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VICE -CHANCELLOR'S REPORT T O
UNIVERSITY OF CANTERBURY COUNCIL MARCH 2017

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1. INTRODUCTION

As 2017 unfolds the sense of vibrancy on campus continues to grow. The opening of Kirkwood Hall and commissioning of the Engineering Centre on plan progress with Rehua and SRC Stage One give confidence that as expected 2017 will see the delivery of projects initiated six years ago in the post-earthquake environment of 2011. Access to the Arts Centre location, while a year late, has been achieved. Our challenge to complete CETF stage 2, meet domestic recruitment targets and position for decommissioning the temporary villages over the summer of 2017/18, remains real.

While we have record numbers of students enrolled in Engineering qualifications and a positive recovery in Business and Law and uplift in enrolments in Education, Health and Human Development and in Arts, enrolments in Science have slipped for reasons we are still trying to understand fully. A disappointing outcome to the QS subject rankings and failure to win a Centre for Asia Pacific Excellence is a reminder of the intense competition that exists in our sector.

The launch of the School of Product Design, a record first year class in the Bachelor of

International Growth

Semester 06 total UC international full fee EFTs have increased by 21% on last year (week 12 of enrolment) and the work to increase UC's proportion of fee students to reach New Zealand university averages continues apace. I visited India with the Pro Vice-Chancellor of Education, Health and Human Development Professor Gillon and Dr Stuart Wise of the School of Initial Teacher Education to meet prospective students, representatives of other universities, Immigration New Zealand and student recruitment agents in support of our International Growth Strategy. This was a successful trip, which also provided valuable insights into the way UC is perceived in this market. I estimate we presented (online and in person) to more than 400 students, fifty agents and visited the offices of the three major recruitment firms in India.

I will be visiting agents, partner universities and presenting to prospective students in China in the first week in May to further support the International Growth Strategy.

2.5.1 Graduate Attributes

Progress has been made with advancing the Graduate Profile in the targeted areas of curriculum development, staff engagement and student engagement. The Global Awareness framework is being discussed at College meetings and the Community Engagement framework has been circulated to Deans for upcoming meetings. Staff engagement has progressed through advancement of the website, scheduled workshops and talks at UC Teaching Week in June. Student engagement has also progressed with the UCSA agreeing to participate in a Graduate Profile workshop. A meeting with a small focus group of students is also being arranged.

Core Attribute: Critically competent in a core academic discipline of their degree

Learning Objective: Students know and can critically evaluate and, where applicable, apply this knowledge to topics/issues within their majoring subject.

Programme reviews to map and include learning outcomes associated with the Graduate Profile continue to enhance both our understanding and articulation of all learning outcomes for undergraduate programmes of study. This will better position UC to promote its programmes to prospective students and to allow students to hold us accountable for delivery of these outcomes.

Attribute 1 : Employable, innovative and enterprising

Learning Objective: Students will develop key skills and attributes sought by employers that can be used in a range of applications.

The increasing student interest in entrepreneurial activities was again revealed at the successful summer scholarship programme run by the Centre for Entrepreneurship and annual launch of the entre competition. Postgraduate students are seeking additional support in securing their first job out. Teacher shortages, especially in Maths, PE and Chemistry teaching at secondary level have ensured good employment opportunities for these graduates while continuing high levels of economic activity in a number of sectors such as construction, tourism and ICT continue to sustain

Attribute 2: Biculturally Competent and Confident (BiCC)

Learning Objective: Students will be aware of, and understand the nature of biculturalism in Aotearoa New Zealand, and its relevance to their area of study and/or their degree.

Meeting dates have been arranged for the 2017 BiCC hui and the first take place on 23 March. During the summer, Kai rahi and academic colleagues have continued to collaborate on course development and a number of colleagues have provided draft CUAP proposals for consultation.

