UC COUNCIL
Register of Interests
March 2021

Name (Council members)	Date notified	Person and/or organisation with interest	Nature of interest
Sue McCORMACK (Chancellor)	2020		

	2017	St Barnabas Fendalton Parish	Vestry Member, Synod Rep
	2017	St Barnabas Fendalton Trust	Chairman
	2017	Son, David Wakefield	Studentat UC
	2017	Steve Wakefield Services Limited	Director, Shareholder
	2017	Syft Limited	Shareholder
	2018	The Taurus Trust	Trustee
	2017	Townsend Fields Limited	Managing Director
	2018	University of Canterbury	Post Graduate Student
	2017	Wakefield Holdings Limited	Director
Peter BALLANTYNE	2013	Canterbury District Health Board subcommittees	Member Quality, Finance, A&R
	2021	Canterbury Health Care of the Elderly Education Trust	Trustee
	2019	Canterbury Scientific Limited	Shareholder via Hawkins Family Tru
	2012	Deloitte	Consultant

	2019	Christchurch City Council	Member, External Advisory Group, Infrastructure Strategy
	2019	Coalcorp Services Ltd	Director
	2019	Conductive Education Canterbury	Treasurer
	2019	Crown Asset Management Ltd	Director
	2019	Hamilton City Council	Chair, Audit Risk Committees
	2019	Horne Wildbore Family Trust	Trustee and Discretionary Beneficiar

COUNCIL

Moved

That & R X Q F L O Q R W H W K H U H S R U W

Carried

Degrees Conferred in Absentia

Ms McCormack advised Council of the schedule of degrees to be awarded in absentia following approval by Council. The names of the graduates would be entered into the public record including those awarded by the Executive Committee on 27 January 2021 due to the meeting of Council being cancelled.

Moved

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

Carried

FROM THE VICE - CHANCELLOR

Monthly Report

The Vice-Chancellor commented on a number of matters:

- The move to CO-2 (OR)]TJ.65 63.2IDr1 (C)-2 (u2J ET oD

Moved:

That: Council:

i) Confirm the review frequency for all Council approve policy documents, as per the table in the paper;

ii) Review and confirm that Council remains the Apprdv Authority for all governance policies, with the exceptic of:

a. the Parking and Traffic Statute, which would b delegated to the Vice-Chancellor, with permission given to sub-delegate the task;

b. The Approval Authority for the Risk Managemer and Compliance Framework to revert back tc Council from ARC;

iii) Approve the amendment to the wording of the Court Convocation Statute (clause D W R F W R 5 H J L V W U D U R U D S D U W \ R Q E H K

iv) Retain the power to make statutes for the Court of Convocation, including approving amendments to it;

v) Note:

a. that the Appointments and Election Statute revie would be delayed until the Proper recommendations were received and considered Council;

b. that the Delegation of Authority Policy would b reviewed at the same time as the whole delegati schedule review to ensure co-ordination.

Carried

FROM THE ACADEMIC BOARD

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

x The

PUBLIC EXCLUDED MEETING

Moved

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

	General Subject Matter	Reason for passing this resolution in relation to each matter	
4.0	Minutes of the meeting held on 25 November 2020 and the Special Council meetings of 16 November 2020 and 11 December 2020, held with the public excluded	These items concern matters that were previously dealt with during proceedings of Council from which the public was excluded.	
5.0	Matters arising from those minutes	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
6.0	From the Chancellor		
6.1	Emeritus Professor Nomination	To protect the privacy of natural persons.	7(a)
6.2	Council Work Plan	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
		To enable the University to carry out without prejudice or disadvantage, commercial activities.	7(h)
7.0	From the Vice-Chancellor		
7.1	The Vice-Chancellor's Verbal report		

and that staff identified by the Chancellor and Vice Chancellor as having knowledge relevant to particul

COUNCIL

Te Kaunihera o Te Whare

: E Q D Q J D R : D L W D K D

The meeting ended at 6.50pm.

