

Vice Chancellor's Report to Council

March 2021

Introduction

At this time, we are approaching the end to the first term of the 2021 teaching year which has been busy with the buzz of students on campus, although somewhat tempered by some restrictions in the second week as we moved to COVID-19 Alert Level 2. All our staff and students demonstrated their adaptability, with smooth transitions into Level 2 and back to Level 1. We were delighted that we were back to normal operation in week three.

This past month the enrolment numbers have been favourable with first year enrolled domestic students tracking 22% above this time last year. Returning domestic students are 10% up from last year. Across the two categories, this represents an overall increase of 13% compared with March 2020.

As to be expected with the border closed, our international enrolments are down by 66% for new students and by 25% for returning students. Overall international enrolments are 43% down from last year.

Our strategic objective to grow the diversity of talent is making good, with 486 Māori Equivalent Full Time Students (EFTS) who are new to UC this year. This represents an increase of 30.3% over to the same time in 2020, and returning students have grown by 16.7%. Paralleling this increase over the same period we have 145 Pasifika EFTS who are new to UC representing a 48.2% increase over the same time last year. In response to this significant increase in enrolments, we have employed a new Kaiurungi Māori Advisor, on a fixed term basis, to support the transition and retention of students.

We are very proud in congratulating our Professors Gail Gillon and Steven Ratuva on being elected Ngā Ahurei a Te Apārangi Fellow of the Academy of the Royal Society Te Apārangi, one of the highest accolades for research and scholarship. Gail is an internationally recognised scholar in area of early speech, language and reading development, and has made a substantial and lasting impact on the discipline of communication sciences and disorders. Steven has been recognised for his distinction in advancing interdisciplinary research globally on race relations, global security, social protection for vulnerable groups, climate change and affirmative action for minorities.

As the close of the terms approaches, students and staff are working on assessments and looking forward to the holiday break over Easter.

Engagement

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

Building on the success of the December 2020 graduations UC is working to ensure April graduation ceremonies are fully celebrated as city events. Christchurch International Airport is celebrating UC Graduates in April by lighting up the terminal and tower 'red' for graduation week. The Knowledge Commons team has been looking to support local businesses and UC graduates by letting as many people in the city as possible know that we have graduation coming up in April, with UC themed specials and graduation deals.

UC's presence has been enhanced with items from the Macmillan Brown's Library featured in the exhibition *Present History: Artist-led publishing in post-quake Ōtautahi Christchurch* at the School of Fine Arts Gallery. Curated by Dr Barbara Garrie, the exhibition was open to the public as well as used for teaching and learning including, a series of talks and tutorials to Fine Arts, Art History and Sociology classes.

The Knowledge Commons continues to build partnerships between the University and our rangatira in the city. The team have been supporting the Greater Christchurch Partnership 2050 to embed academic knowledge into the strategic planning for our region by not only embedding experts into the leadership team but also supporting connections between research clusters on campus and areas of need in the city. The Knowledge Commons has welcomed Katie Mills as its Youth Liaison to elevate the voice of rangatahi at UC and incorporate their ideas into city strategic planning. Katie is proactively meeting with many youth advocacy groups in Ōtautahi Christchurch and welcomes any engagement with people who would like support in their work (Katie.mills@canterbury.ac.nz). The Knowledge Commons team has a draft strategy that it will be socialising with the wider UC community to outline its goals for the coming years.

The College of Engineering hosted the regional launch of the national high school electric vehicle design and build competition. The competition, Evolocity has been running for seven years and is sponsored by a number of companies, including Orion.

In a joint venture with the Baroque Music Community and Educational Trust, and with guests from the New Zealand School of Music and Melbourne Conservatorium of Music, UC's [Professor Mark Menzies](#) led an ensemble of young string musicians on an 11 day tour of Aotearoa New Zealand. They performed works by Vivaldi, Handel, Corelli, and Charpentier, and debuted a new piece, *Concerto Grosso*, by UC student composer and solo violinist Rakuto Kurano, which received standing ovations across the country. [Writing for Middle C](#), Wellington reviewer Peter Mechen described Kurano's work as "a poised, breath-catching series of quiet gestures, the solo violin adding some stratospheric decoration to the line, then plunging into a fugue, hair-raisingly active". Professor Menzies said it was "one of the most satisfying and rewarding experiences of such ventures I have ever had, and a proud moment to show what they could put together".

Earlier in the term, Associate Professor Susan Lovett, School of Educational Studies and Leadership engaged with the local Ministry of Education kāhui ako support team to progress a plan of work for 2021. This includes a regional seminar for teachers and school principals with kāhui ako leadership roles. The seminars will inform the development of future micro-credentials. Dr Cheryl Doig was appointed Senior Adjunct Fellow in the School of Educational Studies and Leadership. Cheryl is a Leadership Futurist with strong business and community connections in the city including Ako

Ōtautahi, Learning City Christchurch, and various Ministry of Education initiatives supporting changing practice in new school builds.

Professor Paul Ballantine, Head of UC Business School and Professor Jędrzej Białkowski, Head of Department Economics and Finance hosted a table at the Canterbury Employers' Chamber of Commerce Reserve Bank Governor presentation. Reserve Bank Governor, Adrian Orr discussed the factors impacting Aotearoa New Zealand's economy from both domestic and international perspectives and what to expect in the year ahead. The event was well attended and provided a great opportunity to host industry partners engaged with the department and to connect with the broader finance community in Canterbury.

On 3 March, at the invitation of Dr Jarrod Gilbert, Director of the Criminal Justice Programme, the Minister of Police, the Police Commissioner and the Canterbury District Commander were hosted on campus to talk with faculty and postgraduate students about their ideas on policing today and what they hope to achieve. It concluded with a question and answer session with UC staff and students.

