list-style-type: none"> • Attended UC Graduation ceremonies
23 December 2019 – 20 January 2020	<ul style="list-style-type: none"> • VC on annual leave
29 January 2020	<ul style="list-style-type: none"> • Attended Honours and Appointments Committee • Attended Council planning session
3 February 2020	<ul style="list-style-type: none"> • Video recorded interview for School of Educational Studies and Leadership • Attended Audit and Risk Committee
4 February 2020	<ul style="list-style-type: none"> • Welcome speech at UCE Summer Startup Showcase
5 February 2020	<ul style="list-style-type: none"> • Spoke at Postgraduate Welcome
7 February 2020	<ul style="list-style-type: none"> • Met with Ministry of Social Development in Wellington
10 February 2020	<ul style="list-style-type: none"> • Spoke at International Student Welcome • Spoke at UC Local Community meeting
11 February 2020	<ul style="list-style-type: none"> • Attended Rochester and Rutherford 2020 Year at Fellows of Hall Luncheon
12 February 2020	<ul style="list-style-type: none"> • Attended Weaving the Rope #3 session • Attended Academic Board
13 February 2020	<ul style="list-style-type: none"> • Attended Universities New Zealand meeting in Auckland • Attended Stuart McCutcheon's farewell dinner
17 February 2020	<ul style="list-style-type: none"> • Attended Audit and Risk Committee • Attended Finance, Planning and Resources Committee
18 February 2020	<ul style="list-style-type: none"> • Attended UCSA Club Day
19 February 2020	<ul style="list-style-type: none"> • Attended Beca Centenary client function
21 February 2020	<ul style="list-style-type: none"> • Attended Reserve Bank Governor luncheon • Hosted guests at Crusaders vs Highlanders rugby game
22 February 2020	<ul style="list-style-type: none"> • Attended UC Pasifika Welcome Day

Upcoming Events	
24 – 25 February 2020	<ul style="list-style-type: none"> • Attending Association of Commonwealth Universities (ACU) Inaugural Regional Meeting, Canberra • Meeting Joanne Newman, Chief Executive and Secretary General of ACU
2 March 2020	<ul style="list-style-type: none"> • Speaking at Riccarton Rotary Club function
5 March 2020	<ul style="list-style-type: none"> • Attending Air New Zealand event in Auckland
9 March 2020	<ul style="list-style-type: none"> • Speaking at Year 13 transition event at Papanui High School • Keynote speaker at EY function • Providing welcome at Climate Change – Climate Crisis – Nelson Mandela Public Lecture
13 March 2020	<ul style="list-style-type: none"> • Attending Academic Board
16 March 2020	<ul style="list-style-type: none"> • Attending Audit and Risk Committee • Attending Finance, Planning and Resources Committee
20 March 2020	<ul style="list-style-type: none"> • Attending Staff Forum
25 March 2020	<ul style="list-style-type: none"> • Attending UC Council meeting
24 March 2020	<ul style="list-style-type: none"> • Attending Powhiri to welcome new University of Auckland VC