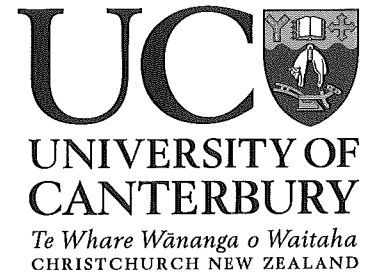


## Office of the Registrar

Information and Records Management  
Tel: +64 3 364 2987 ext. 8889  
Email: records@canterbury.ac.nz  
Web: www.canterbury.ac.nz/irm



30 July 2012

Joshua Grainger  
By e-mail: requests@fyi.org.nz

Dear Joshua

### **OFFICIAL INFORMATION ACT REQUEST 12/24**

I refer to your e-mail dated 2/07/2012, received via the FYI website.

In your email, you requested a copy of all submissions on the proposed cuts to certain Arts courses. You also requested the number of people who met with both the Pro Vice Chancellor of Arts and the Vice Chancellor. Finally, you requested papers submitted to the Finance, Planning and Resources committee of the University Council.

The University declines to provide you with the individual submissions and the names of individuals who provided them, under s9(2)(ba) of the Official Information Act. It is the University's view that this information was provided on the assumption of confidence by submitters, and that further, its release would likely prejudice the supply of similar information or indeed information from the same source in the future.

The Pro Vice Chancellor of Arts and the Vice Chancellor met with a range of stakeholders during the consultative round. Note that formal head counts or polls of attendees at meetings were not taken or recorded. However, PVC Arts Professor Adelson attended various staff and student fora, which in total comprised some 400 people. He also held other meetings with individual American Studies and Theatre and Film Studies staff. Representatives from the University of Canterbury Students Association, The Press, CTV, Theatre and Film Studies and American Studies students and staff, and the UC Arts Executive (Arts students). In addition, the Vice-Chancellor attended staff and student forums, but had no individual meetings prior to the Council Meeting.

With respect to your final paragraph, please find attached relevant papers from the Finance, Planning and Resources Committee meeting of 21 May 2012 which were supplied to the University Council in public session. As noted above, individual submissions have been withheld, under allowances provided in s9(2)(ba) of the Official Information Act.

You have the right, under s28(3), to seek an investigation and review of this response from the Office of the Ombudsmen.

Yours faithfully

PP. Hamill

Tom Norcliffe  
**Information and Records Manager**

**Report to the Council from a meeting of the  
Finance, Planning and Resources Committee  
held on Monday 21 May 2012**

The Committee recommends:

1. Change Proposals

**Management Science**

***That***

- i) The proposal to discontinue the Operations Research Programme above 100-level in the Management Science programme be approved.*
- ii) The timing of the discontinuation be delegated to management.*

**Cultural Studies**

***That***

- i) The proposal to discontinue the Cultural Studies undergraduate programme be approved.*
- ii) The timing of the discontinuation be delegated to management.*

**American Studies**

***That***

- i) The proposal to discontinue the American Studies programme be received and recommended to Council for approval.*
- ii) The timing of the discontinuation be delegated to management.*

**Theatre and Film Studies**

***That***

- i) The proposal to discontinue the Theatre and Film Studies programme be received be approved.*
- ii) The timing of the discontinuation be delegated to management.*

2. UC Futures Report

***That the UC Futures Report be noted.***

3. Second Primary Data Centre and Butterfly Wing Refurbishment

**That**

- i) *An allocation of \$4.338m be approved to refurbish the existing Butterfly Building and to upgrade and extend existing storage, telephony and network infrastructure in line with option 4 of the attached business case.*
- ii) *It be noted that capital funds are currently over-planned for 2012. Implementation of this project in 2012 is only likely if other projects run late or underspend. Funding for this project will be prioritised for 2013.*

Ms Wendy Ritchie  
Chair  
Finance, Planning and Resources Committee

22 May 2012

# Memorandum



Vice-Chancellor's Office

Extension: 8812

Email: [rod.carr@canterbury.ac.nz](mailto:rod.carr@canterbury.ac.nz)

To:	UC Council Members
From:	Dr Rod Carr
Date:	8 May 2012
Subject:	Update on Change Proposal

Dear UC Council Members

I thought it appropriate to give Council a brief update on the Change Proposal currently being consulted on by the College of Arts and being publicised by those staff directly affected by the proposal.

### Where are we in the process?

We have issued a proposal and have invited submissions from staff and students and have been receiving submissions (both solicited and unsolicited, both opposed to and in support of the proposals). During the eight week submission period we have held staff forums, student forums, small group meetings and held a special meeting of Academic Board (2 May) having had a discussion of the proposals at the April Board meeting and having reserved time for further discussion at the 16th May Board meeting occurs before submissions close on 18 May. During the consultation period every faculty (staff grouped by academic discipline) have met and had the opportunity to opine on the proposals, record views and have those views presented to Academic Board. I will not summarise those views but a summary will be prepared by the Acting Chair (Professor Pettinga) and secretary of Academic Board, circulated to the Board and presented to Council.

On 21 May Finance, Planning and Resources Committee meet. All of the materials (change proposal, submissions, minutes and notes) will be laid before the Committee including a review of financial implications to be undertaken by KPMG. In light of submissions and consultation management will express an up to date view of the proposals and any proposed changes to the proposals. The Committee will consider advice it may wish to offer Council at their May 30 meeting when Council will first consider the proposals. Council will be asked to consider the proposals as amended as a result of the consultation undertaken and in light of advice from the Committee. Council is not being asked to consider or manage the staffing consequences of a decision to discontinue a programme, although the financial consequences of a decision are clearly a matter on which Council will need to form a judgment.

If a programme is discontinued then the roles specifically dedicated to supporting that programme maybe be disestablished. The Programme decision is a Council one, the impact of roles is a management one. Because they are potentially related the change proposal and programme recommendation are revealed together. In some cases (Cultural studies) there are no dedicated roles, in other cases there are dedicated roles. A staff member in a role that is disestablished has certain rights and the University as employer has certain obligations, including the obligation to see if there are other roles for which the staff member is suitably qualified and willing to engage. In addition the University has certain obligations to engage with affected students to mitigate the impact of change on their programmes of study. The impact on students is not unrelated to the choices staff

might make, the availability of other staff and the circumstances of individual students. There are established processes around both staff and student impacts but to progress them in detail before a decision has been made to discontinue the programmes would be to assume the outcome of the proposal and evidence predetermination. At this stage no decisions have been made and the proposals may well be amended as a result of the consultation period and in light of submissions.

**Affected staff and others suggest management is failing to lead staff. What is my view?**

Representations have been made at Academic Board, largely by staff who would be affected by the proposed changes, that sought to generalise and assert as facts things which are at best opinions. Some of these opinions relate to concerns about leadership and management. While staff are facing some pressures and uncertainties, in general the engagement with executive leadership teams, which include department and school heads, is quite sound - in Science, Education and Engineering issues exist but engagement is constructive. Commerce is challenged by loss of facilities and uncertainty around permanent leadership and law is coming to terms with "alignment". The Arts Management Committee comprising heads of all departments, is advisory to the PVC and advised on assessing each programme and the proposed changes are recommended by the PVC. The Arts Management Committee is engaged in a wide range of initiatives to promote programmes, recruit students and support new initiatives.

**On the matter of a "Strategic Plan for Arts at UC".**

Ever since I arrived, and well before that, the College of Arts has seemed reluctant to engage in a deliberate strategy to choose one programme or course of study in preference to others. The strategy has been to live within shrinking resources largely through staff attrition and reduced discretionary spending on travel, staff development, scholarships etc. The larger departments bore the brunt - English, history and philosophy are all much reduced and close to minimum critical mass. If that was a strategy, it has played out. It has led to an unsustainable breadth of programmes and an extensive number of courses. While this provides a wide range of choice for students, it comes at a cost in terms of quality and effective use of staff time in transferring knowledge to students.

The College is part of the greater University. Its strategy is not a matter for self determination, the College strategy gives effect to the wider University strategy into which the College has input. It was in October 2009 that the University made it clear a key strategy was that we would concentrate, that is reduce the scope of our offerings to maintain or enhance a reduced breadth of programmes and courses. Like it or not that is a strategic choice. It was also a strategic choice to specify preferred entry standards and enforce progression standards to focus resources on students more likely to succeed. It was also a strategic choice to demand demonstrable research outputs from all academic staff, and that was a bit of a shock for some in the College of Arts. Last year we also said that, consistent with the strategy to concentrate, we would reduce offerings of courses with small numbers of enrolled students.

Academic Board debated and specified what constituted "small" and that specification (40 students (5 EFTS) in a 100 level course, 20 (2.5 EFTS) in a 200 level course and 10 in a 300 level course (1.25 EFTS) is well below an economically viable minimum. (Each EFT generates about \$4,500 of tuition income and underwrites \$6,500 student Achievement component in Arts). So a 200 level course with 2.5 EFTS supports around \$27,500 of tuition income and an academic staff member in Arts might be expected to teach three courses a year generating around \$80,000 of tuition support. In addition there may be international full fee paying students, research grants, PhD and Masters Thesis completion payments under PBRF, philanthropic support. In Arts it is often the case that these non tuition sources of revenue have been more modest than in some other Colleges.