On 7 March Christchurch Mayor Lianne Dalziel officially opened to the public the home of the late Canterbury artist and UC graduate Bill Sutton. The Richmond-based Sutton house, saved from demolition on the edge of the Red Zone, will accommodate artist residencies and public events and talks.

The Bachelor of Youth and Community Leadership (BYCL) programme has been linked with the UC's Young New Zealander of the Year Award - Te Mātātahi o te Tau. This provides opportunities for linking the award winners and finalists to advancing UC offerings which similarly further the potential of bright young people who work to improve or support community and Tai Ao work. The BYCL has four strands: youth work and development, social activism, social entrepreneurship and humanitarianism.

The School of Teacher Education launched its redesigned graduate / post-graduate diploma in Teaching and Learning with 330 students enrolled in primary and secondary sector teaching. All of these students began their first professional learning experience in schools on 1 March, a testament to the strong partnerships UC has with our Canterbury region schools.

The Pop Up Penguin (PUP) initiative in Christchurch was a rousing success, with Gateway Antarctica, Council of Managers of National Antarctic Programs (COMNAP), and the College of Education, Health and Human Development who were proud to have participated in it as Learning Programme Partners in collaboration with the International Antarctic Centre. UC's three penguin waddle (involving Aurora, Moana, and Tiaki) featured at the Canterbury Museum in the Antarctic Exhibition Hall. Over the period of the event, more than 88,000 people visited the museum, 10,000 people downloaded the event app and visited the trail. Another 8,000 people visited the farewell event at the Airforce Museum, which again featured the UC waddle. The Gateway Antarctica penguin Moana sold at the PUP auction for \$20,500.00, of which 75% went to the UC Foundation in support of a pre-arranged Antarctic-related fund. Overall, the final PUP auction of penguins secured \$1,005,500.00 with 75% going in charity to the Cholmondeley Children's Centre.

UC Centre for Entrepreneurship in conjunction with B.linc at Lincoln University is running the nationwide Food, Fibre and Agritech Supernode Challenge to identify new disruptive solutions that can be applied to the Canterbury food, fibre and agritech sector. In the first round, more than 50 high quality applications were received from across the country. Challenge sponsors ChristchurchNZ,

KiwiNet, AgResearch and the Canterbury Mayoral Forum were delighted by the revolutionary thinking from both private enterprise and academic researchers. The top 25 teams have now been selected to participate in a seven-week intensive accelerator programme. In May, the top 10 finalists will pitch to a panel of judges, competing for a share in a prize pool of more than \$130,000. The winners will be announced at [E Tipu 2021 | The Boma NZ Agri Summit](#). For full details on the accelerator participants, see www.ffachallenge.co.nz.

UC recently hosted a successful Fluids in New Zealand conference (FiNZ 2021) co-organized by Dr James Hewett and Professor Mathieu Sellier of Mechanical Engineering, Dr Phil Wilson and Liz McGeorge of Mathematics and Dr Alan Caughley from Callaghan Innovation.

In recent month's significant work has been done to progress UC Advancement (the holistic combination of marketing, recruitment, communications and fundraising). This include a workshop involving staff from across the University community and the development of a 'UC Story', our institutional narrative.

An Advancement Reference Group has been established with representation of academic and professional staff and has had its inaugural meeting. Its purpose will be to provide high level input to Advancement strategy development including in the initial phase of concept development for UC's 150th anniversary celebrations. An alumni survey is currently in market to help inform this workstream and concepts will be presented to UC Council in a few months' time.

To accelerate the development of UC's capability in fundraising academics from the University of Auckland were invited to UC to share their philanthropic journey with several of our staff.

At the quarterly meeting co-hosted with Joanna Norris, CEO of ChristchurchNZ we reviewed progress on our numerous workstreams and focussed more specifically on the Knowledge Commons, Pupil Pathways and Transition to workplace projects. We took the opportunity to explore how to further enhance our Memorandum of Understanding (MOU) and discussed priorities for 2021 -2023.

Partner with Ngāi Tūāhuriri and Ngāi Tahu to uphold the mana and aspirations of the mana whenua.

The University has entered into a partnership with Ngāi Tahu to implement Tokona te Raki – the Māori Futures Academy. UC's Head of Aotahi School of Māori and Indigenous Studies Sacha McMeeking, who is Tokona te Raki Co-director has outlined:

“Our rangatahi have strong cultural knowledge, technical expertise and the audacity that only youth can bring to help them transform complex challenges into principled solutions and pathways into the future. Supported by seasoned pakeke, our partners gain the double benefit of next generation solutions and a safe pair of hands, while we journey through indigenous innovation.”

The academy concept aligns well with our partnership with Te Rūnanga o Ngāi Tahu, with a particular focus on futures thinking and social innovation.”

There has been a 24% increase in students who whakapapa to Ngāi Tahu in 2021 with numbers rising from 394 last year to 488.

Around 31% of all Māori students at UC whakapapa to Ngāi Tahu, 13% to Ngāpuhi and around 10 - 11% to Ngāti Porou. Ngāti Kahungunu students have increased from 8% of all Māori students in 2017 to 10% in 2021.

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

A number of initiatives to support Māori student transition and retention have been a key focus since February. Eke Panuku | Māori Orientation Day was adapted into a series of eight small group workshops, called Tōkihi in order to meet COVID-19 Alert Level 2 restrictions. More than 100 students and whānau registered to attend Eke Panuku | Māori Orientation. Unfortunately, because the change in alert level led to late notice changes to the event the number of attendees reduced to 62; among those students, however, feedback on the sessions was positive. Kaiurungi have also met with more than 100 students who were unable to attend Tōkihi or the midterm check in lunch event, to provide pastoral care and transition support.