SIGNED AS A CORRECT RECORD: _____

DATE: _____

Memorandum

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Email:

Memorandum

5 H J L V W U D U ¶ V 2 I I L F H
Office: Level 6, Matariki
Extension: 95115
Email: adela.kardos@canterbury.ac.nz

To:	University Council
From:	Adela Kardos, General Counsel and University Registrar
Date:	24 March 2021
Subject:	Council Election Results
Purpose:	For information

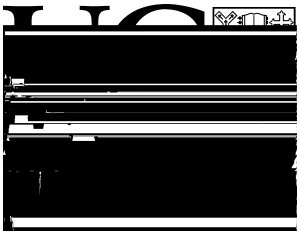
As Council members will be aware, an election for the Academic Staff representative was held on 17 March 2021.

The election saw Professor Jack Heinemann elected as the Academic Staff representative. His term will commence on 1 April 2021 for a period of two years, four months, completing the term vacated by Professor Roger Nokes.

The elections attracted a strong level of interest. There were seven candidates for the position and 57% of the 626 eligible staff voted, up from 47% in the last election.

At the close of the election period on

Vice Chancellor's Report to Council



March 2021

Introduction

At this time, we are approaching the end of 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 progress with 486 0 — R U L (T X L Y D O H Q Time Students ( ) 7 6) who are new to UC this year. This represents an increase of 30.3% over the same time in 2020, and returning students have grown by 16.7%. Paralleling this increase we see over same period we have 145 Pasifika ( ) 7 6 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 . D L X U X Q J L 0 — R U L $ G Y L V R U R Q D I L [H G W H U P E D V L V W R V

Engagement

Increase our presence and impact in Christchurch and Waitaha

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 getting as many

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11 WR 1J — WL 3RURX 1J — WL .DKXQJXQX VWXGHQW 2017 DYH L
to 10% in 2021.

Retain and grow the G L Y H U V L W \ R I W D O H Q W ¿ W D X W D K L & K U L V W F K X U F K D Q G : D L W D K
$ Q X P E H U R I L Q L W L D W L Y H V W R V X S S R U W 0 — R U L V W X G H Q W
) H E U X D U \ (N H 3 D Q X N X _ 0 — R U L 2 U L H Q W D W L R Q ' D \ Z D V D
Z R U N V K R S V F D O O H G meeting with Alert Level 2 restrictions. More than 100
V W X G H Q W V D Q G Z K — Q D X U H J L V W H U H G W R D W W H Q G , however, the
change in alert level led to late notice changes to the event the number of attendees to 62;
among those students, however, feedback on the sessions was positive. Kaiurungi have also met with
P R U H W K D Q V W X G H Q W V Z K R Z H U H X Q D E O H W R D W W H Q G
provide pastoral care and transition support.

7 H : D N D 3 — N — N D Q R D Q G 0 — R U L V W D I I I U R P D F U R V V F D P S X
as a tertiary study pathway for students from Wharekura. This is the first time in its 30 year history
W K D W 7 H + X L Q J D 5 H R K D V E H H Q K H O G L Q 7 H 7 L S X R D P X
7 H : K — Q D X 7 D K L D Q G 7 H . X U D : K D N D S Ì P D X L W H 5 H R 7 Ì W X
V W X G H Q W V I U R P N X U D N D X S D S D 0 — R U L D U R X Q G W K H F R X
only tertiary institution present.

T K H 6 F K R R O R I 7 H D F K H U (G X F D W L R Q V % D F K H O R U V R I 7 H D F
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 Y H D U V W X G H Q W V L Q F O X G L Q J I L Y H 0 — R U L V W X G H Q W
I U R P D S S O L F D W L R Q V I R U W K H (O D L Q H 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 – Acce V V L E O H) O H [L E O H) X W X U H) R F X V V H G

Stimulate and support academic development and innovation W R E H F R P H W K H E H V W H G X F D
1 H Z = H D O D Q G

As part of our commitment to becoming the best educators in Aotearoa, improving transition and retention is a critical aspect R I R X U Z R U N 7 K H I L U V W T X D U W H U R I K D
work on a case management system to support student advising (academic, pastoral and skills) across

7KH 6FKRRO RI (GXFDWLRQDO 6WXGLHV DQG /HDGHUVKLS
year’s inaugural launch RI 7DNHUH 7KH SURJUDPPH XVHG WKH FRXUVH
People Learn as its curriculum, which the School’s team modified for a summer on-campus offering
LQ 'U $QQLH +RUWRQ ZLWK VXSSRUW IURP udies and OHULH
Leadership), taught the course. This is a key component of the UC strategy for increasing accessible
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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 IOH [LEOH and GHJUHH
GHOLYHU\WR RSWLPLVH Z D 8& HGXFDWLRQ WR UHVSRQG WR WK
DQG VRFLHW\

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.