For the first time in its history UC has more than 1,000 students who identify as Maori enrolled. While this represents more than 8% of enrolled students and is celebrated, it is still the case that the participation of young Maori in University education is about half the national average. Participation rates in the Canterbury region are not materially different from the New Zealand average. Ensuring we have appropriate programmes, a welcoming environment and support services for all students likely to succeed at University is critical. Understanding the barriers to access and success at University for any large underrepresented minority group is not only in the interests of the institution but is in the interests of wider society. Researching and implementing effective interventions to enable access and support success for all higher education is core business for a New Zealand University. Un pa-.08 -1.15 1(a)m6(v)-rff inveB1(p)2(r)51 T pa-.08 -1.15 1(a)m6(2(v)-4(

Domestic Recruitment

3.2.1 Marketing

Social media activity continues to be high with UC either first or second for engagement across Facebook, Instagram and Twitter within the university sector. UC launched a Snapchat channel during Orientation which resulted in the platform gaining 700 followers. The Online WCMS phase III project continues, with the focus now on the College of Engineering. Google AdWords has experienced growth of 13% over January and February and web traffic was up 16%.

Planning is under way for our 2017 campaigns. A fresh creative approach for our UC brand has been developed that will build on the UCME initiative. This will involve using students who have stories to tell that reinforce the UC7 narrative. Photography and copy writing is under way for an April launch.

Work is complete in regards to developing a specific 'brand story' for the College of Arts. This has involved interviews with students, staff and alumni. This process is now under way for the Business School. A photo shoot is under way for the College of Science. Planning is under way for photography that will cover 'active learning' scenarios for each of the college disciplines.

A suite of videos will be implemented progressively over the year – the College of Arts will be the first. Postgraduate Taught Masters Flyers are being developed for the International Relationships Office. Planning has been initiated for 2017 Open Day and Information session campaigns.

The Introduction to UC publication and new Accommodation Guide were printed in February. Work is under way on the seven discipline publications and the undergraduate prospectus.

3.2.2 Liaison

School visits for 2018 recruitment kicked off in February with visits in Christchurch, Auckland, Southland and Taranaki. These will continue through to the start of April. The focus of these visits is to introduce students to UC and motivate them to attend an Information Evening or Open Day.

Seventy six prospective students and guests attended the Arts and Women in Leadership Breakfast that highlights the supportive environment UC provides for women. Twenty secondary school careers advisors and career practitioners participated in UC Update Day in Auckland which showcases programmes of study and unique selling points for UC.

In addition to beginning a new recruitment cycle, the team saw a total of 91 student appointments in the lead up to Semester One with 34 of these relating to course changes. The Welcome Centre in the Matariki Concourse has helped ease the pressure the team usually faces with timetabling issues.

UC's engagement activities have commenced with UC's Women in Engineering hosting local Year 12 female students at the first Crusaders game. These students had expressed interest in engineering through previous engagement events. The College of Business and Law was supported with their Young Enterprise Day, and initial meetings have also been held with local secondary school International Directors to introduce their new UC point of contact – the Senior Engagement Coordinator.

Student Services

3.3.1 Contact Centre

Call volumes were about 15% down on 2016 but overall call times were of slightly longer duration which offset this to some extent. Email volumes were again up on last year. This and tighter overall resourcing put the team under pressure at times, which was reflected in service level being slightly under target on occasion. Wait times and abandonment rates were reasonable. Early IT access greatly reduced issues with students not being ready to begin their studies on time, although this resulted in less

2016/7 Budget and forecast is not calculated down to year at UC. Enrolment week data is based on data snapped at the end of each week and compared to the same week in prior years. The Saturday date will differ slightly between years, ie Sat the 11th of November one year and then Sat 9th the next. ATE data is based on student headcount and based on the students citizenship status rather than fee type. Enrolments data is based on EFTS about the type (Domestic or International).

3.3.4 Scholarships

Highlights for the Scholarships team in February included the retreat for the UC Emerging Leaders' Scholarship recipients which included a photoshoot of recipients for promotional posters that will be sent to schools in May. Further regulation updates to key 2018 scholarships have been progressed through the approval process. The team also undertook an information visit to AUT to review its setup of CommunityForce for scholarship administration. The Scholarships Team has set up hundreds of scholarship fees payments and stipends for new scholarship recipients.

3.3.5 Accommodation and campus life

February student arrivals went well with more than 1000 students now living in UC accommodation. The halls orientations have been completed and now the business of supporting academic success takes over. There has been very little movement of students between halls this year.¹³

3.3.7 UC Sport

Sport registrations In December 2016 UC Sport engaged with prospective students during the UC Enrol communications campaign of targeted emails. There was a great response with an open rate of more than 50% and 465 'New to UC' students connected to sport clubs and activities for 2017.