Te Waka Pākākano and Māori staff from across campus also attended Te Huinga Reo to promote UC as a tertiary study pathway for students from Wharekura. This is the first time in its 30 year history that Te Huinga Reo has been held in Te Waipounamu. Jointly hosted by Te Kura Kaupapa Māori o Te Whānau Tahī and Te Kura Whakapūmau i te Reo Tūturu ki Waitaha, over 150 year 12 and 13 students from kura kaupapa Māori around the country attended this week long event. UC was the only tertiary institution present.

The School of Teacher Education's Bachelors of Teaching and Learning in the primary school sector hosted students from Ilam School on campus during our UC student orientation. UC students interviewed the primary students and learned more about what engaging in learning means for them.

Twenty Year 13 students including five Māori students and one Pasifika student have been selected from 172 applications for the Elaine P. Snowden Astronomy School running from 18-23 April. Students will travel to UC's Mt John Observatory at Tekapo where they will explore our cosmic neighbourhood with modern astronomical instruments.

Education – Accessible, Flexible Future Focussed

Stimulate and support academic development and innovation to become the best educators in Aotearoa New Zealand.

As part of our commitment to becoming the best educators in Aotearoa, improving transition and retention is a critical aspect of our work. The first quarter of 2021 has seen a step toward that with work on a case management system to support student advising (academic, pastoral and skills) across campus. This will have significant impact on the way our student facing services share information in holistic support for students' success.

Nine UCx branded massive open online courses MOOCs are now live on the EdX platform: four are stand-alone MOOCs, two are Professional Certificates and one (Smart Cities) is offered in English and Russian. As of 15 March 2021, 19,460 students are enrolled in UCx courses. The Mental Health and Nutrition MOOC has generated almost half of the current enrolments. Planning is underway for the development of another 10 MOOCs for a 2021 launch, including a number of professional certificates and UC's first micro-masters course.

Online offerings have also included flexible delivery options for many students. Ako Anamata | Future Learning and Development team is working with academics to design and develop online courses that will go live later in 2021, through a new co-design workshop series entitled Aropapaki. Each academic is supported by an instructional designer and/or academic developer, a Kaiārahi, and a subject librarian. Further advice and support is available from the Pasifika advisors and educational technologists. While many of the courses are at postgraduate level, some disciplines will have undergraduate courses in order to support either transition into a campus programme and/or blended delivery of on-campus courses.

The Library continues to support the Aropapaki workshop series. Subject librarians are contributing to the development of each online course and using this opportunity to encourage the inclusion of information competencies in UC's online teaching, and address issues of open access resources for online learning.

For the first time Introductory Psychology, Brain, Behaviours and Cognition (PSYC105), a significant course for the Bachelor of Arts and Bachelor of Science is being offered both online and in-person. The enrolment of over 1,000 students in the course this year represents the highest number in over a decade.

The Director of Maori Teaching and Learning and the team of Kaiārahi (both Maori and Pacific) are supporting the Aropapaki workshop series. Academics are redesigning "Catapult" courses to make them fit for online delivery and e-learning. This is an opportunity to ensure they include bicultural content and encompass culturally responsive pedagogy.

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

The Library Te Rua Makerspace is attracting increasing student interest with access to a variety of "makerspace" activities. Student representation from all degree programmes is growing, with student communities of practice forming. The Library has established closer working relationships with staff at the Centre for Entrepreneurship and School of Product Design makerspaces, resulting in better experience for students at different stages of making.

The School of Educational Studies and Leadership was an engaged and supportive partner in this year's inaugural launch of Takere. The programme used the course EDUC101 Spark: How and What People Learn as its curriculum, which the School's team modified for a summer on-campus offering in 2021. Dr Annie Horton, with support from Dr Valerie Sotardi, (School of Educational Studies and Leadership), taught the course. This is a key component of the UC strategy for increasing accessible education for Māori and Pasifika students.

The UC Business School is introducing a couple of new MBA papers and is working on a major in Business Analytics to feed into the Bachelor of Data Science (aimed at the Committee on University Academic Programmes (CUAP) in round 2). The School is also continuing with its virtual exchange programme between UC and Audencia and have now extended this to include Singapore Management University (SMU). These exchanges are for the northern hemisphere summer, so will take place in our winter.

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

The Aumiri Pounamu Certificate and Graduate Diploma, approved in 2020, first offered courses in 2019. It has 18 new enrolments in in 2021, primarily in the GradDipMLP. In particular, the programme has appealed to more experienced teachers than anticipated, illustrating that such programmes have a key role in upskilling kaiako in developing their cultural competence in the wider education sector.

The School of Biological Sciences has engaged with the Royal Society of Biology to apply for international accreditation of its BSc (Biological Sciences) offering. This accreditation will be a global first specifically for the BSc degree and will act as a pilot for future applications.

Research – Impact on a Changing World

Impact

A quicker, less invasive breath or saliva-based COVID-19 testing approach has been developed by Associate Professor Deborah Crittenden along with Callaghan Innovation's Protein Science and Engineering team and as MacDiarmid Institute researchers from Massey University. If the test is fully developed, it could revolutionise COVID-19 testing, reducing the need for the invasive nasal test, shortening the turnaround time for results and increasing the volume of tests that can be performed.

Gaining valuable insights into UC research impact

UC continues to enhance access of its research. The new version of DSpace (the system behind the UC Research Repository) has introduced the ability to configure and embed Altmetric badges which record not only the citation impact, but also news stories, social media posts, and policy documents attributed back to a specific research publication. Each badge provides a one-click access to the collated record of online impact for that publication. The library have now implemented this, with badges showing for both DOIs and Handles.

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

A recent, widely-publicised, UC study has revealed that Kiwi adults know more te reo Māori than they realise. The UC-led team (Professor Jen Hay, of UC's New Zealand Institute of Language, Brain and Behaviour, and co-author UC Professor Jeanette King) is exploring the very earliest stages of language-learning, by studying knowledge of te reo Māori among New Zealanders who have never deliberately tried to learn the language.