Academic salaries range widely but average around \$110,000 per FTE. Each Academic Staff member draws certain additional resources if they are to be effective in the delivery of teaching and undertaking research. Some of those resources are specific to their work such as conference travel, technical assistance, support with tutoring and marking, use of an office, IT support etc. These costs

may be incurred at the departmental, College or University level and would cease or reduce immediately or over time if the staff member left. Other costs are more generic such as the provision of library and IT services to students, student support and the costs of recruiting, admitting and enrolling students. Academic personnel costs at around \$75 million equal technical and general personnel costs and personnel costs account for about 60% of total operating costs. So programmes that only attract sufficient students to cover academic salaries fall far short of covering their costs.

**Not everything can or needs to pay its way but overall we must live within our means**

While the University or even a College may deliberately run some Programmes and Courses that are supported from other programme and course revenues, over time and as a consequence of a significant fall in revenue and increase in non salary costs post earthquake, our ability to do that on the scale previously affordable has been much reduced. That is why in aggregate the University is unable to cover its costs from its revenue. We need to reduce costs in ways that are least likely to reduce student tuition revenue and we are doing so across the board but failing to resource programmes with higher numbers of students to sustain other much more marginal programmes will only compound the problem. Further future cohorts of students will not pay fees to cover the over servicing of prior cohorts of students so postponing capital investment and running up interest bearing debt to cover operating losses makes the problem worse in the near future.

The College of Education had spent four years reducing its portfolio and in the process double digit numbers of staff were unfortunately made redundant. Arts are now implementing the choice to make more effective use of teaching time and that inevitably means fewer courses with somewhat more students in each. It is still the case that the College of Arts expect to offer over 40 courses in the second semester that are expected to fail to meet Academic Board's definition of "small". The fact some do not like the strategy, does not mean it does not exist.

**So what is the strategy?**

We do have a strategy that involves promoting a world class learning environment, we are clear in our Statement of Strategic Intent that there will be "Chosen Areas of Endeavour" which will mean stopping some things that could, but for resources, become world class homes for academic staff and talented students in order to concentrate resources on fewer but better areas. We will consolidate our resources (staff, facilities, Library and IT support, marketing effort etc) around a comprehensive but reduced range of programmes and courses. We can choose which they will be, informed by what students seek, what government is prepared to fund via tuition and research and what donors and others might offer. There is a core liberal arts set of programmes – as much as the College seemed to struggle to agree on a core for fear someone might be excluded.

We have largely lost the ability to cross subsidise between disciplines and attempts to engage the College in discussions that might sustain somewhat more breadth but at the expense of say fewer majors and honours offerings has not been well received. Proposals to move some programmes to undergraduate only, to move others to post graduate only, to deliver some courses by teaching only staff and proposals to offer a one year taught masters, to seek increased international students via an affiliated college, to offer more courses in flexible on line blended learning formats have in each case been more readily adopted or supported by other academics. That said the College has sought to increase the employability of graduates by establishing the Arts Internship programme, it has sought to recognise talented students via the Arts Scholars initiative and some staff have engaged with outreach into the schools to attract the next cohort of students. A special initiative to promote in bound study abroad students from the USA and a willingness to explore an expanded summer programme and off site but within NZ delivery have been led by the Arts Management team and supported by some of the over 130 FTE academic staff in the College.

**Why make 5% of the staff bear 100% of the burden, why not make 100% bear 5% of the burden?**

The idea of a pay cut or voluntary gift of time across all staff was put to Academic Board by Council member Professor Euan Mason last year and voted down by two to one. The idea of deferring sabbatical leave was objected to strongly. We offered voluntary redundancy but only 1% of staff (20 FTEs) who wanted to leave could be let go. We have downsized by about 8% of FTE staff through redundancies, unfilled vacancies, fixed term non renewals and reduced use of casual staff. We have spent millions on scholarships, outreach and marketing to attract students and appear to have stabilised first time at UC numbers. We have waited a year to see how things have settled out and run off \$25 million of cash buying time. I have taken a pay freeze for two years until February 2014 and in the BSA round just finished, I expect all of SMT will have agreed to a zero increase from 1 April next year for a year. It remains to be seen if we can get such an agreement with the TEU. We are assuming we will but even so we are still incurring costs, including needed capital spending, well ahead of revenue.

**So what is the College of Arts Strategy?**

The strategy in the College of Arts is to maintain an affordable, comprehensive offering of liberal arts courses and programmes that are or have the real potential to be world class. That requires a certain scale of student numbers and faculty in each programme. That requires a focus on revenue relative to costs now and over time. That requires fewer larger courses and fewer courses and programmes that make little or no contribution to costs imposed by them – such as for faculty space, library resources, IT support, student recruitment etc.

**So what about the process?**

Programme reviews in Arts led to the development of a perspective that in line with the overall strategy adopted by the University Council, certain programmes would be proposed to be discontinued. In providing advice to Council, management and Academic Board were to have regard to a number of criteria, discussed and supported by Academic Board and endorsed by Council in 2011. It was always likely that programmes chosen to be discontinued to allow aggregation of resources would not be without academic merit, otherwise we would be admitting we were offering poor programmes and should have addressed that matter in the ordinary course of business.

It is also clear that while there might be a set of steps to go through in selecting and formulating advice leading to a difficult decision to close an academically meritorious programme, there was unlikely to be a one size fits all process. The process in regard to Theatre and Film Studies, American Studies and Cultural Studies is appropriate having regard to the context both within the construct of the Bachelor of Arts programme of which they are a part, the circumstances facing the College of which they are a part and the University's overall strategy and circumstances.

Shortly the review of Music will be made available. This is a case where it was appropriate to have an external review before considering if, and if so what, change might be proposed by the College. I have no doubt that fault will be found with this process too. Staff will face uncertainty and will immediately want to know what management propose but we will be some months away from making a proposal I expect so the process will go on for longer than many would wish. The longer that period, the more contentious the discussion and the more public the response by those directly affected, the greater the uncertainty and risk that students choose not to come and staff who we might have wished to retain leave.



### **Other reviews**

We should be clear, there will be further programme reviews both within the College of Arts and other Colleges. There will be efficiency and effectiveness reviews in all business support functions. As funding arrangements, student demand and technology change, we must change and managing that process of change requires reviews. Demonstrable research outputs, effective use of teaching time allocations, sources of resources to meet the full costs of our chosen areas of endeavour, alignment with Government strategy of increased emphasis on proven relevance, employability and participation by under-represented groups will weigh in the balance.

It is not just about the money but it is part of our strategy that we should be effective and efficient in the use of our resources and indeed the Council of the University have a statutory obligation in that regard. The University has already used \$25 million of cash reserves to buy time and will this year use a comparable amount to buy more time but if programmes are to be discontinued for 2013, those decisions need to be made very soon.

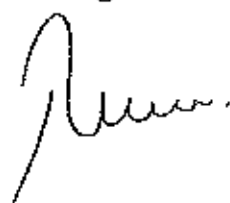
### **The relationship between discontinuing a programme, disestablishing roles and potential redundancies**

I would also make the point that a decision to close a programme and disestablish the roles established to support the programmes discontinued, does not automatically lead to a redundancy, although it may do so. Whether staff in those roles are suited to other advertised roles at UC can only be determined once a decision about programmes has been made. Further if a decision to discontinue is made, we must then work through with students options available to them. If we could only ever discontinue programmes because of the double coincidence that a staff member left and there were no students in the programme, it would be clear that programmes would rarely be discontinued even if student numbers declined and resources were insufficient to sustain the offering.

The assertion by the TEU on behalf of some members that the Blue Book, designed to assist academic staff in establishing and reviewing courses and programmes reflects a term in the contract of employment is the subject of mediation and may lead to the matter coming before the Employment Relations Authority. Legal advice has been sought which is reflected in our written response to the TEU Statement of Problem.

I trust some of this material is helpful.

Kind regards



Dr Rod Carr  
Vice-Chancellor

## APPENDIX

As a reminder here is some of Professor Adelson's background that could be of use to you in helping describe his qualifications for proposing changes in Arts:

Professor Adelson was recruited to the position of PVC Arts after a global search and contested appointment process.

- He held the title Emeritus Professor of Music from a distinguished U.S. institution
- He is a former national U.S. arts leader, having served in the 1990s as President of the American String Teachers Association (12,000 members)
- He served as head of a nationally ranked school of music (top 20 out of about 660 accredited music schools in U.S.)
- He served as curricular dean for the creative and performing arts at Ohio State, with nationally leading programmes (including the #1 ranked dance department in the U.S.) Seven creative and performing arts departments were under his jurisdiction, including theatre, music, and the visual arts, serving about 1,200 majors
- He served as associate executive dean of the largest arts and sciences college in the United States (Ohio State), with 41 departments, 16,500 undergraduate majors, and over 1,000 continuing academic staff. His portfolio was oversight of curriculum.
- He had a distinguished performance and teaching career as an academic in music over several decades.
- He arrived at UC with 30 years as an academic and administrator in the U.S.
- His degrees are from the Eastman School of Music (ranked #1 music conservatory in U.S. recently, and in the top 5 consistently) and Yale University

In my view the University is extraordinarily fortunate to have Professor Adelson at this time. He is both experienced and well qualified to undertake the reviews and make the recommendations in relation to programmes within the College of Arts. He has taken advice in respect of New Zealand context and law and applied processes prescribed by the University in response to University strategic intent, constraints and my direction. The decisions are difficult and not popular, that alone does not make the specific choices right or wrong but Professor Adelson has my strongest support as an unbiased higher education professional.

