



# Vice Chancellor's Report to Council

February 2021

## Introduction

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The formal beginning of the 2021 academic year approaches as the country navigates changing COVID-19 risk levels. As VC, I am working closely with the Incident Controllers and the Incident Management Team (IMT) to ensure we are in a state of readiness should risk levels increase. Drawing on the experiences of last year, contingency plans are in preparation to ensure a rapid and effective response to any changes. The IMT are engaged with key internal stakeholders in planning a variety of scenarios, using

## Engagement

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Increase our presence and impact

Late last year, graduation ceremonies provided an important point of connection between UC and Christchurch city. In December, a record number of ceremonies were held at the Christchurch Town Hall. Two celebrations were held for those graduates who had been scheduled to attend the cancelled April event and another six graduation ceremonies were held for a record number of students. There was excellent engagement from the city, with seven processions from the Centre and one from Victoria Square. From a media perspective, the collective coverage achieved a 4.6 media impact score, compared with a benchmark for education of 2.5. This is an excellent result. We are seeking to further enhance graduations in the future as an important reflection of our relationship with the city.

Another mechanism to enhance UC presence and impact in the city is our coordinated approach to conference bids. UC, with Associate Professor Christoph Bartneck as the lead, has just won t



bilingual approach to teaching law in New Zealand and a position paper published in August entitled



implementation project. They will be researching the delivery of the Better Start Literacy Approach to over 1,000 new entrant and year 1 class teachers following successful pilot trials of the Better Start Literacy Approach (through the team's innovative research in the Better Start National Challenge) the Ministry of Education is funding a national roll out of the Approach.

The project is unique in that it includes new UC microcredentials to support teachers' learning. The team is enrolling 480 teachers in the newly developed Better Start Literacy Approach due to launch in 2021 as well as two Transitional Engineering microcredentials and a Professional Digital Marketer micro-credential developed in conjunction with the Marketing Association.

The 2021 academic year sees the launch of our newly developed online courses. The Future Learning and Development team has been working with academics across four colleges utilising a new online design and development design process to develop online courses. The design process was developed, trialled and modified in late 2020 and early 2021 and is now a contextualised design process entitled Aropapaki. As a result 20 online courses are on track to go live in Semester 1, 2021 and 9 Aropapaki workshops are scheduled for March 2021, while another 10 online courses are to be designed and developed ready for Semester 2, 2021. Improved processes and frameworks have also been established to develop online courses including massive open online courses (MOOCs) and micro-credential [((r)3 (s))4 ( )]TJ 0 Tc<-1 (o)-15 (o)-4 0 T.J 0.00P15 (o)TJ 0 TTJ 0 T6 (n)-4TJ 0 T ( ( 20S)-4

new to UC there are purpose-built courses in engineering mathematics, statistics, introductory data science and introductory mathematics, to enable students to transition from online to campus in due course. Currently, if required, about two-thirds of the first-year Engineering programme are offered online

From 5–7 October last year, the UC Business School hosted a continuous improvement review (CIR) for re-accreditation by the Association to Advance Collegiate Schools of Business (AACSB). Due to COVID-19 restrictions, the peer review team, based in the US and Australia, conducted the CIR remotely. The Business School was delighted to learn at the end of January that the AACSB (S

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the New Zealand research science system. This one-off initiative will support 30 Fellows nationwide over a two-year period and UC is actively identifying

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UC was well represented in the 2021 New Year's Honours awards. From the College of Arts, Professor Bronwyn Hayward (Political Science and International Relations) became a member of the New Zealand Order of Merit for "services to political science, particularly sustainability, climate change and

remains in this fund. A key feature in dispersing this funding Z D V D Q H Q K D Q F H G R X W U Pasifika and Rainbow students, who together received a total of \$350,000.

The UC Foundation fund being supported by UC Council members currently contains \$94,000 in cash and, with pledges still being fulfilled, is expected to have a total of \$168,000 by the end of 2021. UC is discussing with TEC the potential for further Government support in both the short and long term, and is reviewing other philanthropic options within the University as it is highly likely that financial need will continue.