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

UC has taken a major step in increasing its capability and capacity to address Vision Mātauranga, and increase collaboration through the Ngāi Tahu Research Centre, with the appointment of two senior Kaiārahi Māori Research Advisors within the Research & Innovation Office. The two appointees are Sarah Wiki-Bennett (Te Aupōuri) and Tipene Merritt (Ngāti Kauwhata, Ngāpuhi and Rangitāne) who will both start at UC in April. Sarah is currently Manager for Governance Services at Te Rūnanga o Ngāi Tahu, and has a strong network of relationships with all 18 rūnanga of Te Rūnanga o Ngāi Tahu. Tipene is currently Māori Advisor (Research) at Victoria University of Wellington, while also completing a PhD on the protection of indigenous intellectual property, and has extensive experience and strong networks across the New Zealand research sector.

The first major cycle of annual research proposal bidding has been completed. In the “blue skies, investigator-led” Marsden Fund, UC has submitted 103 applications to the initial Expression of Interest (EOI) stage, consisting of 35 Fast-Start and 68 standard proposals, which is a similar number to the same stage in 2020. The total value of the 2021 EOI applications is about ~ \$73.05 million. We will know which proposals have been accepted into the full stage applications in May.

In addition, UC has submitted 41 Smart Ideas and 9 Research Programmes into the Endeavour Fund to advance New Zealand economic, environmental, and societal impacts up from 28 Smart Ideas and 8 Research Programmes for the 2020 round. Additionally, UC is a partner in 37 bids led by other organisations. Together UC's 2021 proposals total some \$109.989.00. The Ministry of Business,

Innovation and Employment has advised that a total 416 Smart Ideas concepts (an increase of 35% from 2020), and 128 Research Program proposals (same as 2020) have been submitted from the entire New Zealand research base. Again, those proposals that pass the initial science excellence assessment will be known in May.

On 19 March, Ursula Bethel writer in residence Behrouz Boochani, and his colleague, collaborator, and translator, Dr Omid Tofghian, contributed to the Global Visions: Reo, Ahurea Research Seminar series, discussing the complexities of language on the theme *Language got me into this mess: an Indigenous perspective*. Synonymous with power, language can be a tool of either assimilation or resistance, and the presentation explored the poetics and politics of writing in a minority language; the revitalization of indigenous languages; and the value of translation in such projects.

The following Canterbury University Press publications continue to be accessed by researchers across the world:

- *Rape Myths as Barriers to Fair Trial Process: Comparing adult rape trials with those in the Aotearoa Sexual Violence Court Pilot* (2020) brought 97 total visits to UC's research repository page this month. Top country views: New Zealand, United States, United Kingdom, Australia, Canada.
- *Ngā Kōrero a Mohi Ruatapu: The writings of Mohi Ruatapu* (CUP, 1993; OA facsimile digital edition 2020) brought 24 total visits to UC's research repository page this month. Top country views: New Zealand, United States, United Kingdom, China, Germany.
- *Ngā Kōrero a Pita Kāpiti: The teachings of Pita Kāpiti* (CUP, 1997; OA facsimile digital edition 2020) brought 27 total visits to UC's research repository page this month. Top country views: United States, New Zealand, Canada, United Kingdom, China.

A recent paper in the leading journal *Nature Communications*, on a “review framework of how earthquakes trigger volcanic eruptions”, was a collaboration involving UC's Professor Ben Kennedy and doctoral candidate Gilles Seropain along with Arthur Jolly of GNS Science, Thomas Walter of GFZ German Research Centre for Geosciences and Mie Ichihara from the University of Tokyo's Earthquake Research Institute.

Associate Professor Kumar Yogeewaran collaborated with partners from Ercomer at Utrecht University on a new paper for *Scientific American* published on 2 March. They outlined why tolerance provides a more practical solution than unity to the divisiveness in USA is experiencing.

Enhancing post graduate research

Science postgraduate students are communicating their research to a wide general audience in series two of the UC Science Radio Podcast. Episode one features Dr Sriparna Saha on culture, science and storytelling and episode two features Flynn Adcock on making bioplastics from bacteria.

UC's post-graduate research has continued apace over the summer break. Students in the first Aho Hīnātore | Accelerator cohort have either recently finished, or are completing their research project and a number of these students have already begun their PhD studies. Thirty-seven UC graduates are part of the 2021 programme, and all are on track to enrol in the PhD programme in the coming months. The two main pieces of feedback about the inaugural 2021 programme have been: (1) increase the number of Scholarships if possible, and (2) give a longer lead time to both identify high-performing

students and develop the research project. With that in mind, the Deputy Vice-Chancellor (DVC) Research and Dean of Postgraduate Research recently indicated that the programme will be run again, for UC students starting their PhD studies in 2022. The uptake of this programme this year sends a clear signal that UC students are willing to stay on for doctoral studies if they are well supported financially to work on a world-leading project with a top supervisory team.

UC's Doctoral Orientation, delayed due to Alert Level 2, will now occur in late March. It will welcome over 40 new doctoral and master's students, including all PhD students affiliated with the Joint Postgraduate School: Food Transitions 2050, on to campus. Similarly, 2021 postgraduate research supervisor orientation workshops will commence later this month.

The Dean and Associate Deans of Postgraduate Research are currently developing a proposal for a Master of Philosophy (MPhil) degree, scheduled to go to CUAP in round two 2021. The proposed degree would be an exit qualification for students who may have completed a substantive amount of PhD research but, for whatever reason, are unable to complete the degree. Consultation on the proposal is underway across the colleges.