# Memorandum

Professor Jarg Pettinga, Acting Deputy Vice-Chancellor  
Telephone: 364 2542  
Extension: 6542  
Email: jarg.pettinga@canterbury.ac.nz



To:	University of Canterbury Council Finance, Planning & Resources Committee
Date:	16 May 2012
Subject:	Academic Board Submission With Respect to Change Proposals

## Introduction

A special meeting of Academic Board was held on 2<sup>nd</sup> May, followed by a regular monthly meeting on 16<sup>th</sup> May to facilitate discussion and to allow members of Academic Board to formulate and provide academic advice for Council with respect to the change proposals affecting the Management Science programme in the College of Business and Economics and three programmes in the College of Arts (Cultural Studies; American Studies; Theatre and Film Studies). At the 2<sup>nd</sup> May meeting a total of 68 members (or their alternates) attended, and a further 6 invited attendees were also present, while a total of 63 members attended the 16<sup>th</sup> May meeting, with a further 4 in attendance.

A range of documents relating to the various change proposals were made available to members of Academic Board and these are listed in the attached appendix to this memorandum. No resolutions were received in the days prior to the special meeting, but several were put during the meeting (see formal meeting minutes and following). A full set of minutes from this Special Academic Board meeting were compiled for board members and Council. Two resolutions were received in advance of the 16<sup>th</sup> May meeting, and a further resolution was put during the meeting. The relevant section of the unconfirmed minutes from the 16<sup>th</sup> May with respect to the change proposals has been extracted and are provided also.

## Special Meeting of Academic Board – 2<sup>nd</sup> May 2012

At the start of the meeting Professor Town provided a recap of the previously adopted decision making framework for the review of qualifications, programmes and courses (2012-2013) and the process flow chart developed in 2011. He emphasized that this was in response to the deficit situation that the university is facing, and had been developed in consultation with a group of Academic Board representatives, and subsequently approved by Academic Board.

In addition the Vice-Chancellor's report to the April Council meeting was also included for the information of board members.

## **Change proposal – Management Science; College of Business and Economics**

At the time of the Special Meeting of Academic Board the formal submission period with respect to this proposal had closed. Members of the Academic Board were provided with a *Comparison of Options* document prepared by the Management Science Group. Dr James (Acting Dean of Commerce) provided an overview of the change proposal and he outlined an alternate preferred option A submitted by MSCI group of academic staff with respect to staffing levels and projected savings. It was then moved that:

**Moved** (R. James; second S Mazer)

*That Academic Board endorses the need to teach the current Operations Research Programme at the University of Canterbury (Option A in the MSCI options paper), and the resourcing options appear to be available to do this that can deliver the programme in ways that are financially advantageous to the University of Canterbury.*

This motion was Carried - For: 42; Against: 11; Abstentions: 12.

The overarching question with respect to this change proposal is the recommendation that the Operations Research programme as a major at UC be discontinued with the consequent reduction in staffing from seven to four EFT positions. It was noted that the programme is now unique in NZ, and thus a point of difference for UC. Academic Board received a submission and further comment from the Faculty of Science, noting the impact on students in other degree programmes (e.g. BSc and BSc (Hons)), and the acting Dean of Science highlighted the need for further consideration of the contribution of Operations Research capability (Faculty of Science recommendation A) and that this be made available to Academic Board and Council.

#### **Change proposals – College of Arts**

The submission deadline of 18<sup>th</sup> May for the three change proposals relating to the College of Arts meant that there remained more than two weeks of available time for further formal submissions after this Special Meeting of Academic Board. This in turn was reflected throughout the ensuing discussion, with repeated but mostly non-specific reference to factual errors and concerns about financial data. Board members also repeatedly expressed concern about the development of a change proposal without having had a preceding academic review of the programmes identified in the change proposals. The PVC (Arts) responded by provided clarification around the process followed, including the strategic programme reviews completed over a period of 12 months prior to the change proposals being released, and also reiterated his willingness to meet and receive further submissions from staff concerned about errors in fact and other academic matters of concern in relation to the change proposals.

*Cultural Studies:* One written submission was received and included in papers provided to Academic Board. This submission presents an academic perspective in terms of the niche that Cultural Studies occupies both as an interdisciplinary programme in the College of Arts and extending into other UC colleges also. The submission also highlights the international linkages achieved and the success of academic staff associated with the programme in attracting external research funding.

Issues raised in further discussion by members reflected the same issues, summarized above, in the foregoing paragraphs, and are captured in the minutes of the meeting.

*American Studies:* No written submissions had been received with respect to this change proposal, but a member of Academic Board indicated that a submission would be prepared and circulated to the Board. The discussion again raised concerns about errors in fact and assumptions used. Concerns were expressed about the loss of focus and curriculum content with respect to American Studies at UC. Prof Adelson (PVC Arts) indicated that there are a range of alternate course options available in other programmes.

*Theatre and Film Studies:* A response to the Theatre and Film Studies change proposal was received and circulated to members of Academic Board. Issues relating to the review process, academic merit, programme viability in terms of staffing, financial and resource needs, as well as the anticipated impact on students are covered in the document submitted. The document further included a series of appended letters of support as well as letters/emails expressing concern and

requesting information from students and others. The documents submitted to Academic Board also included a collation of emails obtained formally via the Official Information Act from CPIT and UC.

A written response to the submission was provided by Professor Adelson (PVC Arts) and was circulated to Board Members prior to the meeting also. In regard to the CPIT and UC email exchange Professor Town provided context and this is captured in the minutes of the meeting (pages 7-8).

One formal motion was passed at the meeting in relation to the College of Arts change proposals, as follows:

**Moved** (R Reeves, second: R Carr)

*That Academic Board advises Council that the programmes proposed for closure as a result of the change proposals in the College of Arts have been acknowledged by the Board and Senior Management as programmes of quality and excellence and in several cases represent a point of academic distinction for the University of Canterbury. Their closure would restrict choices for students.*

**Carried** on a show of hands.

It is anticipated that further submissions with respect to each of the change proposals will be received for discussion at the regular Academic Board meeting scheduled for 16<sup>th</sup> May.

#### Academic Board Meeting – 16<sup>th</sup> May 2012

A substantial number of further submissions with respect to the change proposals were received prior to this meeting and provided to members. Discussion at this regular board meeting are captured in the extracted part of the unconfirmed minutes provided with this memorandum.

Three motions were passed as follows:

**Moved:** R. Nokes, second J. Tully

*That Academic Board provide to the University Council academic advice regarding the change proposals for Theatre and Film Studies, American Studies and Cultural Studies, by furnishing specific comment on the academic considerations contained within the "Rationale for Proposal" sections of the Change Proposal document (sections 3.1, 4.1 and 5.1) and on the application of the Decision Making Framework Criteria expounded in Appendices 1, 2 and 3.*

**Moved:** R. Nokes, second L. Fickel

*That Academic Board preface the academic advice provided to the University Council regarding the change proposals for Theatre and Film Studies, American Studies and Cultural Studies, with the following statement:*

*In response to the request from the University Council to provide academic advice on the change proposals for Theatre and Film Studies, American Studies and Cultural Studies the Academic Board offers the following report. However the Board wishes to convey to Council its concern over the quality of the advice that it can provide at this time. Such academic advice, under normal circumstances, would be based on the results of a robust, independent, academic review following the process outlined in the Blue Book. Without such a comprehensive review the advice of the Board is necessarily limited and incomplete.*

Following discussion with respect to each of the three College of Arts change proposals a final motion was proposed:

**Moved:** M. Grimshaw, second S. Mazer

*That in the absence of external, independent reviews, Academic Board, in the spirit of academic collegiality and academic trust in our colleagues, commends the academic advice from American Studies, Theatre and Film Studies and Cultural Studies regarding the change proposals.*

This motion was **Carried** - For: 24; Against: 11; Abstentions: 14

The meeting closed at 4.48 pm.