, Q 2 F W R E H U 7 H : D N D 3 — N — N D Q R G H V L J Q H G Equity L P S O diversity and inclusiveness at UC. The review investigated our shared organisational understanding of equity, the extent to which we are responsive to the needs of served groups in our University community and recommendations to support UC's ongoing commitment to building an equitable and inclusive learning and working environment. The review was conducted with support from academic experts and with Human Ethics Committee approval and guidance. Mixed method qualitative data capture was used to collect student and staff narratives through in-person interviews and an online questionnaire. In total, 84 individuals were interviewed in person and we received more than 695 online questionnaire submissions.

The review is still underway, in the meantime, however, 7 H : D N D 3 — N — N D Q R in K D V F R I phase of analysis of the data and has started the second phase this month with the intention of producing a report within the next four to six weeks. Although yet to be fully analysed, the preliminary findings indicate that while we have made some effort, there is much to be done to achieve our organisational aspirations for equity, diversity and inclusiveness. Once the report is concluded, we will embark on co-constructing with key student and staff stakeholders a implementation plan.

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As identified late last year, our key study centres with our partnership with NCUK have been identified. In addition, both on-the-ground sessions (where we have staff) and online webinars are being run to educate the study centre staff about the strengths of UC.

International enrolment has been ongoing since 11 January this year, with onshore international students being given the opportunity to enrol earlier than usual. Over 400 students (including PhD students) have enrolled for 2021 onshore, while a further 120 offshore students have completed their enrolments.

Based on the success of the UC Tuhono support and mentoring programme for business students studying online in 2020, a new programme has been introduced this year for UC students studying offshore. This programme starts with a comprehensive online orientation over four days designed specifically for our offshore students, with modules including Start@UC, Learn@UC, Connect@UC and Colleges@UC. Students will participate in sessions ranging from learning about biculturalism in New Zealand to understanding UC support services and learning platforms and engaging with a UC student panel.

We have seen strong engagement from UC students with the pilot of a virtual outbound exchange, in which 11 business students are completing summer exchange courses with European partner universities. We are also working on upcoming virtual exchange options for the northern hemisphere summer to continue to advance the strategic objective of internationalisation of the student experience while travel is restricted.



February occupancy was at 73%, with halls for first year students fully subscribed, including alternative catered packages within Ilam Apartments, and the waiting list reduced to 19 students. Self-catered apartments were 33% occupied, with 683 beds currently available, the majority under Campus Living Villages (CLV) lease arrangements. This represents a reduction in occupancy at this stage of the year largely due to the impact of COVID-19 on international student enrolments as well as competitive residential housing in Ilam.

Completed staff recruitment and UC Accommodation Services has been working closely with management to review and complete the operating and pastoral care plans, including student welfare monitoring and reporting processes. Because the number of catered contracts higher than previously planned, a scope change has been approved within the overall budget for the commercial kitchen to increase capacity from 303 to 450. This will increase flexibility in the future. Work will be scheduled to avoid any disruption to student food service.

Training for residential assistants (RAs) began at the start of this month and will continue through to 18 February. UC is facilitating some aspects of this training in all halls, including bystander training, psychological first aid, introduction to UC services and ACE. A m



disproportionate contribution to UC's 2020 consolidated operating surplus for the size of the \$164 million investment portfolio

As such, excluding the University's investment portfolios, the relatively small operating loss reflects

appointments in cyber and health and safety are designed to enhance comprehensive risk reporting against strategic objectives

The Business Continuity Management Framework was adopted in August 2020 and a project created to ensure its implementation. The project is on track: to date over 95% of the core and critical business continuity plans have been industry-reviewed and published. This is a significant milestone that puts UC in a better position for future disruptive events. Attention now shifts to the development of unit and departmental plans

Following a fire in 2020, and a long period of preparation, the remediation programme for the High Voltage Laboratory has now commenced. It is expected that the remediation will take six months and that this specialist laboratory facility will be operational again in time for Semester 2021. UC is working collaboratively with our broker, the insurer and loss adjustors on the resultant insurance claim, which is progressing as expected