Social sport is 98% full which will see 25+ hours a week of activity during term time and nearly 100 student teams active weekly just in this competition.

3.3.8 Student Success

UniLife Programme

UniLife is a new integrated wellbeing education programme for its first year students not living in halls of residence. The programme delivers a non-academic first year experience that aims to increase retention into second year by improving students' self-efficacy and sense of belonging at UC.

The programme is primarily run by a team of ten senior student leaders thereby enhancing their employability by providing meaningful leadership and personal development opportunities. Student leaders were recruited from a pool of mentors and marketed the programme in its first year via a call out to 500 pre-enrolled students.

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4. CONCENTRATE

4.1.4 Research Reputation

Professor Brendon Bradley (Civil and Natural Resources and Director of QuakeCore) is a major

Following the advice from AQA as a CUAP requirement, the Graduate Office is revising UC regulations to ensure that PhD students are enrolled for a minimum of three years, not the possible two years currently, and these will be progressed through the relevant UC committees and boards. It is not anticipated that this will have any effect on overall UC PhD completion rates as currently only a very small number of students complete in less than three years. Other Doctoral degrees (e.g., EdD and DMA) will not be affected.

4.1.6 Innovation

In recent proposal bidding for MBIE and the TEC funded Entrepreneurial Universities initiative, UC has completed a stocktake of innovation and commercialisation over the last decade originating from UC research, and is worth noting here that, UC has 16 licence agreements with various businesses, and 26 patents lodged in New Zealand and/or internationally, over the last 10 years. Further, UC has spun out a number of commercial entities where initially the “academic entrepreneur”, the university, and venture funder / capitalist have varying equities

Over the decade startup companies, spun out of UC include WhisperGen, Veritide, ArcActive, PTL, Invert Robotics, Koti Technologies, Tiro Medical, Fluent, Syft, MARS Bioimaging, and Motim Technologies. At least two other startup companies have been formed from UC in 2017 including “2.2G” around seismic dampening technologies, and “Flow Holdings Ltd” around organic battery technology. UC doctoral graduates play a significant role in RocketLab Ltd and no doubt our graduates feature among a large number of business innovations.

DVC Academic

The academic year has started with a significant number of new and modified programmes, either on their way through the Academic Board approval processes or in early development. We have about 11 proposals which will be put forward to either round one or two of the Committee on University Academic Programmes (CUAP) review. We expect this number to increase.

A major contributor to this will be the outcome of the first stage of the Academic Regulations Review which started at the beginning of 2016. This is the first major review of the academic regulations in 20 years and will bring consistency in the presentation of the regulations and better understanding of consistent practice. We would like to note the significant investment of time by Deans, Academic Managers and others on this task which will pave the way for an improved student experience through the Student First Programme of work (previously called the Student Management System). Subsequent review work will be targeted on specific topics and reviews will occur more regularly in future.

We have seen a significant increase in enrolments in the STAR Student Programme, with 344 students enrolled as at early March. This represents an increase of 15% on 2016 and an increase of 62% over 10 years. We have 97 schools in the programme which has increased by 18% on 2016 and 120% over 10 years.

Two years ago we moved the Graduate Destination Survey to an annual cycle and added questions relating to the Graduate Attributes. The 2016 survey saw a response rate of 59%, which shows outstanding engagement with our graduates. Programme level reports from this data will be used in reviews and planning by colleges and departments.

The pilot project for accreditation for fellow or higher grades with the Higher Education Academy being administered by Academic Services Group is under way with 18 staff currently engaged. It also has a pilot project on peer mentoring and development.

Now that the student numbers for Semester One have settled, the Timetable Team has been working on teaching space forecasts for 2018. These forecast will be used to develop the business case for the Teaching Spaces 2018 project. A range of other forecasts are also in progress which are based on a number of different scenarios including the widening of the scheduling window. A network map which can be used to identify any specific cohorts of students that could reasonably be timetabled on the Dovedale Campus has been developed to assist with this.

Following the completion of the second Investment Logic Mapping (ILM) workshop, significant revision to the Student First Business Case was required and significant preparation needed for SMT, FPRC and Council workshops. The programme continues to progress through the business case approval process with FPRC and Council reviews happening in the coming months. While there has been a need to focus selected resource on business activity, the programme work streams continue.