Professor Jarg Pettinga  
**Chair (Acting)**  
**Academic Board**

Appendix

LIST OF SUPPLEMENTARY PAPERS RECEIVED BY ACADEMIC BOARD

College of Business and Economics

Management Science

<i>Submitted by</i>	<i>Title</i>	<i>Date received</i>	<i>Board papers</i>
Faculty of Commerce	Response to Change Proposal	26 April	2 May, pp. 28-43
MSCI Group	Response to Change Proposal	26 April	2 May, pp. 44 --45
MSCI Group	Group Submission	26 April	2 May, pp. 46 – 48
HR	Business Case – MSCI	2 May	Intranet only
AVC(A)	Enrolments in MSCI 110 and STAT 110	14 May	16 May, Additional Papers, p. 26

College of Arts

<i>Submitted by</i>	<i>Title</i>	<i>Date received</i>	<i>Board papers</i>
PVC(Arts)	Discussion of Arts' Change Proposal	14 May	16 May, Additional Papers, p. 27

American Studies

<i>Submitted by</i>	<i>Title</i>	<i>Date received</i>	<i>Board papers</i>
PVC(Arts)	Responses to Questions from American Studies	14 May	16 May, Additional Papers, p. 28-33
Professor Trevor Burnard	Message to Academic Board	14 May	16 May, Additional Papers, p. 41-42
American Studies	A Point-by-Point Consideration of the COA Change Proposal as Regards AMST	14 May	16 May, Additional Papers, p. 43-105

Cultural Studies

<i>Submitted by</i>	<i>Title</i>	<i>Date received</i>	<i>Board papers</i>
Professor Howard McNaughton	Response from Cultural Studies	1 May	Intranet only

As at 16 May 2012

Theatre and Film Studies

<i>Submitted by</i>	<i>Title</i>	<i>Date received</i>	<i>Board papers</i>
Faculty of Humanities and Social Sciences & Faculty of Creative Arts Vice-Chancellor	Questions	By 26 April	2 May, p. 89
Theatre and Film Studies	Response to these questions	By 26 April	2 May, pp. 90 -- 91
PVC(Arts)	Comments on the Change Proposal	27 April	2 May, pp. 92 -- 139
Associate Professor Mike Grimshaw	Responses to questions from The Press	30 April	Intranet only
PVC(Arts)	CPII Summary and Papers Parts 1 and 2	1 May	Intranet only
Theatre and Film Studies	TAFS formal response to Change Document – Response from PVC(Arts)	14 May	16 May, Additional Papers, p. 34-40
	Further response from Theatre and Film Studies	15 May	16 May, Additional Papers - TAFS

**Faculty Responses**

<i>Submitted by</i>	<i>Title</i>	<i>Date received</i>	<i>Board papers</i>
Education	Response to change proposals	27 April	2 May, p. 140
Humanities and Social Sciences and Creative Arts	Response to change proposals	By 26 April	2 May, pp. 141-142
Law	Response to change proposals	By 26 April	2 May, p. 143
Science	Response to change proposals	27 April	Intranet only
Engineering and Forestry	Response to change proposals	10 May	16 May, p. 49
Humanities and Social Sciences and Creative Arts	Further response to Arts change proposal	10 May	16 May, pp. 50-51

As at 16 May 2012



# ACADEMIC BOARD



## Minutes

**Date:** 2 May 2012  
**Time:** 2.00 pm  
**Venue:** E11, College of Engineering

**Present:** Dr R Carr; Professor I Town; Dr H Cochran; Professor S Weaver; Associate Professor I Conner; Dr R James; Dr S Gooch; Associate Professor K Van Heugten; Professor I Johnston; Professor E Adelson; Professor J Evans-Freeman; Professor P Fleming; Professor G Gillon; Associate Professor R Scragg; Dr A Bainbridge-Smith; Associate Professor P Ballantine; Associate Professor N Blampied; Associate Professor R Bond; Ms S Bouterey; Associate Professor J Caldwell; Professor G Chase; Dr Z Chen; Associate Professor M Chetwin; Dr K Comer; Associate Professor J Cupples; Professor N Davis; Dr N Draper; Professor J Everatt; Professor C Kee; Associate Professor D Fortin; Dr C Gallavin; Dr J Goven; Dr R Green; Professor J Greenwood; Associate Professor M Grimshaw; Ms E Jackson; Professor P Jameson; Dr F Ji; Professor S Kemp; Associate Professor R Kirk; Mr H Klaassens; Mr J Le Cocq; Associate Professor B Lord; Dr S Lovett; Dr B Manley; Associate Professor E Mason; Dr D Matheson; Associate Professor S Mazer; Associate Professor C Mills; Professor A Mitrovic; Associate Professor M Montgomery; Dr R Murray; Professor R Nokes; Dr A Pratt; Mr T Rabbitt; Professor B Reed; Professor R Reeves; Professor M Robb; Professor A Sawyer; Dr M Skerrett; Professor S Stokes; Dr R Watt; Associate Professor J Tully; Professor M Turnbull; Dr A Willig; Dr J Wilson; Associate Professor D Wiltshire

**In Attendance:** Ms L Bond; Ms L Carter; Ms H Dickie; Mrs S Holstein; Ms G Moore; Ms J Phillips

**Apologies:** Dr L Fickel; Professor M Holland; Associate Professor W Lawson; Professor A Macfarlane; Associate Professor I Marsden; Dr P Martin; Dr D Matheson (lateness); Dr S Mazey; Professor S Pang; Mr D Russell; Associate Professor M Setchell; Professor E Toomey

**Welcome:** Ms M Cliff; Ms N Eaton; Mr P O'Flaherty; Ms K Rawlings; Ms C Soong; Mr T Turnbull

**Moved**

*That the apologies be received.*

Carried

## MEMBERS ON BOTH ACADEMIC BOARD AND COUNCIL

Associate Professor Mason advised that as he was a member of both Academic Board and Council he had sought the advice of the Chancellor on his role at this meeting. Consequently he would not

contribute to the meeting today, in order that there could be no conflict of interest in his ability to contribute to the Council consideration of the change proposals.

## **BUSINESS FROM THE CHAIR**

Professor Pettinga took the Chair as Acting Deputy Vice-Chancellor, Professor Town having been seconded to the UC Futures Project for several months. Professor Pettinga advised that standing orders would apply during the meeting. He noted that a considerable amount of material had been provided. The purpose of the meeting was to provide an opportunity for discussion of the change proposals and to formulate advice to Council on academic matters in relation to the change proposals.

Acknowledging a question from a member, Professor Pettinga noted that the consultation period for the College of Arts change proposal had not ended and thus all submissions had not yet been received. In order to take this into account Professor Pettinga advised that he would collate the discussions today into a draft report that would be brought to the next Academic Board meeting on 16 May. It would then be subject to any further amendments before being forwarded to the May Council meeting. He advised that all documentation related to the change proposals would be forwarded to Council for consideration.

### **1. DECISION MAKING FRAMEWORK FOR THE REVIEW OF QUALIFICATIONS, PROGRAMMES AND COURSES (2012-2013) AND PROCESS FLOW CHART**

Professor Town reminded members that the Framework had been developed last year in response to the deficit situation that the University found itself in; that it applied for the period 2012-2013 and that it had been developed for a particular purpose. The criteria had been based on constructive discussions by the Academic Board representatives on the working group. These criteria had been approved by the Board and then forwarded to Council.

Professor Town advised that the Vice-Chancellor had asked him to draft the process flow chart which worked backwards from the Council decision process. The second version was in the papers and was designed to simplify and clarify the process. He noted that the TEU had taken exception to the flow chart and had asked for an Employment Relations Authority ruling on it. The Vice-Chancellor had provided a response to the TEU, which again was in the papers, however this matter was not a topic for today's discussion.

Questions and comments were then invited. A member asked whether the flow chart applied to all those in the room. Professor Town replied that the Framework had been ratified by the Academic Board. A question was asked about the place of consultation, revision and review in the flow chart. Professor Town replied that the flow chart contained feedback loops and the Council may seek further advice if it chooses to do so. Today's meeting is part of the feedback process and any additional documents will go to the Finance, Planning and Resources Committee of Council if they are received.

### **2. VICE-CHANCELLOR'S REPORT TO THE APRIL COUNCIL MEETING**

The Vice-Chancellor's report was taken as read. He then noted the Council resolution (item 5 in the papers) and that time was passing as the University continued to lose \$100,000 cash per day. In his opinion it would take five years to stabilise the University's position, assuming a material change in operations. He said that the University no longer had the capacity to

continue to carry the same breadth of offerings. He noted that there were good things that the University did that it could not continue to do and that this discontinuation was not because they were poor quality but because the University lacked the capacity.

Dr Carr then invited questions on his report. A member spoke of the risk of staff disorientation and alienation and suggested that the mitigation strategy of leadership and communication did not seem to be being effectively implemented. Dr Carr replied that there was extensive communication taking place including extending the consultation period, holding staff and student fora, the Pro-Vice-Chancellor (Arts) being available to meet with staff and students, and the documentation related to the change proposal also being available. He disputed that there is a lack of communication.

The Chair commented that thought and planning is required before management is able to engage with insightful thinking around a topic, and before ideas are either taken further or dropped. There is thus a period of time when management is considering a number of options and not all are taken further.

A member noted that it seemed likely that more change proposals would be released. He asked whether the change proposal process could be revisited in light of the complications that had arisen with the current proposals. He acknowledged the right of SMT to think about options but wondered whether using change proposals to instigate discussion rather than vice versa was the best methodology. Dr Carr replied that there would always be differences case-by-case and that with small programmes, for example, identifying an academic programme for discontinuation without identifying the roles attached to it would create a different set of problems. He noted that a review of the awards offered in Music had recently been commissioned without a change proposal. This review report would be shared publicly.