Our first-ever Director of Health and Safety, Natasha Barnett, started work in late January. Her first priority is to develop a health and safety plan for 2021 and beyond, with one of its key components being the replacement of our ageing health and safety management system. This will allow us to better develop and use a range of indicators to measure the health and safety of our staff and students

The University's process improvement programme is ongoing. From 2020 to early 2021 we added further functionality and scope to the People and Culture team's use of robotic process automation (RPA) in



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batteries based from Agricultural waste); and “Best Execution” to Phoebe McCaughan, Amelia McLuskie & Emily O'Sullivan (GranSkills they provide one-on-one tutoring for seniors)On the night of the showcase the audience awarded the "People's Choice" to Ben Scales & William Murrell (KiwiFibre Innovation– a team that is developing innovative composite material from NZ native flax).



11 February 2021	<ul style="list-style-type: none"> <li>Attended Tokona Te Raki: Māori Futures Academy Board of Directors meeting</li> </ul>
12 February 2021	<ul style="list-style-type: none"> <li>Attended and spoke at MBA Orientation for 2021</li> <li>Facilitated Academic Board workshop</li> <li>Attended and spoke at Professor Angus Macfarlane's Retirement function</li> </ul>
16 February 2021	<ul style="list-style-type: none"> <li>Met with CEO of Times Higher Education via Zoom</li> <li>Met with Peter Townsend on campus</li> <li>Attended and spoke at University of Canterbury Student Association Executive induction</li> </ul>
17 February 2021	<ul style="list-style-type: none"> <li>Attended and facilitated Academic Board Working group ahead of staff workshops</li> </ul>

Upcoming Events	
18 February 2021	<ul style="list-style-type: none"> <li>Attending Universities New Zealand Vice-Chancellors meeting via Zoom</li> </ul>
19 February 2021	<ul style="list-style-type: none"> <li>Attending meeting with University of Otago Senior Leadership to discuss Support Services Review (SSR), benchmarking and service organisation via Zoom</li> <li>Attending event on board of MNZS Canterbury hosted by NZ Defence Force</li> </ul>
21 February 2021	<ul style="list-style-type: none"> <li>Attending dinner hosted by Sir Peter Gluckman</li> </ul>
22 February 2021	<ul style="list-style-type: none"> <li>Attending laying of wreath to commemorate 10 year anniversary of the 22 February 2010 Christchurch earthquake</li> <li>Filming video on conferencing at UC</li> </ul>
23 February 2021	<ul style="list-style-type: none"> <li>Hosting Dr Duncan Webb, Penny Simmonds and Matt Dooney on campus visit UC Clubs Day</li> </ul>
24 February 2021	<ul style="list-style-type: none"> <li>Attending and facilitating staff workshop</li> <li>Attending The Association of Commonwealth Universities (ACU) meeting via Zoom to discuss the UK Turing scheme</li> </ul>
25 February 2021	<ul style="list-style-type: none"> <li>Attending NZQA Board meeting in Wellington</li> </ul>
26 February 2021	<ul style="list-style-type: none"> <li>Attending and facilitating staff workshop</li> </ul>
2 March 2021	<ul style="list-style-type: none"> <li>Hosting UC in the City Business Dinner</li> </ul>
3 March 2021	<ul style="list-style-type: none"> <li>Hosting Peter Lennox and Libby Harrison from ESR for lunch</li> </ul>
5 March 2021	<ul style="list-style-type: none"> <li>Attending Academic Quality Agency (AQA) Board induction in Wellington</li> </ul>
8 March 2021	<ul style="list-style-type: none"> <li>Hosting UCSA President and Vice-President for lunch with Chancellor for International Women's Day</li> </ul>
9 March 2021	<ul style="list-style-type: none"> <li>Attending and speaking at the Times Higher Education (THE) Southern Africa Impact Forum via Zoom</li> </ul>
10 March 2021	<ul style="list-style-type: none"> <li>Facilitating SLT Strategic Planning</li> </ul>
13 March 2021	<ul style="list-style-type: none"> <li>Attending . R 7 — W R X e are — We National Remembrance s</li> </ul>

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