Office of the AVC Maori

Tangata Tū, Tangata Ora staff professional development programme:

In January and February, four tailored programmes were provided for the Colleges of Arts and Engineering. One general programme, arranged via Learning a

Communications and Engagement

<i>Engagement Data</i>	
Intercom staff newsletter	Open rate 43% (International benchmark = 21.8%)
Insider's Guide (student e newsletter)	Open rate 54.2% (newsletter started 26 February) (International benchmark = 21.8%)
Twitter	4,920 followers (111 new followers in February) We ranked first for Engagement/Fan ratio with seven tweets in the top 10.

Media

February media coverage of UC related topics was again overwhelmingly positive. UC's new Engineering buildings and UC videos about scientific research (Marsden Fund grant news) received, with greater media interest resulting. The Campus Master Plan received front page coverage, followed by a positive editorial.

Planets aligned, allowing UC astronomer planet hunter Assoc Prof Michael Albrow to be interviewed on the NASA announcement of a solar system with several planets, as well as his own Marsden funded research.

A UC story on research using a drone swarm to locate people in a disaster led to more interview requests for project lead Dr Graeme Woodward. UC's release on Summer Startup programme winners, Prof Steven Ratuva's Fulbright fellowship and Dr John Boereboom's opinion on school league tables all made the news.

CUP author Catherine Knight continued to receive praise for her work on New Zealand rivers. There was also great media interest in UC mathematicians Dr Jeanette McLeod and Dr Phil Wilson, who won MBIE Unlocking Curious Minds funding to take their Maths Craft Festival around New Zealand.

An analysis of UC coverage generated between 26 February 2017 (Broadcast, Internet, Print) found 445 items. This coverage reached a cumulative audience of 5,375,627 and had an advertising space rate of \$1,817,798.

External Engagement

The first UC Connect public lectures for 2017 began in March, with UC academics Distinguished Professor David Schiel and Associate Professor Annie Potts kicking off the series. This year's 12 currently scheduled lectures will include the science of climbing, marketing mental wellbeing, and a performance music lecture at the UC Arts City Campus recital room.

UC Connect has already been in demand internally and externally, with all 2017 lectures scheduled and hundreds already registered to attend. Videos of most of the 2016 UC Connect public lectures are available to view on the UC Connect YouTube channel.

Stakeholder Relations

UC sent a letter to residents in early March reminding residents what the University expects of its students in the community and where complaints can be directed. ~~Stated~~ complaints are being handled with close collaboration between UC, the UCSA, and the Police.

The UC Community Meeting on 13 February went well, with a range of topics discussed and a follow-up Community Briefing with residents on the perimeter of the Sonoda Development at Dovedale. The next UC Community Meeting is currently scheduled for 1 May

Alumni and Development

The audit of the UC Foundation is under way, following a ~~record~~ record result in 2016.

5.6.1 UC Foundation

	Income	Distribution
2016 Year End	\$8.6m	\$4.1m
2017 Target	\$9.5m	\$4.5m
2017 YTD	\$0.9m	\$0.7m

	Donors	Gifts
2001 to date	7,173	23,037
2017 to date	215	310

The focus is on the fundraising for the UCSA building, with ~~\$5m~~ target. The total raised for the campaign to date is \$231k, from 168 donors, with the first corporate donor Beca. An Alumni mailing to 27,000 – remember your UC theme with decades images is planned for the end of the month. Two Lottery applications will be submitted this month and Trusts/Corporates/Major Donor prospects are being cultivated.

UCSA and UC will be in a position to submit a draft Deed and Funding agreement to their respective governing bodies for evaluation and decision making in April. A small ceremony was held to celebrate the contribution of the Stewart family including the naming of the Dining room on level six of the Matariki building. UCF Trustees have been making thank you calls to donors. A Donor Thank you event Auckland on 23 February had 100% turnout at Duncan Cottrill. The Chancellor and Vice-Chancellor were in attendance. Two dinners and two

Upcoming alumni events include:

Mt John 2930 April, which

6. ENABLERS

Efficient, effective and sustainable use of the human, physical and financial resources available to the University

Staff Matters

Remuneration reviews for over 100 staff, including SMT, who have individual Employment Agreements have been completed and are given effect from 1 April 2017. Remuneration under IEAs are aligned with median market rates for comparable roles. Unlike staff on the collective employment agreement, there are no automatic increases.