### **3. RESOLUTION FROM COUNCIL.**

Professor Town advised that the Finance, Planning and Resources Committee and Council would receive all feedback from the change proposal process. Professor Pettinga would also draft a summary from the Academic Board for Council to come to the Academic Board meeting on 16 May for consideration. This would include any resolutions from the Board.

### **4. CHANGE PROPOSAL – COLLEGE OF BUSINESS AND ECONOMICS**

#### **(i) Management Science (MSCI) Group, Department of Management**

The Acting Dean of Commerce introduced the item by saying that the change proposal proposed moving from seven to four full time equivalent positions (three redundancies). He said that the proposal overstated the savings that would be made and did not include a consideration of the income that would be lost on courses that would be dropped. He noted that MSCI 101, an operations research course, would remain and would be taught by the remaining staff. He drew the attention of members to the summary table on p.45 of the papers.

Dr James then spoke to Option A in the summary table saying that this would give more security to the programme and would reduce the staffing to 6 FTEs. It would save the University \$120,000 and would generate student fee income. The MSCI group was willing to negotiate with management in relation to the reduction from 7 to 6 FTEs. The MSCI group asked the Board to endorse the Operations Research major

at the University, noting that it was unique in New Zealand and a point of difference for UC. He drew attention to letters of support from companies such as Air New Zealand, Fonterra, IBM and Mighty Rover Power. He noted the need for graduates in this area and said all Honours graduates were offered jobs, many before they had graduated. Dr James then proposed the following motion:

**Moved (second S Mazer)**

*That Academic Board endorses the need to teach the current Operations Research Programme at the University of Canterbury (Option A in the MSCI options paper), and the resourcing options appear to be available to do this that can deliver the programme in ways that are financially advantageous to the University of Canterbury.*

Discussion of the motion included the following points:

- It was clarified that Dr James was Acting Dean of Commerce, as well as a staff member in the Department of Management and part of the MSCI group.
- The Head of the Department of Management spoke saying that the MSCI group was one of four in the Department. He said that the need for a review had been identified 18 months ago and that the change proposal looked at three areas: Operations Management, Operations Research and Quantitative Methods (primarily service courses). He said that Operations Research was an area that had seen a decrease in student numbers.
- Several members complimented the MSCI group on their work in presenting a number of options and hoped that there could be collaborative decision making.
- A member from the Faculty of Science noted that care needed to be taken with changes to interdisciplinary programmes. He noted that such interdisciplinarity was a strength and that Operations Research was an area that would make a strong contribution to the rebuild of Christchurch.
- The Acting Dean of Science said that the Faculty of Science response to the change proposal was a true reflection of the Faculty meeting. She drew attention to Resolution A in the Faculty response saying that further investigation of the contribution of operations research capability was needed and that this should be submitted to Academic Board and Council.

The motion was then put to a secret ballot and:

Carried  
For: 42  
Against: 11  
Abstentions: 12

## 5. CHANGE PROPOSALS – COLLEGE OF ARTS

### (i) Cultural Studies

A member of the Board of Cultural Studies opened discussion by saying that she had been surprised that the programme had been included in the change proposal, as no staff disestablishments were proposed. She pointed to what she believed were several factual errors in the proposal, particularly in relation to co-coding, saying that CULT courses had good enrolments. She noted the very successful record of external funding received by staff researching in the programme including Marsden grants.

Several members commented on the consultation process saying that concerns had been raised at Humanities and Social Sciences faculty meetings, not about making

changes, but about how these changes are implemented. A member noted how every programme across the university could find themselves in similar circumstances. The question of the process of change was central to the institution.

Professor Pettinga drew the discussion to a close by saying that discussions with management about the programme were to take place over the next two weeks. He invited the Board of Studies to bring another submission to the next Board meeting following these discussions.

(ii) American Studies

A staff member in American Studies advised members that they were not yet in a position to provide a response to the change proposal, however it was her view that an academic case for the discontinuation of American Studies had not been made. She said that there were unsubstantiated points and erroneous assumptions in the change proposal. Further, the discontinuation of the programme would have a deleterious effect on BA students in relation to their study of the United States. She drew attention to the well integrated and connected programme saying that it was an exemplar of best interdisciplinary practice. She mentioned a number of international connections and partnerships. A submission was being prepared and would be circulated to members once it was completed.

Other comments and questions included:

- A member asked whether American Studies was the study of the United States or the study of the Americas. Associate Professor Montgomery replied that there was a shifting emphasis and that the focus of American Studies at UC is the United States, but with awareness of the United States in its geopolitical position, its global connections and power. The member then commented that it was hard to believe that UC should not offer courses about the United States, as it was the dominant global economy and culture, or have the capacity to teach about the Americas. He asked if AMST were to be disestablished would such courses be able to be offered. The PVC (Arts) said that a list of courses with an American Studies emphasis had been prepared, although Associate Professor Montgomery said that it contained some errors.
- The PVC (Arts) said that he welcomed corrections of errors of fact in the change proposal.

Discussion then moved to a more general discussion of the change process in the College of Arts during which the following points were made:

- A member from the College of Arts said that it was irregular to have a change proposal that was not linked to a Strategic Plan. The PVC (Arts) replied that the process of drafting the Strategic Plan had been derailed by the earthquakes. He noted that he had said this repeatedly including in the meeting papers. He regretted that the process of preparing the Strategic Plan had been foreshortened but it was a fact. He noted that since the earthquakes the College of Arts had lost 25% of their EFTS.
- A member expressed concern about the damage that the current change proposals were causing between SMI and staff. He said that errors in the proposals had an effect on morale and did not inspire confidence. He said that all staff were part of the same institution and all rose or fell together.

- The Vice-Chancellor commented that the Board had been asked by Council to provide advice. He said that the University was in a difficult position as it now had too many courses and programmes for the number of students that it was funded to teach. The University needed to be financially viable. If the University cannot choose quickly then other ways to save money would need to be investigated.
- Some frustration was expressed by members that they were asked to provide academic advice on a change proposal that was not a product of an academic review and which did not contain robust academic information, conversely the financial information and detailed costings were also not complete.
- The Chair noted that it was clear from the information provided that there had been a period of review and discussion which has included Heads of School, even if not all staff have been included.
- A member with research experience in change management and change processes said that it was inappropriate to separate process and outcome in change processes as, inevitably, the change process was in itself an outcome. Furthermore, and contrary to what those advocating expediency with regard to time are suggesting, poor process or the perception of poor process can be very costly. For instance, today's Press article suggesting poor change processes at UC will impact on student recruitment by influencing how students and their parents rate the institution.
- Concerns about the quality of the processes surrounding the change proposals prompted the Faculty of Commerce to unanimously pass the following motion at their last meeting:
 

*Given the deep concerns that traverse all four change proposals, the Faculty of Commerce proposes that the recommendation that goes forward to Academic Board should be that further consideration extending to some form of professional assessment of the concerns be made before any proposals are put to the Council.*
- The PVC (Arts) responded by saying that the CPIT story had nothing to do with a process failing. It was an earnest discussion between two parties, the type of which management undertakes all the time.
- A member emphasised that the change proposals were not related to weak academic programmes, rather they were the result of a financial imperative. He noted that when the Vice-Chancellor was appointed he had said he hoped to appoint 200 extra academic staff and that this had been inspirational. Now the University was moving in the wrong direction in its student:staff ratio. The SSR was a factor taken into account in international university rankings so an improved ratio would contribute to an increase in UC's ranking. In considering difficult choices, had the University considered not doing some administration? In the 2010 Annual Report the ratio of general to academic staff was 1.46:1 with 1:1 being the ideal. At present the ratio was 1.6:1 so again this was heading in the wrong direction.
- The need for good numbers and an understanding of the income stream in the Arts proposals was again reiterated.

The Chair then refocused discussion back to the American Studies proposal. A member whose husband was part of the American Studies programme then read out a personal statement covering their teaching, research, Marsden grants, international partnerships and family circumstances.

The following motion was then proposed:

Moved (M Grimshaw, second: M Montgomery)

*That the Academic Board reject the CUILT, AMST and TAFS change proposals given the deep concerns that due process has not been followed.*

Discussion of the motion included the following points:

- The Vice-Chancellor said that actions have reactions and that if the Board's advice is summarised in that motion Council will be deprived of any academic advice. If this were the case then he might need to place a hiring freeze on all academic staff until the process matter was resolved.
- An example was given of the University of California at Santa Barbara which had made a collective response to a financial crisis by all staff taking a 5% pay cut.
- The Dean of Humanities and Social Sciences and Creative Arts referred to the Faculty response to the Arts change proposal on p.141-142 of the papers, commenting that Faculty was concerned that the decision maker was also the person who drafted the change proposal. Although the Faculty was not opposed to change, practices that go unchallenged can be arbitrarily imposed and precedents set.
- The PVC (Arts) responded that the number of Faculty members at the meeting had been small and some colleagues had said to him they felt uncomfortable about attending the meeting. He noted that other views were also put forward.
- A member challenged the College of Arts to address its problems and not hold the rest of the University to ransom.