International PhD students deemed essential to the delivery of government funded research programmes that are not taking the place of a student/prospective student in New Zealand, are now deemed eligible to apply for border exemption as "other critical workers". The postgraduate Research Office is working with Research and Innovation, students, and supervisors to facilitate applications for eligible students via this process. UC has recently submitted its first two applications for border exemption for incoming PhD students. If successful, we anticipate submitting more applications using this mechanism.

Improve global subject rankings

The Quacquarelli Symonds (QS) Subject Rankings have been recently released with mixed results across 29 subjects where UC is ranked within a total of 51 QS subjects. Rankings were for Linguistics and Civil Engineering in the top 100, Earth & Marine Sciences retained at 101-150 and Politics and International Studies at 151-200 UC has three inaugural QS subjects in the 2021 release with rankings of 100-150 in Geology and Geophysics, and 201-220 in Statistics & Operational Research. Conversely, Accounting & Finance, Geography, Law, Education, Sociology, and Environmental Sciences have all dropped in their ranking positions. Modern Languages and Philosophy have become unranked in 2021. Generally, the entire New Zealand university sector has dropped in this latest rankings release.

Professor Elisabeth McDonald's research on trial practice in rape cases, with Marsden and New Zealand Law Foundation funding, continues to have an impact. The NSW Law Reform Commission has described the book as one of the developments "likely to have significant implications for law reform worldwide" (Report 148: *Consent in relation to sexual offences*). In *Sinclair v R* [2020] NZCA 608 the Court of Appeal cited Elisabeth's work and agreed with her analysis of how the rules on admissibility of evidence of sexual history should be applied in the context of credibility assessments. She has presented the findings to the prosecutors at Meredith Connell in Auckland Tāmaki Makaurau, and to the participants in a development programme on communicating with vulnerable witnesses for Te Kura Kaiwhakawā. With the support of Te Kura Kaiwhakawā, Professor McDonald is visiting judicial common rooms throughout the country from March to June to talk about the outcomes of her rape trial process research.

Members of the Institute for Law, Emergencies and Disasters (LEAD) have been active in the media. The RNZ documentary featuring Dr Toni Collins and Professor John Hopkins, both significant members of LEAD on the subject of disaster law went to air on *Our Changing World* on Thursday 18 February and is available online.

(<https://www.rnz.co.nz/national/programmes/ourchangingworld/audio/2018782799/disaster-law>)

On 26 February Professor John Hopkins presented a short paper as part of a global Webinar “2020 A Year of Disasters in Review: Legal Assessments under International Disaster Law”, set up jointly by the editors of the *Yearbook of International Disaster Law* in cooperation with the American Society of international Law’s Disaster Law Interest Group and with the support of the Jean Monnet programme. Professor Hopkins has also been awarded a (\$30,000) QuakeCoRE Strategic Grant to disaster law judgments in New Zealand and the wider Pacific region. This will pay for a post-graduate researcher to work with the wider International Federation of Red Cross and Red Crescent Societies project (managed by University College Cork) aiming to build a global database of disaster case law. In March at the International Disaster and Emergency Network (which is managed by LEAD and currently chaired by John) hosted an international seminar on “Vulnerability”, Emergencies and Disasters, with speakers from the United Kingdom and Ireland.

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

Similarly, UC has concluded a Licence to Occupy Agreement with Transfection Holding Limited, for lab and desk space in the School of Physical and Chemical Sciences.

Finally, Research & Innovation, Facilities Management, the College of Science and the DVC-Research are working with Mars Bio-Imaging (a UC spin-out company) in developing a multi-year lease agreement for office and lab access to house up to 50 staff and students on campus.

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

The Joint Postgraduate School Food Transitions 2050 partnership has welcomed the first cohort of 14 PhD students. The students started 1 March, and were welcomed with a pōwhiri from Corban Te Aika of Ngāi Tūāhuriri, and an event hosted by Director Professor Jason Tylianakis. Work is underway to secure additional financial support for this initiative, and to extend the network of participants beyond the five establishment partners.

The Waterways Centre partnership with Lincoln University is further strengthening through co-location of staff and facilities at UC. Lincoln University lab technician John Revell will now be based at UC, and two new Lincoln University academics in Waterways will be located at UC when they come on board in due course.

Provide, access and share “state of the art” research, equipment, facilities and e-infrastructure.

Open access to published research is an increasingly important issue for universities and researcher funders. The Library is providing greater assistance via a guide to open access “transformative agreements”, through which the Library and the publisher extend existing subscription access to includes open publishing.

The library and Information Technology Services are collaborating to provide Jupyter notebooks – an electronic lab journal and notebook for researchers and post-graduate students. Linx-based

notebooks run and publish software code that supports research outputs, and are an excellent tool for teaching research-focused programming. A number of research clusters and post-graduate courses in digital humanities, engineering and maths are using this resource supported by the Research Computing Cluster and library.

People – Nurturing Staff, Thriving Students

Foster the UC ethos of excellence, relevance, impact and kotahitanga, and a culture of high ethical standards, collaboration, and innovation.

Over the past few months a range of resources has been written that both signpost and provide guidance on the approach to the correct and appropriate use of te reo Māori and Māori designs across UC. The UC Te Reo Māori Style Guide has been followed by the UC Kuputaka Māori, a searchable list of bilingual terms for subjects, role titles, units, departments, schools and colleges across the University. The most recent development is the about-to be-released UC Māori Design Guide to the design and inclusion of Māori design elements across all marketing, communications and publication materials and products here at UC.

Develop and provide targeted interventions and a positive environment to support student success.

The discipline of Psychology is collaborating with UC's Student Success Programme to trial peer assisted learning sessions for PSYC105. The project involves recruiting high-performing students who have completed PSYC105 to provide face-to-face small group support to up to 300 current students who have been identified as being potentially at risk based on: (1) early quiz performance, and (2) an online academic self-efficacy assessment.