Health and Safety

Steve Hunter has been appointed as the new UC Health and Safety Manager.

Steve was previously the Regional Health, Safety and Environmental Manager (South Island) for Fletcher Construction. Prior to this position, Steve's previous employers have included Triex Health Safety and Wellness, Fletchers EQR, Hope and Aid Direct, and the Humberside Fire Service. Steve will start at UC on 3 April

Workload models

The Director of Human Resources will be working with PVCs to advance work on the workload model to enhance transparency, consistency and fairness in the workload academic staff particularly in respect to teaching and teaching related activities. It has proved to be more difficult and to have taken longer than expected to identify all the issues and to resolve them.

7. Financial Outcomes:(Management Accounts to 28 February 2017)

February 2017	Actual Year to Date \$000	Budget Year to Date \$000	Budget Variance Year to Date \$000 Fav/(Unfav)*	Budget Full Year \$000	Forecast Full Year \$000	Full Year Forecast to Budget Variance \$000 Fav/(Unfav)*
Total Operating Income	54,042	54,668	(626)	351,050	346,981	(4,069)
Total Operating Expenditure	49,407	55,287	5,880	360,170	360,170	0
Net Surplus/(Deficit)	4,635	(619)	5,254	(9,120)	(13,189)	(4,069)
Net Surplus/(Deficit) as a % of Total Operating Income	8.6%	(1.1%)		(2.6%)	(3.8%)	
Capital Expenditure	31,244	47,481	16,237	205,980	205,980	0
Cash/ Short Term Investments/ Short Term Government Stock	292,190	297,288	(5,098)	138,268	205,912	67,644
Working Capital	174,923	211,684	(36,761)	107,074	174,718	67,644

* A variance enclosed in brackets indicates an UNFAVOURABLE financial variance e.g. income is less than budgeted income OR expenditure is greater than budgeted expenditure.

Actual Total Operating Income is unfavourable to budget as at February 2017. This overall unfavourable position is due mainly to unfavourable variances in tuition fees, sundry income, and research external income. Actual Total Operating Expenditure is favourable to budget. This favourable variance relates to operating expenditure (spending across most areas) total personnel expenses (the most significant individual variance relating to leave provision adjustment), and depreciation. At this time of the year, the difference is mostly phasing.

We had been budgeting for an operating deficit at the end of February 2017 (\$0.619m), but have returned an operating surplus of \$4.635m. This is a favourable variance to budget of \$5.254m.

While an initial forecast of full year revenue has been undertaken, no forecast of full year expenditure has been included in the full year forecast.

Capital expenditure is currently \$16.237m below budget. \$27.401m of the expenditure incurred to date is UC Futures related (CETF, RSIC, and Rehua) against to date budget of \$37.626m. At this stage of the year the remaining capital spend (in UC Futures), against budget, is favourable by \$6.012m.

Cash Flow

The February 2017 cash position of \$292.190m is lower than budget by \$5.098m. We are holding adequate short term cash reserves to meet expected capital costs for the CETF and RSIC.

Forecast cash flows including the Government's financial support now show no immediate requirement to borrow in the next three years. However, careful husbandry of balances will be required in 2018 and 2019, with capital and operating expenditure needing to be closely managed.

TEC, which must approve all borrowing under the Education Act 1989, has provided a borrowing consent, of which a key condition is that once UC is required to borrow more than \$65m an independent advisor will be appointed to advise on the financial risk to the Crown and assist the UC Council in managing financial risk.

There are no specific additional MOE covenants, but the Funding Agreement with the Government sets out certain financial targets to be reported to the Government Oversight Group (GOG) appointed under the Funding Agreement. The University's achievement for 2016 was within the ranges set.

Working Capital

Working capital of \$174.923m at 28 February 2017 is \$36.761m less than budget, mostly due to the lower cash balance and lower current liabilities. We take advantage of higher bank deposit rates relative to Government Stock yields, short dated Government Stock was sold and proceeds placed on term deposits with maturity dates beyond 12 months leading to a reduction in budget of forecast working capital even although capital spending was below budget for the year.