An amendment to the motion was then proposed:

Moved (C Gallavin, second M Grimshaw)

*That, recognising the need to balance the College of Arts budget and recognising that closing programmes is one way to do this, that programme closure is an academic process and it should be done via an academic review.*

Discussion of the amended motion included the following points:

- If the first motion is lost it needs to be acknowledged that the programmes are of high quality and have excellent staff.
- Under normal circumstances these programmes would not be proposed for closure and the academic benefit of them all must be reinforced.
- A TAFS (Hons) student read a personal statement saying that it reflected the views of a number of TAFS students. She said that if the proposal is approved TAFS students will leave. She said that students supported an academic review.
- The PVC (Arts) responded to the student's statement. He said that there would be sufficient choice for students, however the College could not afford to maintain Creative and Performing Arts at their present levels into the future. He viewed the question of process as a distraction that took attention away from the hard choices that must be made. He did not accept that there had been a process failure.
- A member spoke against the first motion saying that he did not think the Board should abrogate its responsibility to advise Council, as this was not intellectually rigorous or logical.

The motion and its amendment were then withdrawn. The following motion was instead proposed:

Moved (R Reeves, second: R Carr)

*That Academic Board advises Council that the programmes proposed for closure as a result of the change proposals in the College of Arts have been acknowledged by the Board and Senior Management as programmes of quality and excellence and in several cases represent a point of academic distinction for the University of Canterbury. Their closure would restrict choices for students.*

Carried

(iii) Theatre and Film Studies

The Department Co-ordinator of Theatre and Film Studies noted that there appeared to have been a longstanding discussion between the University and CPIT in relation to the Theatre and Film Studies programme. She requested that the full content of that discussion be made available. She asked that future discussions also include students and emphasised that she wished to retrieve the situation through a process of engagement. She asked for a clear and open discussion so that everyone could move forward and that this situation could be avoided in future.

Professor Town replied that following the earthquakes the Vice-Chancellor had asked him to go to CPIT to discuss a range of matters, including buildings and IT. These conversations and meetings were also a response to the request by THC for the Canterbury tertiary institutions to explore possibilities for co-operation. In the past this co-operation between UC and CPIT had included NASDA and the Jazz School. The PVC (Arts) said that the honest discussions were orthogonal to the matter at hand, which was the 2.5 FTE staffing and the inability to provide the physical resources to support the TAFS programme. He asked for feedback on these important matters.

Other questions and comments included:

- Given the state of the University's finances, these discussions will be the same over and over into the future. In the end the Council must address the deficit and will probably have to close something. The member was concerned that the wrong programme might be closed due to a lack of quality financial data. He noted that AMST and TAFS appeared to make a net profit and their closure might, in the long run, make the University financially worse off. He asked for a more robust analysis of where the EFTS from these programmes would go.
- The comment was again made that TAFS is a programme of good quality, that is multi-dimensional with excellent teaching and research. The only problem in TAFS appears to be the provision of physical resources and a staffing level that is below critical mass. The answer is to invest more in these areas to also make these excellent. It was recognised, however, that Council is between a rock and a hard place and may have to make the 'least worst' decision.
- A member clarified that there was not a resourcing problem in AMST and that there was an adequate number of academic staff in this programme.
- The TAFS Department Co-ordinator advised that, even with 2.5 FTEs, course offerings had been expanded and that the Free Theatre had been offered free facilities. As a consequence the cost of facilities had decreased. She noted that any department needed suitable facilities to offer their courses.
- Members were again confused by the contradictory financial information and the request was made again for robust data. Professor Pettinga noted that as well as departmental costs there were also collective costs for central services. A



programme may be viable within itself yet not be able to make a contribution to central costs. He said an holistic view needed to be taken.

- A comment was made that students may turn away from UC as choice became more restricted and there was a perception of instability.
- A request was made for comparative data so an assessment could be made as to whether the programme was the least profitable in the College. The PVC (Arts) responded that there were many reasons that had resulted in the programme being recommended for closure and that its financial viability was complex. For example, the opportunities to compete internationally were a big concern with one of the programmes.
- A member noted that matters related to the programme were complex and interrelated and went back to 2008. He stressed the need for the University to be collectively intelligent and imaginative. He said that it was a strength to be part of a 'small town' where everyone was connected. This needed to inform the University's interactions, and it provided opportunities to be imaginative and creative.

Professor Pelling drew the attention of members to the UC Futures Project. He then recommended that the meeting now close and that the various points be carried forward to the next meeting, along with any further submissions.

The being no further business the meeting closed at 5.00pm.

**SIGNED AS CORRECT RECORD** .....

**Date** .....



# ACADEMIC BOARD



## Minute Extract (unconfirmed)

**Date:** 16 May 2012  
**Time:** 2.00 pm  
**Venue:** E11, College of Engineering

### MINUTES

A correction was made to the Minutes of the meeting on 2 May to indicate that all the members of Academic Board who were also members of Council would not vote on the change proposals at the Academic Board meetings, thus removing any conflict of interest.

### VICE-CHANCELLOR'S REPORT TO APRIL COUNCIL MEETING

A member drew attention to the section on Staff in the Vice-Chancellor's report (p.12, 2 May papers), saying that the numbers quoted should differentiate between those who were in a position to resign and those who were not (e.g. tutors and others on fixed term contracts). In reply the Chair commented that tutors can leave their positions early and on occasion post-doctoral fellows do not complete their terms.

A member asked why it was 'interesting to note' the data on resignations across the various Colleges and that such comments were not helpful or appropriate. The Chair suggested that a low turnover could indicate a settled staff profile. In response a member commented that voluntary resignations could, in the long run, negatively affect the academic standing of a programme or School.

### CHANGE PROPOSALS

In introducing the item, the Chair asked members to focus on academic matters in the discussion that would follow. He emphasised that Academic Board had been asked to provide advice to Council and noted the extensive documentation that had been circulated.

#### Memo from the Vice-Chancellor

The Vice-Chancellor made a correction to his memo to Council saying that the reference to KPMG on p. 37 should have been to PWC.

The Head of the School of Humanities read a statement responding to the Vice-Chancellor's update to Council on the College of Arts Change Proposal, saying that the School of Humanities was ready to Challenge, Concentrate and Connect and that all the departments are working on changes to improve the School. He noted the hard working and innovative teachers who were using blended learning and the diligent researchers. He noted with disappointment that the Vice-Chancellor had written on p. 38 that the College of Arts seemed reluctant to engage in a process of strategic choice.

The Head also noted the comment by the Vice-Chancellor that the demand for demonstrable research outputs was 'a bit of a shock for some in the College of Arts', saying that comments such as these gave a message to colleagues, Council and the public that was palpably wrong. He feared for the effect on morale of staff in the College of Arts.

Other comments on Dr Carr's update to Council included:

- Sociology and Political Science were also large departments that have borne the brunt of staff attrition and reduced discretionary spending (p.38).
- Some courses with small enrolments have been given dispensations so they are still offered. The matter of courses with low enrolments is not confined to the College of Arts.
- The core of a Liberal Arts programme needs to be identified so it can be debated. Such a debate would be constructive.
- The difference in government funding levels for General Arts, and Creative and Performing Arts was noted.
- It was noted that courses have different points values, e.g. some TAIS courses at 200 level are 30 points rather than 15 points and therefore attract more funding than 15 point courses.
- It was not clear in the update whether or not TAIS, CULT and AMST were cross-subsidised.
- A typographical error on p.40, paragraph 2 was noted: 'fewer larger courses' should read 'fewer and larger courses'.

A question was asked about the material that would be provided to Council. Professor Pettinga advised that all the material that had come to the Academic Board would be provided, including the draft minute extract of the current meeting. The HR Director confirmed that Council would receive both the Change Proposals and a full set of submissions. The Vice-Chancellor said that the reason he had provided the update to Council was because Council members had asked him questions, as a result of the reporting of the matter in the media.

#### Motions from Member

Professor Pettinga invited Professor Nokes to introduce his motions. Professor Nokes said that as he was not part of the College of Arts he had limited information on which to offer advice to Council. He would have appreciated an independent review of the programmes in order that more information could be provided. He noted the documents from both the Pro-Vice-Chancellor (Arts) and the academic staff in the affected programmes, plus the material received from international and external parties. Taking these together it was clear that these internal academic reviews were contradictory. Consequently he proposed the following motion:

**Moved (second J. Tully)**

*That Academic Board provide to the University Council academic advice regarding the change proposals for Theatre and Film Studies, American Studies and Cultural Studies, by furnishing specific comment on the academic considerations contained within the "Rationale for Proposal" sections of the Change Proposal document (sections 3.1, 4.1 and 5.1) and on the application of the Decision Making Framework Criteria expounded in Appendices 1, 2 and 3.*

The motion was then put and:

**Carried**

Professor Nokes then proposed his second motion, saying that its purpose was to advise Council that there were constraints on the advice that the Board could provide to Council:

Moved (second J. Fickel)

*That Academic Board preface the academic advice provided to the University Council regarding the change proposals for Theatre and Film Studies, American Studies and Cultural Studies, with the following statement:*

*In response to the request from the University Council to provide academic advice on the change proposals for Theatre and Film Studies, American Studies and Cultural Studies the Academic Board offers the following report. However the Board wishes to convey to Council its concern over the quality of the advice that it can provide at this time. Such academic advice, under normal circumstances, would be based on the results of a robust, independent, academic review following the process outlined in the Blue Book. Without such a comprehensive review the advice of the Board is necessarily limited and incomplete.*

Discussion of the motion included the following points:

- The acknowledgement that the University was not in 'normal circumstances'.
- An amendment to the motion to include Management Science was proposed and then withdrawn, as submissions on the Management Science change proposal had now closed.
- That the University was faced with an intractable problem in relation to the Education Act and the Employment Relations Act. As soon as an academic review might involve an individual member of staff the University must move to preparation of a change proposal.
- It was noted that scheduled academic reviews of programmes were done regularly, approximately every five years.
- It was noted that when a change proposal was presented to Council it was Council's role to make a decision about the programme, but not their role to consider the consequences, with respect to staffing, of any change to a programme. This was a management activity.