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

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V W D Q G D U G V F R O O D E R U D W L R Q D Q G L Q Q R Y D W L R Q

Over the past few months a range of resources has been written that both signpost and provide
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8 & 7 K H 8 & 7 H 5 H R 0 — R U L 6 P O O R Z * K G E H has been 8 & . X S X W D N D
list of bilingual terms for subjects, role titles, units, departm <0044>4 <0(pa)4 (r)3 ((l te)6 ((m <0pa)h

Alert Level 1, which attracted more than 75 students and their families. The first formal Welcome Day for Pasifika students and their families was held on) H E U X D U \ D W W U D F W L Q J P R U H

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

People and 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 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.

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 P D Q D J H G L V R O D W(MRQ) continues to hamper a speedy return. MIQ costs have increased from 25 March and

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

- E X G J H W H [S H F W V G R P H V W L F ( ) 7 6 W R L Q fore last D V H E \ 3 for the end of 2021 is now 12% above 2020.
- Draft figures indicate

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Grow and leverage our O R F D O and J O R E D O V X V W D L Q D E L O L W \ Q H W Z R U N V to challenge and to share our practice

An (Q Y L U R Q P H Q W , Q V W L W X W H Accreditation team is visiting QUC to assess W K H % D F K H O R U R I (Q Y L U R Q P H Q W D Accreditation will provide gr H D W H U G L I I H U H Q W L D W L R Q L Q W K H P D U N H W W R S U R P R W H

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.

2 X U D L P L V W R X W L O L V H D V P X F K R I W K H 8 & H V W D W H D V S (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 W K H (P L V V L R Q V 7 U D G L Q J 6 F K H P H to approximately 250 hectares. At the same time, we are exploring the opportunity to

VC Activities

Past Events	
) H E U X D U	x Attended New Zealand Qualifications Authority (NZQA) Board meeting in Wellington. x Attended the Association of Commonwealth Universities (ACU) meeting via Zoom to discuss the UK Turing scheme.
) H E U X D U	x Convened a staff workshop.
1 March 2021	x Co-h R V W H G 7 L P) R Z O H U I R U . G L Q Q H U Z L W
2 March 2021	x + R V W H G 7 L P) R Z O H U R Q T Taken Programme
3 March 2021	x Attended Minister W K H P Hon Q Williams' talk to Bachelor of Criminal Justice and Law staff and students on campus
4 March 2021	x Attended Universities New Zealand Vice-Chancellors' meeting via Zoom.
5 March 2021	x Attended Academic Quality Agency (AQA) Board induction via Zoom.
8 March 2021	x + R V W H G 8 & 6 $ 3 U H - P Lesdeln t Q W Lu n Q Gt O Fe llor for International Women's Day.
9 March 2021	x Attended the International Science C

[redacted]

[redacted]

21 April 2021 x

Memorandum/Pukapuka

To:	Ki:	University Council
From:	1 —	Professor Cheryl de la Rey, Vice-Chancellor
Date:	5 —	18 March 2021
Subject:	Kaupapa:	Academic Board report

TE POARI AKORANGA | ACADEMIC BOARD

PROPOSAL TO DISESTABLISH THE COLLEGE OF BUSINESS AND LAW

Memorandum/Pukapuka

To:	Ki:	University Council
From:	1 —	Professor Cheryl de la Rey, Vice-Chancellor
Date:	5 —	22 March 2021
Subject:	Kaupapa:	Academic Board motion on the disestablishment of the College of Business and Law

Recommendation:

- that the Council approve the motion passed by the Academic Board regarding:

In principle support for the academic case for the disestablishment of the College of Business and Law and the reconstitution of the Business School and the School of Law as standalone Units.

Purpose:

To advise Council on the detailed background of the proposal to disestablish the College of Business and Law.

Executive Summary:

The Academic Board was presented with a rationale from both the UC Business School and School of Law for the disestablishment of the College of Business and Law. The Board debated the proposal in detail – as described in the main report and agreed to recommend to Council that the motion is approved.