Atawhai Ākonga | Student Care's 305 of student engagements so far this year are similar to the number this time last year.

The top five issues students are seeking support for are mental health, personal issues, study, general tautoko and withdrawal. Mental health is consistently in the top category irrespective of the time of year. UC has recently launched the Mentemia app to provide easily accessible online support and is currently developing an integrated implementation plan with Student Success in response to the recent Health Services Assessment.

Te Ratonga Hākinakina | UC Rec & Sport has secured Tū Manawa funding (\$20,000) from Sport New Zealand to pilot an Intro to Exercise programme. The fund targets women aged 17-24 years, but is inclusive of anyone who wishes to join in and offers entry level activities, on and off campus at no cost.

Herea tō waka | Orientation Day was a successful day attracting 2166 students and their whānau, an increase of 346 on 2020.

After the event we had some great feedback. Of the 238 attendees that completed the survey, 70.7% of new students feel they are confident that settling in to university life will be easy and 71% of parents and whānau felt very confident in knowing how to support their student attending UC.

Staff and attendees said the atmosphere on Orientation Day was one of the biggest highlights of the day with one student saying "O day exceeded our expectations, relieved anxiety and was really fun".

Quick facts – after Orientation Day - 86% felt welcomed at UC, 78% understand how their college and degree structure work, 88% said they knew how to seek help and support, 80% felt they understood how to succeed at UC, 66% said they connected with other new students, 86% felt they made the right choice to attend UC, 86% had a fun day.

An extensive range of Pasifika student transition initiatives has been delivered since February. This included Pasifika Orientation held on 18 February when Christchurch moved back into COVID-19

Alert Level 1, which attracted more than 75 students and their families. UC's formal Welcome Day for Pasifika students and their families was held on 27 February attracting more than 120 guests and celebrated Pasifika scholarship winners 2021, as well as the highest performing Pasifika students from 2020 with the Pasifika Achievers prizes. A mid-term check-in event on 10 March attracted more than 85 students and their families heard from UC Careers and the University of Canterbury Student Association (UCSA). UC also had a strong presence at Christchurch's biggest Pasifika community event, the SPACPAC Polyfest held on 13 March. The event attracted 21 secondary schools and had an estimated 4,000+ community members in attendance.

In addition to the initiatives above, we are in the process of completing phone callouts to all Pasifika and Māori 'New to UC' students to support their transition to study and the campus environment. We concluded calling the Pasifika student cohort on 15 March, and achieved a good pick-up rate, with the majority of students reporting few concerns or issues during their first weeks.

Te Waka Pākākano continues to work in collaboration with the DVC Academic to support the 36 Takere Māori and Pacific Success Academy students. This includes weekly advising appointments to check in on the students' transition experience and wellbeing. Takere students also attend weekly academic and personal cultural development workshops to maintain the group cohesion and connectedness. It is envisaged that advising appointments and workshops will decrease in number throughout the year as the students develop their skills as independent learners.

Te Waka Pākākano will also continue to deliver the 'Moana Rising' programme which was established in September 2020 with support from UC Foundation. Moana Rising is a programme of initiatives designed to improve the student experience for both Māori and Pasifika woman students at UC. The programme coordinators have set up weekly fitness classes at the UC Rec Centre in response to student feedback that health and fitness activities are important mechanisms for supporting their mental health needs.

On Monday 22 February, Te Waka Pākākano hosted more than 80 new to UC Rainbow students at an orientation lunch in the Rehua community hub. This gave our Rainbow advisor the opportunity to reconnect with Rainbow students they met at UC Orientation Day. Students also had the opportunity to network with student peers and Rainbow staff champions and supporters from across campus. In addition to delivering these key events the Rainbow advisor is meeting with students individually to provide pastoral care. A student intern is also working with the advisor to review Rainbow student needs and develop a programme of initiatives to enhance their student experience in 2021.

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

The arrival and orientation of student residents was successfully completed at all facilities, including during a period when COVID-19 Level 2 provisions were in place, with monitoring systems addressing a small number of students who were of concern and at risk. Accommodation Services is working with the Wellness teams on streamlining referral processes and feedback for halls, using an online portal for UC support services.

The Emerging Leadership Development Programme retreat was held at Tupuānuku before students arrived on campus, receiving excellent feedback on the facilities.

Accommodation occupancy is at 75% as at 4 March (up from 73% on 4 February). Self-catered apartments are currently 39% occupied (up from 33% on 4 February). With a further 641 vacant beds in halls normally occupied by international and returning students, incentivised offers for mid-year

and pending international intakes have been developed by Campus Living Villages and the University.

People and Culture – organisational design

After feedback from recent Academic Board and other staff workshops on organisation design, a number of projects are beginning or underway to ensure that the key University processes are best designed to support the implementation of the Strategic Plan. For instance, student advice processes are under discussion, to ensure that they are student centric. Another example is the work of a group of academic staff working with Keith Longden, looking at the University's resource allocation model. Process improvement will in turn determine the best organisational structures needed for the future of the University.

The main People and Culture processes are also under review to ensure they best recruit and develop the workforce needed for implementation of the plan. These processes cover staff recruitment, staff orientation, professional development and review, staff development, the academic promotions and the general staff remuneration review.

Internationalisation – Locally Engaged, Globally Networked

International student recruitment

The Government exemption programmes for returning students continue to be supported by the UC team, and in the latest exemption 82 UC students have been granted places to return. Our earlier exempted PhD students continue to return to New Zealand, however the difficulty involved in gaining places in managed isolation and quarantine (MIQ) continues to hamper a speedy return. MIQ costs have increased from 25 March and, given all eight universities are sharing half of these costs with returning students, we also face a higher bill for these places.