The motion was then put and:

**Carried**

#### Draft Summary of 2 May Academic Board meeting

Professor Pettinga advised that additional material from the current meeting would be added to the summary before it was passed to the Finance, Planning and Resources Committee. He invited comments on the draft but none were suggested.

#### Response from the Faculty of Engineering and Forestry

The Dean of Engineering and Forestry had no further comments and the response was noted.

#### College of Business and Economics

The Assistant Vice-Chancellor (Academic) referred to his memo in the additional papers. He advised that the data relating to EFTS sharing in MSC110 had been taken into account in the data presented earlier in relation to the Management Science change proposal. The memo was noted.

#### College of Arts

The Chair invited the Pro-Vice-Chancellor (Arts) to speak to his memo (item 6.1). Professor Adelson said that the proposed changes were not related to academic merit but were necessary as a consequence of financial exigency. The College had already lost 65 staff (one out of three) over the last decade, however a further \$1.5m in savings was required. He hoped that the Board would do its best to provide academic advice to Council and he drew attention to the three topics for discussion

he raised in his memo. In his view any changes must not hurt the Bachelor of Arts as a whole, must look to the future, be sustainable and have a global focus.

The Chair then invited the President of the UCSA to advise members on student activities in relation to the change proposals. Ms Jackson advised that as she was a Council member she would be taking no position at this meeting, however she could report on the following student activities co-ordinated by the UCSA:

- Large and small scale student fora had been arranged. Working alongside SMI this had resulted in the identification of questions that had been forwarded for responses, for example, in relation to postgraduate students.
- There had been articles in CANTA and communications via the President's 'Red Phone' in order to ensure that the wider student community was aware of the change proposals.
- A student representative from an affected programme had attended the 2 May Special Academic Board meeting.
- Legal advice for affected students was being facilitated.
- A petition was being circulated by the UR UC group. This would be presented to the Vice-Chancellor on Friday.

The response from the Faculty of Humanities and Social Sciences (item 6.2) was taken as read and noted.

Discussion of each affected programme then proceeded.

(i) *American Studies*

In opening the discussion a member asked whether having a separate American Studies entity continued to be appropriate. He noted the opposite views, as expressed in the meeting documentation, of the PVC (Arts) and the American Studies staff. In reply staff members from American Studies made the following points:

- There was evidence that the field was growing.
- It was noted that Professor Burnard promotes a single discipline of History and correspondence from academic staff at Sussex University that disagreed with Professor Burnard's view was mentioned.
- Examples of both the 'single discipline' and 'interdisciplinary' models could be found around the world. Professor Adelson's examples were primarily from the mid-west of the United States and American Studies using the interdisciplinary model was thriving at other top-ranked universities in the United States, such as Yale and Harvard.
- The interdisciplinary model offered a lot to students, enabling them to make connections and providing an important academic space. It was more relevant for the twenty first century.
- It was the view of American Studies staff that the change proposal, Professor Adelson's responses and Professor Burnard's correspondence did not constitute evidence, rather they were opinions and assertions. An American Studies Association survey in 2007 and related correspondence confirming data and trends was referred to as concrete evidence.

A member commented that he did not think members needed to be persuaded that American Studies was a worthwhile and distinctive endeavour, however he felt that many members would be unable to say anything about how the study of the area should be organised (stand alone or integrated) so therefore faced a dilemma. He asked whether the Board should instead advise Council about a need to maintain *capability* in the area. He noted the UC Futures project and the suggestion of a Centre for International Studies and the possibilities for collaboration in international business and the contribution American Studies could make in this area. He

wondered whether discontinuing American Studies might have longer term consequences if worthwhile contributions to a Centre for International Studies had to, as a result, be foregone. In reply a staff member from American Studies noted the uniqueness of the programme at UC in terms of the Decision Making Framework and said that the field was not a composite and that it was a discipline in its own right. She objected to the characterisation of American Studies as a discipline that could be placed together with other areas of study.

Responding to a question about whether there would be a sustainable programme of study with a US focus at UC if the stand alone American Studies programme was discontinued, staff members from American Studies said that, in their view, not a great deal would be left in the College of Arts and that it would not be adequate for future students. They gave several examples and disputed the course list provided by the Pro-Vice-Chancellor (Arts).

### *(ii) Theatre and Film Studies*

The Department Co-ordinator began the discussion by saying that small programmes can be efficient and large programmes can be inefficient. She noted the three streams within Theatre and Film Studies (Theatre Studies, Film Studies and Performance Studies) saying that together they serve many purposes by contributing to careers for artists, actors, film makers and teachers. Students studying Theatre and Film Studies also studied other Arts courses plus Law, Music and Commerce. She noted the diversity and richness of research and teaching in the programme that was both historically sound and cutting edge.

She advised that she had been asked to read a statement from a student in the programme. The Chair asked her to provide the statement as a submission directly to the decision maker rather than through Academic Board. She mentioned the student petition which had received 2,555 signatures to date and asked that it be taken seriously.

A member asked, given the large amount of evidence that the programme was of quality, whether there was any plan to maintain capability in the face of closure. In reply the Vice-Chancellor said that although it was complex, two things were being proposed. As a result of a review of the breadth and sustainability of the offerings in the College of Arts the Pro-Vice-Chancellor was proposing the discontinuation of several programmes. Having considered the submissions and the recommendations of the PVC (Arts), the Council would then make a decision about the programmes. By doing this however, there is not an assumption that the programmes are failed in an academic sense. With most academic reviews there are recommendations to improve what is already a good programme, so the starting position is to make a programme better. Council will have to weigh a number of matters in relation to any programme, including the impact on the broader portfolio of programmes at the University. They may conclude that there is a need for further information or they may decide on discontinuation, at which time the staff employment consequences will need to be addressed. These include considering whether there are other roles that those whose positions are disestablished could fill in order to support the University, such as fulfilling obligations to students and external research contracts. Members hoped that such alternatives could be explored and were supportive of the need to maintain capability. If capability is eliminated then a consequence may be that the University is not able to respond to innovative developments in the future.

### *(iii) Cultural Studies*

A member from the Board of Cultural Studies noted that the PVC (Arts) had invited staff to advise him of factual errors in the change proposal. She advised that there were five factual errors in the Cultural Studies section of the change proposal as follows:

1. Essential reputational contribution - there were leading scholars in the programme who made international scholarly contributions, organised conferences, and who were acknowledged in the Chronicle and the UC Research Report.
2. Graduate Profile - based on interdisciplinary teaching and research, the programme graduated students who were culturally competent and distinctive.
3. External funding -- Several members of the programme had been awarded large Marsden grants.
4. Significant international partnerships – the programme was involved with international research collaborations and partnerships, had international PhD students and contributed to the Cultural Studies Association.
5. Relationship to American Studies change proposal – if American Studies is discontinued then there will be a greater demand for Cultural Studies courses.

The member noted that the change proposal was now available on the internet and was concerned about the academic reputation of affected staff and their employment prospects elsewhere if they were made redundant. She therefore asked whether these errors would be publically corrected.

The member then noted several other concerns:

- Was the Academic Board and Council aware and concerned about the general move away from interdisciplinary studies? She mentioned the recent loss of Religious Studies and Gender Studies and said there was a need for both Disciplines and Studies.
- No business case had been provided for Cultural Studies, so there was no information provided on costs and cost savings, EFTS, degree completions and external grants.
- Process - staff in Cultural Studies were not advised of the change proposal or invited to a meeting with the PVC(Arts) in the same way that staff in AMST and TAPS were. It was regrettable that the process had become adversarial when it could have been resolved collaboratively following the Religious Studies model.

The following motion was then proposed.

Moved (second S. Mazer)

*That in the absence of external, independent reviews, Academic Board, in the spirit of academic collegiality and academic trust in our colleagues, commends the academic advice from American Studies, Theatre and Film Studies and Cultural Studies regarding the change proposals.*

Carried  
For: 24  
Against: 11  
Abstentions: 14



## College of Business and Economics

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21 May 2012

UC Finance Planning and Resource Committee



Dear Chair

### PVC response to submissions on MSCI change proposal

#### Introduction

Please accept the following report as my formal response as (Acting) Pro-Vice-Chancellor of the College of Business and Economics in relation to submissions received for the Management Science (MSCI) change proposal. This response represents a summary of the full consideration given to all submissions received.