Attachments:

- Rationale for change proposed by the UC Business School and the UC School of Law; and
- Timeline of key decisions taken over recent years including minutes of the Council meeting establishing the College structure at UC.
- **Council minute 25 May 2016**

Full papers commence overleaf.

Paper Progress:

To:	Date:	Decision:
PFRC/RAC	N/A	
SLT	N/A	
FPRC/ARC	N/A	
COUNCIL	March	

Academic Board paper considered at its meeting on March 12 2021

Proposal to Disestablish the College of Business and Law

making processes and of the design, implementation and execution of a strategy that will be required to move the UC Business School to the next level.

In addition to accreditation expectations, a standalone Business School allows for a more distinct brand and identity for the School to be created. A consequence of the creation of the College of Business and Law in 2012 was the need for a “College Identity”, which lessened the ability for both Schools to build their own identity and culture. Both Schools agree that there is an urgent need to develop a unique identity and brand for the Business School and Law School, thereby providing students and other stakeholders a clearer understanding of what we do and our positioning in market.

Additionally, the Business School needs to be in a position where it can be agile and responsive to current trends and developments in the global business environment. The current College structure has restricted this by adding an unnecessary layer of College committees and meetings, which add little value to either School, other than to further endorse decisions already made by the respective Schools. Moreover, current College delegations and processes have often not worked well and have restricted timely responses. There is duplication and confusion over what is at the School level and what is at the College as, it C

required to maintain any separate identity severely diminishing and distracting from effective Law School leadership.

- Strategic leadership of law as an independent discipline within the University has been neglected. It appears that rather than a simple administrative marriage, the College structure encouraged a strategic emphasis on developing the Law School into a Business Law School, a character to which, as a broad-based School of Law, it is ill suited. The School has

TIMELINE OF RECENT HISTORY AROUND DISCUSSIONS ON THE SCHOOLS OF BUSINESS AND LAW

- 2004: The Cole report resulted in a restructure of the University into four Colleges and the School of Law (later to be joined by the former Christchurch College of Education). The College structure intersected with a Faculty structure, forming a matrix of vertical administration and line management with horizontal stewardship of awards and academic regulations. The matrix highlighted some tensions: some SMT members felt the Faculties were an impediment to strategic activity, in particular where Faculty interests and responsibilities did not align with College interests and responsibilities. To other staff however, the Faculties were the academic heart of the University. They would argue that College responsibilities should be supporting the academic direction rather than constraining or directing it

- Due to the impact of the earthquakes, discussions about the structure were largely put on hold until 2014/2015. A discussion document was sent to the Academic Board in November 2015 to Unite Colleges and Faculties and was discussed in multiple meetings from that date.

- At its meeting on 20 April 2016, the Academic Board was unable to support a motion to support in principle the proposal to unite Colleges and Faculties. The relevant extract from the minutes of the subsequent Council meeting on 25 May 2016 are attached. Council took the decision to unite Colleges and Faculties into a new College structure.

FACULTY/ COLLEGE MERGER PROPOSAL

The Chancellor noted the papers that had been provided fc Council's consideration:

- The proposal, which had been deferred to this meetin allow further consultation, and managemer recommendation to Council that the proposal be approved.
- Advice from Emeritus Professor John Burrows and Dr Robin Mann, independent governance advisors to Council response to the request from Council that they review process followed (but not the actual proposal) to ensur Council was fully compliant with its statutory obligations.
- The advice from the Academic Board including feedb from the Faculties, which indicated that the proposal had not been supported by the Academic Board at their meeting of 18 May 2016.

The Chancellor noted that it was clear that the Academic Board was divided on this issue but that only a limited number of Acade Board members had engaged in the process and the margins of division were slim. The Council members were advised to consider the information and advice provided with open minds and to decide individually what weight to give the advice from the Academic Board.

The Deans had been invited to the meeting for Council

- To provide clarity around line management

- Accountability rested with PVCs
- The PVCs made an undertaking that the implementa process would be inclusive and that all elements of t proposal would be considered.

The Chancellor advised the meeting that were the resolution passed, the implementation of the changes would be a managemen responsibility but that Council would expect to be kept fully informed and updated throughout the process.

The Chancellor ensured that all questions had been asked b Council and comments provided before putting the resolution to the vote.

Moved

THAT: Council adopt the proposal to unite Colleges and Faculties

Carried