8. Conclusion:

UC recruits about 1 in 10 of high school leavers who go on to a New Zealand university. That is quite in line with prequake market share, in part because Canterbury as a region is now a smaller share of the National pie given the growth in the upper North Island. That makes our challenge in recovering student numbers to levels consistent with our capacity a bit more challenging. An every opportunity we need to promote the quality of a UC qualification, that is our learning environment and the special programmes we offer which are unique or rare. We also need to actively recruit locally and nationally – that is everyone's job. In the next three months we will set up the recruitment outcome for 2018. Our experience this year is that it is getting harder to convert those who apply to enrol into enrolled students. We will be taking actions to improve the rate of conversion from ATEs to enrolled students including making earlier conditional offers, confirming scholarship offerings sooner, tracking gap year students and staying engaged. We need to direct our outreach activities to schools that are more likely to promote UC and encourage students to come to UC. In 2019 we will not be funded for students we do not teach. I ask that everyone play their part in presenting UC to prospective students.

9. COLLEGE SUMMARIES –

College of Arts (Te Rōngai Toi Tangata)

No update provided.

College of Business and Law (Te Rōngai Umanga me te Ture)

Rebranding UC Business School Following an international benchmarking exercise and consultation with staff, students and external stakeholders, the UC School of Business and Economics has changed its name to 'UC Business School'. The change in name is part of a rebranding exercise designed to enhance the School's identity, international reputation and profile, and also to increase international student recruitment; the term 'Business School' is clearly understood across the world and also aligns UC Business School with its major competitors within New Zealand.

¹ assets due to become cash or be consumed within 12 months less liabilities due to be paid in cash within 12 months

NZ Statistics Data Lab at UC: Statistics New Zealand now provides detailed, individual-level data for research purposes. The dataset, called the Integrated Data Infrastructure (IDI), contains microdata about people and households collected from a range of government agencies. This is a fantastic resource which is receiving increasing attention in New Zealand and abroad. See:http://www.stats.govt.nz/browse_for_stats/snapsbz/integrated

10. Appendices

Building Update

Overall

All campus projects are now very busy with numbers of tradespersons on both Rehua and CETF still increasing and RRSIC ~~One~~ now peaking out at around 300 persons. Work is continuing safely on site with no major injuries reported for the last period.

Campus Construction Safety Group

The Campus Construction Safety Group continues to meet focussing on the construction projects and their Health and Safety implications on the University's ~~today~~ business and reputation. The current focus has been on drug testing and a recent trend of minor incidents such as dust in eyes and general site tidiness. These matters were discussed by all present and a ~~mix of~~ ~~Testing~~ reviews and visual aids were discussed amongst ~~other~~ ~~initiatives~~ to mitigate these forms of repetitive minor incidents.

Current Building Status

Key Progress this month:

Major work

Rutherford Regional Science and Innovation Centre (RRSIC)

RRSIC Stage 1

Structural strengthening works are complete with the exception of one mega column. The façade internal panels are now fitted to 90% of the building elevations and external glazing is well underway.

The project team is actively managing programme pressure, façade details and raptor rails. They have implemented design coordination workshops and consultant attendance lists.

Postgraduate apartments at Dovedale

Initial design has been provided for review by UC and feedback provided to the Design Build team.

Resource Consent and initial building consents have been applied for.

A communication plan is being developed with CLV to address concerns about an adjLn.cao in

Appendix 2: Upcoming Events Calendar:

Date	Time	Venue	Event name
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Q2

25-Apr	-	-	ANZAC DAY
Saturday 29 April	TBC	TBC	Serve for NZ (SVA)
1-May	-	-	SCHOOL TERM 2 BEGINS
1-May	-	-	UC TERM BEGINS
Monday 1 May	6 - 7pm	Undercroft 101	Community Meeting
Wednesday 10 May	9am- 1pm	Project location	SVA UCan Year 12 programme
Wednesday 10 May	10am- 3.30pm	Undercroft	Engineering and Science Careers Fair
11 - 13 May	9am- 3pm & 5 - 7pm. 9am - 3pm. 10am		

Appendix 3: VC Activities

Past	
02 March 2017	Met with the new Tertiary Education Union Organiser Jo Mclean Hosted the re-naming of the Stewart Room (formally Dining Room) in the Matariki Building alongside Dr Wood Attended a dinner at the Waitakiri Village
03 March 2017- 11 March 2017	Travelled to India on Alumni and Recruitment business
13 March 2017	Attended a dinner with Halls of Residence Ham Apartments and Sonoda