#### Rationale for change proposal

By way of background it is important to reiterate that the change proposal in the MSCI group does not represent a closure of an academic programme, rather a refocus and concentrating of an existing programme into areas with greater student demand. Demand exists in two areas: (1) the service papers offered by the group which are required for a number of majors within the BCom, and (2) a sub-discipline in Management Science, "Operations Management". The sub-discipline in Operations Research would no longer be offered. The rationale for this proposal is based on the following:

1. Existing major experiencing declining student numbers over the period 2006 – 2011 (65 to 39). This trend has continued in 2012
2. Declining trend in graduating numbers in MSCI degrees over period 2006-2011 (40 to 14)
3. Declining numbers of students enrolled in BCom (Hons) in Management Science note: two students enrolled in 2011
4. Low ratio of students progressing from 100 level papers to 200 and subsequently 300 level papers.
5. Low Student – Staff ratio (SSR) in MSCI (18:1) compared to the College Departmental benchmark, note: SSR is the key efficiency metric for determining optimal use of resources.
6. Consequential impact of the above factors on financial viability of the current programme.

#### Consultation

The college has been in consultation with staff since 3 February 2012 with submissions being accepted up to and including 20 April 2012. This consultation has taken the form of various meetings with affected staff and union representatives, responses to requests for additional information and clarification of change proposal content. The original deadline for submissions had been extended by one month to allow further opportunity to provide feedback.

#### Submissions

Submissions received over this period fall into five distinct categories (refer tabled submission package) that can be further categorized as submissions relating to:

- (a) Academic quality and purported "uniqueness" of the programme

(b) Differing Interpretation of data and analysis supporting the change proposal rationale. Note: PricewaterhouseCoopers has been commissioned by the University of Canterbury to carry out an audit of the data, analysis and assumptions in the change proposal. Their report will be made available to affected staff and Union in accordance with our obligation to consult prior to any final decision making.

#### Recommendation

I acknowledge that considerable thought and effort has been put into the submissions received. Having given full consideration to these submissions I have concluded that there is no evidence that any of the counterproposals or arguments received would address the fundamental problem that we have an existing programme in Management Science that has been in a state of decline over the last five years. The College has staff student ratio (SSR) criteria to be applied equally throughout the College. Applying the criteria to the Operations Research stream of Management Science shows it to be overstaffed relative to student numbers. It is therefore my recommendation to proceed with the current proposal to refocus and concentrate the current Management Science and Operations Management major into a renamed Operations Management major with a reduced number of courses offered.

#### Obligation and commitment to Students

Arrangements will be made to find suitable supervision for those PhD students who would be affected by this Change proposal through the loss of their principal supervisor. Students currently enrolled at the 200-level would still be able to complete the requirements of their BCom major with the remaining 300-level Operations Management subjects.



R J Scragg

Acting Pro-Vice-Chancellor

College of Business and Economics

21 May 2012

Dr John Wood  
Chancellor  
University of Canterbury  
Private Bag 4800  
Christchurch 8140

Dear John

I write to report to University Council following the two-month consultation period for consideration of the recommendations in the College of Arts Change Proposal. The proposal, released on 26 March 2012, involves the potential discontinuance of Theatre and Film Studies (TAFS), American Studies (AMST) and Cultural Studies (CULT), including their majors at Bachelors, Honours, Masters and PhD levels.

**Summary of rationale for the proposed changes:**

- The College of Arts cannot sustain the current wide range of programmes and is having to make some tough choices.
- The Change Proposal must be viewed in the larger context of a comprehensive College that offers instruction across many areas. Combined, all three programmes under consideration account for approximately 3% of the equivalent full-time enrolments in the College of Arts.

The College of Arts viewed the 8-week consultation period as an important part of the process, and I endeavored to facilitate as much discussion and feedback as possible. This included:

26 March	Meeting with potentially affected staff for the release of the change proposal and addressing any initial questions.
27 March	Staff Forum for staff to discuss and provide feedback on proposal for change
28 March	Staff Forum
28 March	Student Forum for students to discuss and provide feedback on proposal for change
30 March	Meeting with UCSA President
11 April	Faculty of Social Sciences and Humanities and Faculty of Creative Arts meeting
13 April	Staff Forum

16 April	Staff Forum
30 April	Meeting with students from UC Arts
2 May	Academic Board
4 May	Faculty of Creative Arts
9 May	Faculty of Humanities and Social Sciences
16 May	Academic Board
17 May	Meeting with UCSA President
	Individual meetings with students following requests on 2, 11, 27 April & 14 May
	Individual meetings with staff following requests on 13, 18, 19 April

In addition to the above consultation, I have received 91 written submissions, (including 30 from current UC employees, and 61 from interested external parties) which I have carefully reviewed. 38 submissions were received for AMST (including submissions pertaining to the Marsden Grant), 3 received for CULT and 35 received for TAFS, while a further 15 were related to all three programmes, or pertaining to the Change Proposal in general.

The feedback I received provided helpful perspectives on these programmes. After careful review and significant reflection informed by the consultation and submissions I provide the following recommendations to Council:

I recommend the following:

- 1 That the proposed discontinuance of programmes of study in TAFS and AMST be approved as outlined in the change document: that is, the programmes and the majors at the Bachelors, Honours, Masters and PhD levels be discontinued by Council, which delegates to the VC determination of the effective dates on which discontinuance becomes effective.
- 2 That the Cultural Studies Masters and PhD degrees be retained. Evidence from feedback suggests that the Masters and PhD in CULT are sustainable, and that the College of Arts will benefit from continuing to offer them.
- 3 That the Cultural Studies BA and Honours majors be discontinued: that is, the programmes and the majors at the Bachelors, Honours, Masters and PhD levels be discontinued by Council, which delegates to the VC determination of the effective dates on which discontinuance becomes effective.

In anticipation that Council approves these recommendations, the College is working through a range of possible options to assist students to complete their degree. In the first instance, the

College would offer individualised sessions to affected students in order to provide advice and support and to assist them in meeting their educational goals.

Council should note that as a consequence of any decision to discontinue programmes there will be implications for roles which exist to support the delivery of these programmes. As a consequence of any decision to discontinue programmes, management will need to engage with affected staff and their representatives. The University will need to attempt to agree with affected staff as on the consequence of Council's decisions. The outcome of this attempt to agree may determine which of a number of options are available to support students.

Recommending to discontinue programmes currently on offer is difficult. Nonetheless, the College must chose to concentrate resources and must do so in a way that maintains the integrity of the Bachelor of Arts degree. I believe the recommendations in this document adhere to these principles.

Most sincerely

A handwritten signature in cursive script, appearing to read "Ed Adelson", followed by a horizontal line and a small vertical tick mark at the end.

Professor Ed Adelson  
Pro-Vice-Chancellor  
College of Arts



### **Advice re programme obligations**

The University of Canterbury has an obligation to support those students who have enrolled in either an undergraduate or postgraduate qualification. Furthermore the University does have a responsibility to an undergraduate student who has declared a major within a qualification.

#### **Undergraduate**

The below options cater for students who are currently enrolled full-time in a specific major. Note no new enrolments should be allowed in any of the majors under review unless they are students who are returning to complete a major they have previously been enrolled for at UC.

For full-time students in their first, penultimate or final year of the major (100, 200 and 300-level) the support could take one of the following forms:

1. Academic staff are retained until 31 December 2014 and remunerated on the basis of teaching load.
2. Academic staff are retained until 31 December 2013 and remunerated on the basis of teaching load, and 2012 100-level students are encouraged to change major or consider courses of study at other institutions.
3. Academic staff are retained part-time only to teach undergraduate papers which are reduced in number so as simply to satisfy the major requirements (60 points at 300-level, 60 points at 200-level).
4. A special course of study is constructed for students wishing to finish a major utilising courses from CINE, CLAS, ENGL, EULC, and other suitable interdisciplinary courses.
5. A special course of study is constructed for students wishing to finish a major utilising independent courses of study or special topics at UC, as well as considering suitable online offerings provided by other New Zealand Universities.
6. Advice is provided to students wishing to complete a specific major as to potential suitable courses of study at other New Zealand Universities (for example Auckland, Massey, Victoria, Otago).

#### **Postgraduate**

1. There are no new enrolments in postgraduate study from June 2012.
2. Currently enrolled students who are undertaking 400-level courses are supported to complete a BA(Hons) in 2012.
3. Those currently enrolled students who are unable to complete a BA(Hons) in 2012 are supported to complete their studies in 2013 via independent courses of study/supervised research etc.
4. Those students undertaking MA part II will be supported on a case by case basis as per current University guidelines in consultation with the Faculty Dean and the Dean of Postgraduate Research.
5. Currently enrolled PhD candidates will be supported as per current University guidelines in consultation with the Dean of Postgraduate Research.