For our offshore, online students a mentoring support programme is in place, with the dual objectives of supporting offshore students to succeed in their online studies and making them feel part of the UC community. UC student peer mentors have been employed and are undertaking a programme of outreach calls and small group mentoring sessions, backed up by online support from International Relationships Office (IRO) staff. A number of live sessions and events are also offered for the online cohort, while some events are being planned together with the UCSA.

Recruitment of international students for 2022 continues with nuanced market plans to take account of the continued closed border and international students' inability to apply for visas. Agents and students have responded negatively to the messaging around Immigration New Zealand offshore visa offices closing and MIQ costs increasing significantly. Independent research shows New Zealand's key brand attribute of being "open and welcoming" is decreasing significantly (conversely the UK is showing strong growth in this area). The team continues to run virtual events in China, India and Malaysia and balances building the pipeline for today with growing a future pipeline when the borders are more likely to be open.

Organisational Efficacy – of a sustainable scale by 2030

Increase the economic impact of the University on the city and region.

A 22% increase in new domestic students at UC this year will help boost the Canterbury economy. We currently have about 18,500 UC *domestic and international students*, compared to 17,000 at the same time last year— an overall increase of 9%.

Our *domestic student* enrolments have increased significantly – by 13% over last year. We've also seen an increase of 21% in Māori students, and a 16% increase in Pacific students studying at UC this year, compared with last year.

However, after border closures, UC has fewer *full fee international students*. By the end of February, we had 1,606 more domestic EFTS, and 653 fewer full fee international EFTS.

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

UC has a target of being economically sustainable by 2030.

The University had budgeted for an increase in student enrolments in 2021, but the growth has been significantly higher than forecast. We have some confidence that the TEC will fund this year's recession-driven growth.

The following figures show our current enrolments in relation to budget:

- 2021 budget expects domestic EFTS to increase by 3.9% above 2020, but the *new* forecast for the end of 2021 is now 12% above 2020.
- Draft figures indicate that UC International College had a positive Term 1 intake with total student numbers increasing by 40% compared with Term 1 2020 (a total of 17 additional EFTS).
- When comparing February 2021 with February 2020, the total international student numbers are tracking (43%) down, which is on budget.

Finances

The first official forecast for 2021 will be completed in the next few weeks and reported in this month's financials. However, the following are early indications of some positive developments:

- The University is forecasting higher revenue than budgeted for 2021, with the most significant change relating to our allocation of Tertiary Education Commission (TEC) funded Student Achievement Component (SAC).
- UC is currently forecasting to be \$17.6 million or 6.7% ahead of budget this year. This is driven by a strong increase in domestic students following the national COVID related recession.
- There are also some positive variances in actual vs budget year to date that may result in lower operating expenditure for 2021 than forecast.

Recruitment for 2022

Recruitment kicked off for 2022 with school visits in Canterbury, Wellington, Auckland, Southland, South Canterbury, Bay of Plenty, Nelson/Marlborough and Waikato. With the end of the lease on the Auckland Queen Street office we were able to make significant savings by relocating to a shared office space in Parnell, which is more central to our priority school recruitment areas.

At the end of March, the 2022 recruitment campaign UCME will be launched. It will feature more Māori and Pasifika students than we've ever received nominations for previously, plus international students from Papua New Guinea, Zimbabwe, Malaysia, Samoa, Germany and the USA. The widely diverse group includes adult students. A next generation of this campaign is "UCWE", where students are photographed and profiled with significant others who have helped them on their journey. This is aimed at showing students who are first in family and/or from lower decile schools that university is for them too.

A new "News" area of the website has gone live, which enhances searchability by topic on our research and latest news. The homepage of the website has also been further developed to incorporate topical interest banners that change more frequently, with links through to more information on the website. These changing images help enhance the positioning of UC and make the website feel current and fresh. For example, to date we have featured Takere students, a special International Women's Day photo, Orientation Day welcome and a Pride banner.

Philanthropy and alumni relations

Two new Alumni Ambassadors have been appointed for South Korea and Thailand while Alumni Chapters for India and Samoa have been established in Christchurch. Alumni e-News was opened by 14,000 people within 48 hours of being sent, with almost 2,000 alumni completing the Alumni Survey. A postcard to alumni for whom we had no email address secured almost 1,400 new emails.

Philanthropic and sponsorship income to UC at the end of February was \$2.1 million, (\$320,000 directly to UC and the remainder via UC Foundation (UCF)). The University has also drawn down \$230,000 from UCF. New Zealand education benefited from a \$3 million legacy from [Dr Elman Poole](#), UC has received \$1.5 million of that legacy and made a joint press release with Otago University about it. An additional \$75,000 was also received from the estate of Amy Jamieson, a former UC librarian, on top of the original bequest of \$1 million.

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

The People and Culture team has led a project to further streamline and automate the staff hire process. Robotic processes were deployed at the beginning of February and have processed over 500 hires, saving the payroll team approximately 2.0 full time equivalent (FTE) staff that would otherwise be required for manual data entry and processing. This in turn frees the team up to proactively work with staff and managers providing input into each fortnightly pay cycle.

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

Under the leadership of Chief Digital Officer Michael Oulsnam and Director of Digital Architecture & Strategy Ken Lai, the new Digital team has kicked off a programme of work to co-create UC's Digital Strategy.

Much work is to be done in defining what Digital for UC will look like in the next 5 to 10 years. The team is considering the technologies we need, how these will share information, the skills our workforce need to thrive in the digital age and the experience UC offers that will distinguish it as a leading digital hybrid university.

A Digital Strategy wraps up all these elements into a single coherent plan that provides a blueprint for UC's digital journey.

This work is being progressed in three phases throughout this year: co-creation of Digital Vision; co-design of Digital Experience; and co-development of Digital Capabilities and Roadmap.

Phase One commenced at the start of March with an initial workshop at which Digital Governance Board looked at the 'case for change'. The team is running a series of inter-related interviews, workshops, and interactive surveys over this month and April.

Environmentally Sustainable

Grow and leverage our local, national and global sustainability networks to bring new thinking to our challenge and to share our practice

An Environment Institute of Australia and New Zealand accreditation team is visiting UC to assess the Bachelor of Environmental Science (Hons) degree on 7-9 April. Accreditation will provide greater differentiation in the market to promote the degree as a professional qualification.

The Climate Change Risk Register is in a final draft stage. After Facilities Management staff have workshopped it, the register will be presented to Senior Leadership Team (SLT) for consideration.

Our aim is to utilise as much of the UC estate as practicable for the purposes of carbon sequestration (or ‘insetting’) so that we can fully understand what the financial implications of offsetting our remaining emissions will be. Work is progressing on extending the area of Mount Barker that is in the Emissions Trading Scheme (ETS) from 97 hectares to approximately 250 hectares. At the same time, we are exploring the opportunity to bring parts of Cass Mountain Research Area into the ETS – in particular areas of naturally regenerating indigenous forest that were farmed prior to 1990.

In working on our partnerships and engagement, UC is co-hosting the Sustainable Development Goals Summit Series. The second on-line event on Thursday 25 March has 15 speakers, including UC’s Professor Bronwyn Hayward, and Sacha McMeeking and will be MCed by Corban Te Aika. Invitations have been sent to Prime Minister the Rt Hon Jacinda Ardern, Minister the Hon Nanaia Mahuta and the Rt Hon Helen Clark to take part in late instalments of this 2020-2021 Summit Series.

In our endeavour for environmental sustainability, the four-yearly campus-wide waste audit will be conducted in May this year. The results will help us to understand how well the UC community is doing on sorting waste and reducing consumption of items destined for landfill.

The twice-yearly bike count (for Christchurch City Council) is occurring on campus the week starting 22 March.

A campus-wide analysis of degrees, majors and minors has highlighted 14 directly related offerings including one micro-credential, which have been brought together under a single heading on the new Sustainability Hub website. When this website goes live, it will enable prospective students to search study areas by sustainability and then subheadings, which guide them to degrees in Business, Science or Engineering.

VC Activities

Past Events	
25 February 2021	<ul style="list-style-type: none"> • Attended New Zealand Qualifications Authority (NZQA) Board meeting in Wellington. • Attended the Association of Commonwealth Universities (ACU) meeting via Zoom to discuss the UK Turing scheme.
26 February 2021	<ul style="list-style-type: none"> • Convened a staff workshop.
1 March 2021	<ul style="list-style-type: none"> • Co-hosted Tim Fowler for dinner with Chancellor.
2 March 2021	<ul style="list-style-type: none"> • Hosted Tim Fowler on campus to discuss the Takere Programme.
3 March 2021	<ul style="list-style-type: none"> • Attended Minister the Hon Poto Williams' talk to Bachelor of Criminal Justice and Law staff and students on campus.
4 March 2021	<ul style="list-style-type: none"> • Attended Universities New Zealand Vice-Chancellor' meeting via Zoom.
5 March 2021	<ul style="list-style-type: none"> • Attended Academic Quality Agency (AQA) Board induction via Zoom.
8 March 2021	<ul style="list-style-type: none"> • Hosted UCSA President and Vice-President for lunch with Chancellor for International Women's Day.
9 March 2021	<ul style="list-style-type: none"> • Attended the International Science Council 2021 Elections Committee meeting via Zoom. • Attended and spoke at the Times Higher Education (THE) Southern Africa Impact Forum via Zoom.
10 March 2021	<ul style="list-style-type: none"> • Convened SLT strategic planning day.
13 March 2021	<ul style="list-style-type: none"> • Attended Ko Tātou, Tātou We are One National Remembrance service.
18 March 2021	<ul style="list-style-type: none"> • Met with Simon Draper and Alistair Crozier from Asia New Zealand Foundation on campus.
19 March 2021	<ul style="list-style-type: none"> • Met with CEO, John Snook, from Western Institute of Technology on campus.
22 March 2021	<ul style="list-style-type: none"> • Met with Adair Bruorton on campus regarding Christchurch's Antarctic Gateway strategy review.
24 March 2021	<ul style="list-style-type: none"> • Met with Tom Lambie, New Zealand Order of Merit (ONZM) on campus. • Attended Tertiary Education Union (TEU) Branch Committee meeting.
25 March 2021	<ul style="list-style-type: none"> • Convene the UC staff forum.
Upcoming Events	
26 March 2021	<ul style="list-style-type: none"> • Attended AQA Board meeting via Zoom.
29 March 2021	<ul style="list-style-type: none"> • Presented to career advisors and international directors from New Zealand secondary schools at Rongo o te Wā. • Attended UCSA Executive workshop.
30 March 2021	<ul style="list-style-type: none"> • Hosting CEO and General Manager of Partnerships and Marketing from Education New Zealand on campus.
31 March 2021	<ul style="list-style-type: none"> • Attended a NZQA Board meeting.
15 April 2021	<ul style="list-style-type: none"> • Attending and speaking at UC celebration for Māori graduates. • Attending UC Pasifika graduation celebration.
16 April 2021	<ul style="list-style-type: none"> • Attending UC graduation ceremonies.

21 April 2021	<ul style="list-style-type: none"> • Hosting Peter Lennox and Libby Harrison from Institute of Environmental Science and Research (ESR) with Professor Wendy Lawson. • Speaking at the CASE Asia Pacific conference 2021 in the President's Plenary via Zoom.
22 April 2021	<ul style="list-style-type: none"> • Speaking at Times Higher Education Innovation and Impact Summit via Zoom.
29 April 2021	<ul style="list-style-type: none"> • Attending NZQA Board meeting in Wellington.